

The Strategic Plan
for the
Revitalization
of the
Frog Hollow
Neighborhood Revitalization Zone

The Frog Hollow Neighborhood
Revitalization Zone Committee
Hartford, Connecticut
September 1, 2009

Table of Contents

Introduction	1
Summary of the Plan of Revitalization	3

ADDENDA

The Members of the Frog Hollow NRZ Committee	40
The Bylaws of the Frog Hollow NRZ Committee	41
Statement on the Consideration of Waivers Pursuant to CGS Chap. 118 §7-605	51
List of Deteriorated Properties within the Frog Hollow NRZ	53
Assignment of Responsibility for Strategic Projects	56
Checklist for Contents of the Strategic Plan Pursuant to CGS Chap. 118 §7-601(b)	68
Affidavit of Public Notices	71
Minutes for the April 10, 2008, Public Hearing on the Strategic Plan	72
Documents Pertaining to the Merger of the North Frog Hollow NRZ Committee and the Frog Hollow South NRZ Committee	78

Introduction

The Plan of Revitalization for the Frog Hollow Neighborhood Revitalization Zone represents a plan for the next decade. It consists of fifty-four strategic projects that range from the Frog Hollow Neighborhood Revitalization Zone Committee's primary responsibilities under the NRZ statute to bold visions for the transformation of the NRZ. The Committee anticipates that it will implement all fifty-four projects within the ten-year span, but the order in which the projects appear within the plan does not establish or imply the order in which they will be implemented.

This document is a summary of the fifty-four projects that currently comprise the Committee's strategic plan for the revitalization of the Frog Hollow Neighborhood Revitalization Zone and contains certain other materials as required by Connecticut General Statutes Title VII Chapter 118 §7-601(b). It does not include either the portrait of the NRZ or the manual containing the policies and procedures that will govern the Committee's implementation of the Strategic Plan. The portrait has been excluded due in part to the Committee's desire to await the 2010 US Census and in part to the Committee's desire to design a comprehensive demographic survey of the NRZ. The manual has been excluded due to its length. This summary, along with the attached addenda, complies with the requirements for the contents of an NRZ strategic plan pursuant to Connecticut General Statutes Title VII Chapter 118 §7-601(b), and its compliance is described in Addendum 6. The full plan, which includes the portrait of the Frog Hollow Neighborhood Revitalization Zone and the manual for the implementation of the Strategic Plan, are available upon request to the Committee's Office of the Secretary or through its Communication subcommittee or online at the Committee's web site, <www.fhnrz.com>.

The Committee began work on this plan in June 2005. It presented this plan to the public at a public hearing on April 10, 2008, at which point the Committee approved several changes to the contents of the plan. The Committee formally approved the plan on June 12, 2008, and it formally approved at that same time the submission of this document to the City of Hartford Mayor, the City of Hartford Court of Common Council, and the City of Hartford Chief Operating Officer for its consideration. On February 26, 2009, the Committee approved a merger with the Frog Hollow South Neighborhood Revitalization Zone Committee, an action that combined the North Frog Hollow and the Frog Hollow South NRZs. Approval of the merger signified acceptance by the Committee of a comprehensive plan for the Frog Hollow South NRZ, and this comprehensive plan was based in larger measure upon the strategic plan for the revitalization of the Frog Hollow South NRZ. The projects that comprised the comprehensive plan are included as part of this Strategic Plan. The Committee also approved three administrative projects on February 26, 2009. These projects, which encompass the Committee's efforts to create a fully formed portrait of the NRZ, were implied by certain sections of the manual. As the manual is not included in this version, and as the Committee desires that its efforts to carry out the requirements of its Strategic Plan be as transparent and as public as possible, the Committee determined that it should include these efforts to create a portrait of the NRZ as separate projects under the Strategic Plan.

Summary of the Plan of Revitalization

Strategic Project 1: Improve traffic circulation on and around Capitol Avenue between Park Terrace (west) and Broad Street (east).

