

Peer Vision Statements, Objectives, or Guiding Principles

**Bridgeport,
Connecticut's
Bridgeport 2020:
A vision for the
future**

A vision for the future:

Downtown: The catalyst for improving the city's image. Policies include: encourage dense transit-oriented development incorporating a mix of residential, entertainment, and business uses; create downtown design standards that are pedestrian-friendly, environmentally sensitive, and respectful of the city's historic core; support expansion of restaurant, entertainment and cultural facilities; and strengthen the Lafayette Boulevard office corridor.

Jobs: Expand economic opportunities--attract 15,000 new jobs by 2020. Policies include: capturing key growth sectors such as health care, finance/insurance/real estate, administrative and professional office, and arts/film/entertainment; increase the tax base and make downtown the foundation for growth; make better use of our assets; strengthen economic competitiveness; create neighborhoods of choice.

Neighborhoods: Foster neighborhoods of choice. Policies include: provide programs that encourage property investment; continue to aggressively reduce blight, disinvestment and abandonment; emphasize safety to ensure livable neighborhoods; address high property taxes; focus growth on major transit corridors and reduce density within overcrowded neighborhoods; track neighborhood indicators to measure progress.

Education: Quality and choice to attract families. Policies include: support capital improvements for the school system; provide parental choice and competition through innovative techniques (e.g. magnet and charter schools and tax credits); partner with the business/corporate sector to support investment in both public and private schools.

Infrastructure: a Foundation for the future. Policies include: upgrade existing infrastructure to a state of good repair; separate combined stormwater/sewer systems to meet demands of future development; support an efficient multi-modal transportation network that keeps the city moving forward; enhance Bridgeport's connection to Wi-Fi and other leading technological communication systems.

Environment: A Greener Bridgeport. Policies include: reduce carbon emissions by 10.0 percent by 2020; remediate and redevelop brownfield sites; promote environmentally friendly building design and construction; foster the use of clean and renewable energy sources; expand and upgrade parks and open spaces; improve public access to the waterfront; improve stormwater quality; and increase mass transit uses.

Portland, Maine

Core areas:

Grow the Economy: "The city is committed to creating economic prosperity through growing its tax and employment base"

Enrich the Creative Economy: "Value innovation, entrepreneurship, creativity, arts, culture, and entertainment to improve the economy and enhance Portland's uniqueness and diversity."

Support Business: "The city will continue to strive towards a more simplified and streamlined process of interacting with all current and future businesses in Portland."

**Massachusetts
(statewide)**

Five steps towards a more competitive Massachusetts economy:

Advance education and workforce development for middle-skill jobs through coordination of education, economic development, and workforce development programs.

Support innovation and entrepreneurship.

Support regional development through infrastructure investments and local empowerment.

Increase the ease of doing business.

Address our cost competitiveness.

**The Downtown
Worcester
Theater District
Master Plan**

Action Agenda's Guiding Principles:

- Create a mixed-use district anchored in institutional growth.
- Establish an entertainment core linked to activity centers and open spaces.
- Increase stock of market-rate and student housing.
- Attract private and institutional investment.
- Expand district connections.
- Improve pedestrian network of alleys and shared streets.
- Manage and increase parking supply.
- Program for live, work, study and play.

**Burlington,
Vermont**

Vision Statement: This plan envisions Burlington as a city where...

Burlington continues to serve as the historical core of a regional population, educational, healthcare, commercial, cultural, and governmental center. Among the city's chief economic assets, include its accessibility to major population centers in northeastern North America, a skilled and dedicated workforce, a high quality of life, which is preserved and enhanced through the promotion of development that is compatible with the city's neighborhoods and natural environment. Burlington's economy is sustained by a diverse mixture of businesses including: neighborhood-oriented local businesses like grocery stores and doctor's offices in vibrant neighborhood centers; a medley of service, retail, financial, and cultural enterprises throughout the downtown and waterfront; healthcare and academic institutions that offer the latest in intellectual, technological, and scientific opportunities; food production joined with agricultural entrepreneurship in the Intervale; well-paying and high quality commercial enterprises in the south end; and a travel and tourism industry that caters to visitors interested in Burlington's heritage and the region's outdoor recreational amenities.