Traffic along Capitol Avenue between Park Terrace and Broad Street is a particular concern, especially during the afternoon rush hour period. Illegally parked cars, which anecdotal evidence suggests belong primarily to employees of the state agencies along Capitol Avenue and Sigourney Street, cause a significant gridlock during the afternoon rush hour, backing traffic up well west of Park Terrace at times. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Reduce parking violations in the Capitol Avenue area through targeted enforcement of parking restrictions.
 - Study the effects of expanded enforcement
 - Pilot a residential parking pass program in the Keller Historic District
- ⇒ Calm traffic through altered traffic patterns on Babcock Street and Lawrence Street
 - Re-stripe Babcock Street and Lawrence Street in order to allow for parking on both sides of the street.
 - Study the effectiveness of the altered traffic patterns
 - Study the feasibility of additional or alternative changes to traffic patterns on these streets.
- ⇒ Calm traffic through altered traffic patterns on Capitol Avenue
 - Reduce Capitol Avenue westbound between Park Terrace and Broad Street from two lanes to one
 - Alter parking restrictions on Capitol Avenue, in particular during the rush hour periods
 - Reduce Capitol Avenue eastbound between Park Terrace and Broad Street from two lanes to one

The Committee proposes that parking enforcement be continued so long as parking violations remain a regular problem and that it be carried at regular intervals during periods parking violations are not a regular problem. The Committee further proposes that a traffic study of Capitol Avenue be conducted, and it recommends that that study include in it consideration of other improvements the Committee proposes for Capitol Avenue.

Strategic Project 2: Improve and enhance the Northwest Gateway.

The Northwest Gateway is defined roughly as an area extending from Capitol Avenue in the north to Mortson Street in the south and from Sigourney Street in the west to Putnam Street in the east. The focal point of this area is the key intersection of Park Terrace (north-south), Sigourney Street (west), and Russ Street (east). It is the area of the NRZ at which vehicles coming off of the Interstate 84 interchange at Sigourney Street enter the NRZ. It is also the first spot along Capitol Avenue that is beyond the various overpasses associated with Interstate 84. This is a critical area of the NRZ, as it sets the tone for people's perception of the NRZ as they enter it from the west and the north.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Phase 1: the re-alignment of Russ Street between the key intersection (west) and Putnam Street (east). This phase will include:
- Closure of the flyby from Sigourney Street southward onto Park Terrace.
 - Closure of the flyby from Park Terrace northward onto Russ Street.
 - Adjusting Russ Street southward at the key intersection to straighten Russ Street and to correct the intersection at Putnam Street (north-south) and Russ Street (west-east) so that it joins at right angles.
 - Adjusting the key intersection southward to match the re-alignment of Russ Street
 - Narrowing of Russ Street to two lanes along the entire block between the key intersection (west) and Putnam Street (east).
 - Utilization of intersection to continue trail corridor as it heads northward through Pope Park
 - Linking design of greenspace at intersection to enhanced plantings along Russ Street under SP 16/1.C
 - Re-design steep bank overlooking intersection to make it visually more welcoming
 - Re-design Dominick F. Burns Elementary School grounds along northern and western borders of parcel to integrate them visually into Pope Park
- ⇒ Phase 2: calm traffic through addition of trees and parking. This phase will include:
- Transfer of land created by re-alignment of Russ Street at northeast corner of key intersection to Pope Park North.
 - Planting trees along the median island on Park Terrace between Capitol Avenue (north) and the key intersection (south)
 - Installation of a median island along the re-aligned Russ Street from the key intersection (west) to Putnam Street (east) and planting trees along the restored median island
 - Extension of the median island along Park Terrace south of the key intersection to Mortson Street and planting trees along the length of the island
 - Planting trees along the median island along Sigourney Street west of the key intersection as far as the infrastructure can permit and without impeding the visibility of vehicles heading from Park Terrace southbound to Sigourney Street northbound via the flyby
 - Addition of parallel parking along northern curb of Russ Street at Pope Park North.
- ⇒ Phase 3: re-stripe Sigourney Street. This phase will include:
- Clarification of the lanes southbound on Sigourney Street at the intersection with the Interstate 84 interchange onramp
 - Creation of a single, dedicated right-turn only lane from Sigourney Street northbound onto the Interstate 84 interchange onramp
 - Possibility of clarification of Sigourney Street northbound to alert vehicles to upcoming left-turn only lane onto Hawthorn Street.

- ⇒ Phase 4: improve and enhance Hithermead. This phase will include:
- Clarification of ownership of Hithermead
 - Transfer of title on Hithermead to Pope Park, if appropriate
 - Addition of plantings and benches to Hithermead to create a more park-like atmosphere.

The Committee recommends that a traffic study of the key intersection be conducted to determine the best routes from the intersection onto Sigourney Street northbound and to determine the frequency and cause of vehicular accidents at the key intersection. The Committee further recommends that the possibility of creating a traffic rotary at the key intersection be investigated. The Committee further recommends that attention be paid to improving and enhancing the section of Capitol Avenue underneath the Sigourney Street bridge.

Strategic Project 3: Targeted removal of graffiti within the Mayor's Target Area

This project is designed to accomplish the following:

- ⇒ Identification of sites with graffiti
- ⇒ Removal of graffiti
- ⇒ Creation of an updatable database to monitor graffiti in the NRZ

The database will contain a visual record of the graffiti that is found in the NRZ, and this database will enable the Committee to identify any patterns in the graffiti. It will also be shared with the Hartford Police Department, which can then determine if the graffiti indicates any gang-related activity within the NRZ. This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

Strategic Project 4: Targeted anti-litter programs within the Mayor's Target Area

Litter is a constant problem within the NRZ, and the Committee will embark on a two-prong campaign to combat this problem. First, it will work with the City to increase the number of public trash receptacles within the NRZ, and it will examine whether the public garbage collection schedule within the NRZ is adequate to meet the needs of the NRZ. Second, it will initiate a program to encourage the students to dispose of garbage properly through the two elementary schools in the NRZ, with the hope that the students in turn will encourage their parents to do similarly. The Committee will examine successful programs from other communities in an effort to identify a model that is appropriate for the NRZ, and it will combine any model program with the use of locally available resources and educational materials. The program will also be rolled out through businesses and the media to encourage as broad a participation in the program as possible.

This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

Strategic Project 5: Improve pedestrian amenities within the Mayor's Target Area.

This project involves two separate phases.

The first phase addresses the remaining slate sidewalks in the NRZ. Frog Hollow NRZ is a historic neighborhood, but it is also a neighborhood that has changed over the

years. While many of those changes have benefited the neighborhood, these changes, and especially those that involve construction, came at a cost to the surrounding infrastructure. Of particular concern are the slate sidewalks: they are cracked and deteriorating because of the pressures placed on them by modern equipment, but they are critical to preserving the historic character of the neighborhood. The Committee will conduct a survey of the slate sidewalks to identify those locations most in need of repair, and it will work with the City to repair the slate sidewalks in a manner that is sensitive to the character of the neighborhood. It will also identify places at which the slate sidewalk have been replaced irresponsibly or sloppily in an effort to restore the slate sidewalks.

The second phase involves the installation of improved crosswalks at the intersection of Broad Street (north-south) and Capitol Avenue (west-east) and the intersection of Park Terrace (north-south) and Park Street (west-east). Both of these intersections occur on arterial roadways that are difficult to cross under normal circumstances, but each of these crosswalks connect the main body of the NRZ to two of its most important assets: in the case of the intersection at Broad and Capitol, the state office complex; and in the case of Park Terrace and Park, Pope Park. The Committee proposes that these intersections be improved to give pedestrians ample time to cross safely, as encouraging foot traffic along these intersections will increase the use of Pope Park and expand the customer base for businesses along Broad Street and Capitol Avenue.