...the city's economy continues to be sustained largely through a balance of self-employment, small business growth, and enterprise and institutional development. Burlington serves as an incubator for new business ventures, and enables established business to set down roots rather than move away. Educational and health care institutions have expanded their role in developing and transferring their knowledge base to benefit local residents and businesses. The city has developed a range of technical and financial incentives to retain, encourage, and support economic development, helping it to keep pace with growth in surrounding communities. Burlington's economy has become more self-reliant through significant increases in local ownership and control of business, reinvestment of local resources, a commitment to environmental quality, and an investment in people and infrastructure. Burlington residents, who were not fully participating in the city and regional economy, now have access to meaningful jobs paying a livable wage, job training, and job retention services.

City Policies: The city of Burlington will...

- Nurture sustainable development to provide for the city and its residents over the long term.
- Promote and strengthen a mixed economy, and work actively to retain existing businesses and jobs.
- Promote and support locally owned and controlled small businesses, including home occupations appropriate to the character of the neighborhood.
- Partner with the private, not-for-profit, and other government sectors to support existing businesses, attract future development, and conduct joint marketing.
- Invest in the necessary public improvements, particularly transportation, to strengthen the downtown, both as a Regional Growth Center, and as city and neighborhood.
- Work with neighboring communities, regional agencies, and state government to promote land use and development policies that support Burlington's role as the Regional Growth Center, and as city neighborhood.
- Support sustainable development activities in target areas of the city including the Enterprise Community, Neighborhood Activity Centers, the Pine Street Corridor, Downtown, and the Downtown Waterfront.
- Focus technical assistance, marketing and recruitment for economic development through target industries.

**Hartford, CT's
"One City, One
Plan"**

Broad Planning Themes:

- Promote livable and sustainable neighborhoods.
- Protect the city's natural and built environment.
- Enhance mobility through transit, pedestrian and bike systems city-wide.
- Advance downtown's role as the region's center for commerce, culture, and city living.
- Promote and encourage the integration of sustainable practices.

Vision statement:

Hartford is home to over 124,000 residents, headquarters for many of the country's largest insurance companies, and the state capital of Connecticut. Everyone who lives or works in Hartford wants it to thrive. This plan envisions the Hartford of the future to be:

"A clean, safe, culturally diverse community where residents can get an excellent education and become a valuable part of the workforce. Families and individuals can find affordable, attractive housing, both Downtown and in vibrant neighborhoods, and have access to efficient transportation. Natural and historic resources are well-protected, and sustainability is at the forefront of all activities. Hartford's government works with residents and the business community to leverage local investments and regional opportunities, and advance downtown's role as the region's center for commerce, culture, and city living."

**New York City
Regional
Economic
Development
Council's
Strategic Plan**

Vision Statement

New York City is the business and financial capital of America. It is the nation's preeminent global center of commerce, culture and innovation and the No. 1 tourist destination. It is also the economic engine of New York State, with employers throughout the five boroughs generating half of the state's economic output and almost half of all state tax revenues.

At the same time, New York City's unemployment rate exceeds the statewide average, the city has more people living in poverty than the rest of the state combined, and its continued global dominance in key industry sectors--upon which the economy of the entire state relies--is threatened by unprecedented foreign competition.

To retain its status as a global economic powerhouse and to maximize its contributions to New York State, New York City seeks to reinforce its historic strengths, generate improvements in the quality of life for its residents through the creation of good jobs, and better leverage its academic and corporate assets in the technology-driven growth sectors of the 21st century. This will require significant public and private investment focused on: modernization of aging infrastructure (transportation, energy, and the built environment, both commercial and residential) and recapture the lost assets such as the 578 miles of city waterfront and thousands of acres of contaminated brownfield sites; reduction of barriers to business development and expanded support for entrepreneurs, both immigrant and native born, who are the major generators of new jobs and of innovation; and enhanced development of human capital to achieve a more diverse, highly qualified, fairly compensated workforce.

Improving the competitiveness, accessibility, and human capital of New York City will spur its growth and progress, strengthen its role as a global leader, and economically benefit the entire Empire State. The city is, after all, the largest market and best source of private capital for business throughout the state. By leveraging its singular assets, New York City will ensure that the five boroughs and all ten regions of New York State are in the best position to flourish and be open for business.

**Baltimore, MD's
Comprehensive
Economic
Development
Strategy**

"Where we want to be"

1. Improve rapid and reliable transit to link diverse neighborhoods, job centers, educational centers and cultural, entertainment and tourist destination.
2. Prepare and retain all youth and adults for the job market and productive citizenship at all levels with quality education and training.
3. Improve ability to match needs of employers with a growing and appropriately skilled job candidate pool.
4. Enhance public and technology infrastructure to support participation in global economy.
5. Promote, enhance, and expand cultural and entertainment and night life opportunities.
6. Increase the City's residential and commercial tax base.