This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

Strategic Project 6: Improved and expanded streetlights in the Mayor's Target Area

The NRZ has areas that are in need of greater illumination overnight. In some cases, the needed illumination can be achieved through replacing burnt-out light bulbs or through repairs to the fixture, and the Committee will survey and catalog the streetlights in need of these improvements. In other cases, however, the existing lights are inadequate to provide the level of illumination that will make residents of the NRZ feel secure and comfortable in their neighborhood. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ The Committee will survey streetlights within the NRZ and analyze the existing level of illumination in the NRZ.
- ⇒ Based on that information, the Committee will make recommendations on which streetlights need to be replaced or repaired.
- ⇒ The Committee will then make recommendations on expanding streetlights in the NRZ.

The Committee recommends that streetlights be upgraded and expanded in a manner that is environmentally friendly, utilizing cutting-edge technology to increase safety through better lighting while not harming surrounding trees.

This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

Strategic Project 7: Establish Frog Hollow NRZ as a tourist destination

Because of its proximity to downtown, the Frog Hollow NRZ is an excellent position to draw people into the neighborhood who might not otherwise consider visiting it. While recent developments at the periphery of the NRZ are encouraging and appear to be drawing people into the NRZ, it is critical that people be drawn into the center of the NRZ as well. That will occur as the perception of the NRZ changes, but people will also need some place to go. Furthermore, it is equally important that the people who do live and work here also change their perception of the neighborhood as they will, through word of mouth, promote the NRZ around the City and throughout the region. As such, the Committee proposes that the NRZ be established as a tourist destination, and it proposes that the following tasks be undertaken with regards to this project:

Relocation of the State Museum: The state museum currently resides in cramped quarters within the courthouse on Capitol Avenue. Its current facility prevents it from displaying its entire collection, and the constantly expanding nature of its collections as well as those of the state archives mean that this problem will only be exacerbated as time goes on.

The Committee proposes that the state museum, state archives, and state library be relocated to the current facility of the Juvenile Detention Center (JDC) at 920 Broad Street. The (JDC) facility is large and could potentially accommodate the entire collections of the museum and the archives, and it has a parking lot that could be expanded to accommodate a new role as a museum. The JDC's central location within the neighborhood will mean that more people will be coming in from the edge of the neighborhood, and that will generate greater business opportunities for Park Street and for Broad Street. It is a state-owned and operated facility, and as such no taxable property will be lost by making this move.

The relocation of the museum will also enhance the proposed cultural and educational facility for the old Lyric Theater site. As it currently stands, the Park Branch of the Hartford Public Library will be moved into the rehabilitated and refurbished Lyric Theater, and the library could be tied to the relocated museum in a way that promotes the display of the local history of the neighborhood. The Lyric Theater project has been designed to rehabilitate the buildings fronting Park Street east of the theater site, and these buildings could be designed and rehabilitated to contain local arts and cultural organizations, thereby creating an arts, entertainment, and educational district at the most important intersection within the NRZ. This effort would then connect to the work being done at Mi Casa, which is across Park Street from the Lyric Theater, and to any future use of the Immaculate Conception Shelter, which is scheduled to be vacated within the next several years.

While the relocation of the museum and archive could prove expensive, the effect it will have on the neighborhood will be substantial and dramatic. That effect promises a greater return on any public investment in the relocation than could ever result in the maintenance of the status quo at these two state facilities.

Walking tours of the NRZ: The Committee will design walking tours of the NRZ that will encourage people to do more than drive through the neighborhood, and these walking tours, as well as other material that highlights the historical importance of the neighborhood, will be placed at strategic locations around the neighborhood in order to encourage as broad a use of them as possible. Tours will be tied to local businesses in

order to promote economic development within the NRZ, and information outlining the revitalization efforts within the NRZ will also be made available in order to encourage investment in the neighborhood. The Committee will encourage the City to include this information in the material it distributes to visitors and tourists. The Committee will also work with local institutions, such as Trinity College, Hartford Hospital, and the State government, that already have designed tours of their campuses to integrate their tours and historical information into this effort.

An underground canoe tour of the Park River: The Frog Hollow NRZ is the perfectly launching point for this activity: the Park River begins its underground course in Pope Park, just north of Hamilton Street, and Hamilton Street is fairly accessible from Park Street, Park Terrace, and New Park Avenue, which then gives it fairly decent access to Interstate 84. Moreover, the Nethermead and Thithermead sections of Pope Park provide a beautiful meadow setting from which to launch the canoes, and it is possible that infrastructure, such as a storage shed for canoes and parking could be constructed in a minimally invasive manner. If such construction will do too much damage to the park's natural environment, there are opportunities to provide additional amenities and infrastructure to support this project across Hamilton Street on Brookfield Avenue and Wellington Street.

This project will not only bring new visitors to the NRZ but also an influx of new revenue, and it will bring life to a section of the NRZ that abuts a moribund industrial district. Participants on the canoe trip can be encouraged to visit the restaurants and shops along Park Street, and the added customer base can spur further economic development along nearby side streets.

The Committee proposes that the following tasks be undertaken regarding this project:

- ⇒ Evaluate the infrastructure at and around the Nethermead section of Pope Park
- ⇒ Determine what improvements to infrastructures and to nearby amenities are needed to make this project viable
- ⇒ Design and develop a brochure promoting local establishments, in particular restaurants, that participants of the canoe trip can also visit.
- ⇒ Monitor and evaluate this enterprise in order to ensure it remains viable.

The Committee recommends that any outstanding impediments to authorization of the underground canoe trip be moved in the most expeditious manner possible, and the Committee will actively seek their removal.

A Park River "Blue Trail": The Park River is a hidden commodity as it runs through and past the Frog Hollow NRZ. Historically, it played an important role in the settlement and industrialization of Frog Hollow, and signs of that effect on the neighborhood are still visible in the street patterns, the old factories, and the housing.

Currently, the Park River continues to play an important role in the City as it acts as a flood control channel for the Connecticut River. Few people recognize it plays this role, however, and fewer still seem to be aware of the river's continuing influence on the neighborhood.

The Committee proposes that a "blue trail be established to mark the course of the Park River as it runs through and around the NRZ. This trail would be punctuated by informational markers that would describe the following:

- ⇒ What the river looks like at that marker, and what function it is performing

- ⇒ What the river used to look like at that marker
- ⇒ Identification of historical sites and important facts or events associated with the location of that marker.

If possible, the trail should be marked with a blue line, and side trails should be created that follow the natural course of the river. Similar trails, such as the Freedom Trail in Boston or the Carl Sagan Planet Walk in Ithaca, NY, can be used as models for this project.

The Committee recommends the expeditious removal of any outstanding impediments to the authorization of the underground canoe trip on the Park River.

Strategic Project 8: Improve traffic circulation on Mortson Street, Putnam Heights, and Putnam Street

Anecdotal evidence suggests strongly that the circuit formed by these three streets and Park Terrace form an important route for drug trafficking in the NRZ. Dealers tend to decamp on Putnam Street, and the buyers tend to use their drugs on Park Terrace before leaving the neighborhood and Hartford.

As can be expected, these illegal activities create a variety of traffic-related hazards, not the least of which is excessive speed. The Committee proposes to study these three streets for ways to calm traffic on them, with an indirect result being that these streets will become less attractive to the drug trade.

Further, all three streets are conducive to speeding, and vehicles ranging from so-called pocket bikes to SUVs race through these streets. The residents as well as the students at Dominick F. Burns Elementary School are imperiled by all of this reckless driving. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Install speed tables on Mortson Street and Putnam Heights.
- ⇒ Alter traffic patterns on Putnam Street
 - Re-stripe to allow parking on both sides in order to calm traffic, with an exception for drop-off and pick-up times at Dominick F. Burns Elementary School and with a parking prohibition along Pope Park North
 - Install speed tables
 - Consider parking chicanes
 - Consider changing Putnam Street to a one-way street heading south
- ⇒ Improve connections between Mortson Street and Putnam Heights to the Bankside Grove section of Pope Park
 - Add enhanced crosswalks on Park Terrace at both streets
 - Add signage giving pedestrians in crosswalk right-of-way
 - Study feasibility of adding a stop light on Park Terrace at Mortson Street
 - Encourage residents of Mortson Street and Putnam Heights to join Friends of Pope Park

The Committee recommends that speed tables be installed as soon as possible.