**Baltimore's
Comprehensive
Master Plan**

Summary of Goals Developed for this Plan (Live, Earn, Pay, Learn)

"Live" goals include: build human and social capital by strengthening neighborhoods; elevate the design and quality of the city's built environment; and improve transportation access and choice for city residents.

"Earn" goals include: strengthen identified growth sectors; improve labor force participation rate among city residents; and improve access to jobs and transportation linkages between businesses.

"Play" goals include: enhance the enjoyment, appreciation, and stewardship of Baltimore's historical and cultural resources; improve night life, entertainment, and recreation experiences for residents and visitors; and increase the attractiveness of Baltimore's natural resources and open spaces.

"Learn" goals include: improve public schools and libraries; capitalize on untapped potential of higher education institutions; encourage a culture of learning by enhancing educational and vocational opportunities for all Baltimoreans; and ensure safe and convenient transportation to and from educational facilities.

**Plan PGH
(Pittsburgh's
Comprehensive
Plan)**

Mission and Goals

Mission: PlanPGH will enhance Pittsburgh's quality of life by determining the effective and efficient use of its natural systems, infrastructure, cultural assets, recreational amenities, and economic resources.

Goals: strengthen Pittsburgh's position as a regional hub and enhance its global significance; provide equal access and opportunities for all to live, work, play, learn, and thrive; grow and diversify Pittsburgh's economy and its tax base; foster a sense of citywide community while strengthening neighborhood identities; capitalize on Pittsburgh's diverse natural and cultural resources; and respect and enhance the relationship between nature and the built environment.

Goals

Economic Development

- Pursue a diverse economy that is adaptable to the changing global environment and provides quality jobs for an urban population.
- Make government the model of best business practices.
- Provide the infrastructure and facilities that support economic growth.
- Provide superior educational and training opportunities.
- Enable Charlotte-Mecklenburg to compete for relocating businesses.
- Make Charlotte-Mecklenburg a safer community.

Transportation

- Develop a transportation system that offers choices in travel modes.
- Support incremental development of a fixed guideway (transit) system.
- Improve and expand existing roads to better accommodate all travel modes and all segments of the population.
- Integrate bicycling into the planning, design and construction of transportation facilities.
- Provide facilities to make it easier, safer and more enjoyable to walk.
- Improve, expand and integrate airport facilities to meet mobility and economic needs.

Neighborhoods

- Reduce crime throughout the community.
- Maintain the existing housing stock and build a variety of housing types.
- Encourage innovation in neighborhood design and development.
- Reinvest in neighborhoods to enhance their character and vitality.

Education

Make schools integral participants in planning for our community's future. Develop a comprehensive, long-range public schools facilities plan.

- Develop a comprehensive educational services plan.
- Provide education, training and re-training opportunities to prepare citizens to compete in a global marketplace.

Parks, Recreation and Open Space

- Provide more parks, recreation and open space resources throughout Charlotte-Mecklenburg.
- Update the Parks Master Plan and coordinate with surrounding jurisdictions.

Land Use and Urban Design

- Develop Charlotte as a unique and attractive urban center of the region.
- Provide for a more geographically balanced growth pattern within Charlotte-Mecklenburg.
- Promote higher design quality in development.

Regionalism

- Build regional and local concurrence to coordinate land use, transportation, utility and environmental planning and public service delivery in the metro region.

Vision for Austin's Future

As it approaches its 200th anniversary, Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens, and where the necessities of life are affordable and accessible to all. Austin's greatest asset is its people: passionate about our city, committed to its improvement, and determined to see this vision become a reality.

AUSTIN IS LIVABLE

One of Austin's foundations is its safe, well-maintained, stable, and attractive neighborhoods and places whose character and history are preserved. Economically mixed and diverse neighborhoods across all parts of the city have a range of affordable housing options. All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

- Development occurs in connected and pedestrian-friendly patterns supporting transit and urban lifestyles and reducing sprawl, while protecting and enhancing neighborhoods.
- Downtown offers a safe, vibrant, day- and night-time urban lifestyle for residents, workers, and visitors.
- Development occurs across the city in a manner friendly to families with children, seniors, and individuals with disabilities.
- Austin's unique character and local businesses are recognized as a vital part of our community.
- Clear guidelines support both quality development and preservation that sustain and improve Austin's character and provide certainty for residents and the business community.
- Austin's diverse population is active and healthy, with access to locally grown, nourishing foods and affordable healthcare.