Strategic Project 9: Contend with as many problem properties as possible.

This project forms the centerpiece of the work of the Committee and its relevant mandated subcommittees under the NRZ statute. It is important to note, however, that the Committee and its relevant mandated subcommittees have only limited resources with

which to implement the necessary procedures to pursue problem properties. As such, the Committee and its relevant mandated subcommittees will seek to address a limited number of problem properties at any given time in order to effectively and efficiently deploy the resources of the Committee and the relevant mandated subcommittees. The Committee will revise this position as its resources expand or contract.

The Committee proposes to undertake the following tasks with regards to problem properties:

- ⇒ Develop, maintain, and update a list of problem properties within the NRZ
- ⇒ Prioritize problem properties for action under the Committee's statutory and revitalization authorities.
- ⇒ Take action against problem properties in an effective, coherent manner under the appropriate implementation procedures.

The list of problem properties the Committee is currently aware of can be found in Addendum 4.

The Committee proposes that its mandated subcommittees take action against no more than three problem properties simultaneously.

The Committee further proposes that the City establish multi-agency collaborative delivery teams, including code enforcement teams, to work with the Committee and its mandated subcommittees to inspect and enforce appropriate sections of state law and the municipal code as the Committee confronts problem properties within the NRZ.

The Committee further proposes that the City take concerted action to inspect and enforce appropriate sections of state law and municipal code in each of the following areas:

- ⇒ parcels on and near the key intersection of Putnam Street (north-south) and Russ Street (west-east)
- ⇒ parcels on Babcock Street between Capitol Avenue (north) and Russ Street (south)

This part of this project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

The Committee further proposes that enforcement of criminal laws be expanded and enhanced within the NRZ. The Committee proposes to undertake the following tasks with regards to problem properties:

- ⇒ Work with block watches and block associations to identify and to target hot spots
- ⇒ Work with Hartford Police Department to expand their connections with block watches and block associations
- ⇒ Work with Hartford Police Department to re-allocate resources to the NRZ and to expand police presence here.

This part of this project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

The Committee further proposes that the City and the Hartford Police Department initiate the following targeted programs:

- ⇒ Enforcement of the noise abatement ordinance
- ⇒ Enforcement of laws and ordinances pertaining to truancy and loitering
- ⇒ Enforcement of the closure of Pope Park North at dusk and throughout the night

The Committee and its relevant mandated subcommittees will expand their understanding of the appropriate sections of state law and municipal ordinance as part of this proposal.

The Committee recommends that the City allocate the necessary resources to the Frog Hollow neighborhood to accomplish these tasks. The Committee further recommends pursuant to CGS Title 7 Chapter 118 §7-601(b) that the City form comprehensive code enforcement teams that will include representatives from the Hartford Police Department, the Hartford Fire Department, the Division of Licenses and Inspections of the Department of Development Services, the Division of Housing and Property Management of the Department of Development Services, the Department of Public Works, the Department of Health and Human Services, and the Office of the Corporation Counsel in order to address thoroughly and completely the problem properties identified by the Committee and its relevant mandated subcommittees. The Committee further recommends that the City pursue a policy of foreclosing on any parcel against which there are encumbrances equal to or in excess of the assessed value of the parcel.

Strategic Project 10: Expand and strengthen block watches within the Mayor's Target Area.