AUSTIN IS NATURAL AND SUSTAINABLE

Austin is a green city. We are environmentally aware and ensure the long-term health and quality of our community through responsible resource use as citizens at the local, regional, and global level. Growth and infrastructure systems are well-managed to respect the limitations of our natural resources.

- We enjoy an accessible, well-maintained network of parks throughout our city.
- We protect the beauty of the Colorado River watershed, Hill Country, and Blackland Prairie and value our farmland, critical to local food production.
- Our open spaces and preserves shape city planning, reduce infrastructure costs, and provide us with recreation, clean air and water, local food, cooler temperatures, and biodiversity.
- We conserve water, energy, soil, and other valuable resources.
- Austin is a leader in reducing greenhouse gas emissions.
- We use and inspire new technologies that create more sustainable communities, while reducing our dependence on environmentally costly practices

AUSTIN IS CREATIVE

Creativity is the engine of Austin's prosperity. Arts, culture, and creativity are essential keys to the city's unique and distinctive identity and are valued as vital contributors to our community's character, quality of life, and economy.

- As a community that continues to stimulate innovation, Austin is a magnet that draws and retains talented and creative individuals.
- Our creative efforts reflect, engage with, and appeal to the ethnic, gender, and age diversity of Austin, and to all socioeconomic levels.
- Residents and visitors participate fully in arts and cultural activities because the opportunities are valued, visible, and accessible.
- Our buildings and places reflect the inspirational and creative spirit of who we are as Austinites, through design excellence, public art, and beautiful, accessible public spaces.

AUSTIN IS EDUCATED

Education is the hope for Austin's future. Austin provides everyone with an equal opportunity for the highest quality of education that allows them to fully develop their potential. Networks of community partnerships support our schools and ensure that our children receive the resources and services they need to thrive and learn.

- Our school campuses provide safe and stable environments enabling future success.
- Neighborhood schools and libraries serve as centers for community collaboration, recreational, and social events, as well as educational and learning opportunities.
- In partnership with private entities and the broader community, institutions of higher education continue to be incubators for innovation in the cultural arts, medicine, industry, business, and technology.
- Every child in Austin has the chance to engage with other cultures, communities, and languages, providing pathways for healthy development and the critical thinking skills students need as future citizens of Austin and the world.

AUSTIN IS MOBILE AND INTERCONNECTED

Austin is accessible. Our transportation network provides a wide variety of options that are efficient, reliable, and cost-effective to serve the diverse needs and capabilities of our citizens. Public and private sectors work together to improve our air quality and reduce congestion in a collaborative and creative manner.

- Interconnected development patterns support public transit and a variety of transportation choices, while reducing sprawl, congestion, travel times, and negative impacts on existing neighborhoods.
- Our integrated transportation system is well-maintained, minimizes negative impacts on natural resources, and remains affordable for all users.
- Austin promotes safe bicycle and pedestrian access with well-designed routes that provide connectivity throughout the greater Austin area. These routes are part of our comprehensive regional transportation network.

AUSTIN IS PROSPEROUS

Austin's prosperity exists because of the overall health, vitality, and sustainability of the city as a whole — including the skills, hard work, and qualities of our citizens, the stewardship of our natural resources, and developing conditions that foster both local businesses and large institutions. Development carefully balances the needs of differing land uses with improved transportation to ensure that growth is both fiscally sound and environmentally sustainable.

- Our economy is resilient and responsive to global trends, thanks to its diverse and thriving mix of local entrepreneurs, large and small businesses, educational institutions, government, and industries.
- Innovation and creativity are the engines of Austin's economy in the arts, research and development, and technology.
- Our ecology is integrated with our economy — the preservation of the environment and natural resources contribute to our prosperity.
- Equitable opportunities are accessible to all through quality education, training, and good jobs.

AUSTIN VALUES AND RESPECTS ITS PEOPLE

Austin is its people. Our city is home to engaged, compassionate, creative, and independent thinking people, where diversity is a source of strength, and where we have the opportunity to fully participate and fulfill our potential.

- Austin government is transparent and accountable.
- People across all parts of the city and of all ages and income levels live in safe, stable neighborhoods with a variety of affordable and accessible homes with access to healthy food, economic opportunity, healthcare, education, and transportation.
- We stand together for equal rights for all persons, especially acknowledging those who have been denied full participation in the opportunities offered by our community in the past.
- The history of the people of the Austin area is preserved and protected for future generations.