Block watches have proven effective sources of information about criminal activity within small areas within the NRZ. The Committee proposes to expand block watches in the NRZ as follows:

- ⇒ Identify and recruit potential leaders for block watches in areas that currently do not have block watches
- ⇒ Enroll recruits in the Hartford Police Department's Citizens Academy

This part of this project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

The Committee proposes to strengthen existing block watches as follows:

- ⇒ Establish regular meetings
- ⇒ Train participants on what constitutes a crime and what the limits on police action are
- ⇒ Develop formal block watches to take over for existing block associations, as appropriate
- ⇒ Assist in the establishment of a regular newsletter for block watches and block associations
- ⇒ Strengthen ties between the block watches and the Hartford Police Department
- ⇒ Strengthen ties between the block watches and both Dominick F. Burns Elementary School and Maria Colon Sanchez Elementary School.

The Committee believes that the block watches currently operate as disparate groups within the NRZ, and it further believes that connecting the block watches into a larger, cooperative network will make each of the individual block watches that much more effective. The Committee proposes to create that network as follows:

- ⇒ Encourage members of block watches to attend the meetings of other block watches
- ⇒ Encourage at least one representative from each block watch to attend meetings of the Public Safety subcommittee

- ⇒ Encourage members of the block watches to join the Committee or its subcommittees

As part of creating this network, the Committee proposes to establish the Park Branch of the Hartford Public Library as a nexus. The library is in a unique position to serve both as a public gathering place and a hub for the distribution of important information regarding public safety.

The Committee recommends that the Hartford Police Department give priority to residents of the NRZ for the Citizens Academy. The Committee further recommends that an effective means of communicating information from the City in general and the Hartford Police Department in particular to the block watches be established.

Strategic Project 11: The Committee, its subcommittees, and its members will become familiar with and be able to utilize federal law, state law, and municipal code as well as federal, state, and municipal services and programs to the advantage of the NRZ and shall encourage the same among NRZ stakeholders.

The Committee believes that a full understanding of the laws and programs available to it as tools to implement the Strategic Plan and to revitalize the NRZ is critical if the Committee is to become a valuable and valued partner with the City. The Committee proposes to explore the following sections of law and code as part of this project:

- ⇒ Connecticut General Statutes Title 22a
- ⇒ Connecticut State Building Code (2005)
- ⇒ Connecticut State Building Code (1999)
- ⇒ Connecticut Fire Safety Code
- ⇒ Connecticut Public Health Code
- ⇒ Municipal Code of Hartford Chapter 9 Article V
- ⇒ Municipal Code of Hartford Chapter 10
- ⇒ Municipal Code of Hartford Chapter 15
- ⇒ Municipal Code of Hartford Chapter 18
- ⇒ Municipal Code of Hartford Chapter 23
- ⇒ Municipal Code of Hartford Chapter 24
- ⇒ Municipal Code of Hartford Chapter 28 Article V §28-196

The Committee will include any other pertinent section of law or code that it uncovers during its research.

The Committee further proposes to explore the following programs as part of this project:

- ⇒ The State Historic Homes Rehabilitation Tax Credit Program.
- ⇒ The Hartford Façade Improvement Program.
- ⇒ The Hartford House Hartford Program.
- ⇒ The Hartford Housing Preservation Loan Fund
- ⇒ The federal tax credit program
- ⇒ The Hartford “Guidelines for Renovations and Additions to Historic Buildings – Building on Hartford’s Historic Heritage”
- ⇒ The Community Court.
- ⇒ Lead abatement programs.

The Committee will include any other pertinent programs it uncovers during its research. The Committee will seek to leverage creatively the financial resources it researches and uncovers as part of the overall goal to revitalize the NRZ.

The Committee further proposes to design an overall strategy to expand the awareness of NRZ stakeholders with regards to these laws, codes, and programs. The following groups of stakeholders will be targeted:

- ⇒ Homeowners
- ⇒ Tenants
- ⇒ Merchants
- ⇒ Developers

This project will culminate with an effort to get residents of the NRZ more actively and civically involved in the neighborhood and with the municipal government.

Strategic Project 12: Form an association of merchants from Capitol Avenue and Broad Street.

The Committee believes that both Capitol Avenue and Broad Street can flourish as commercial districts within the NRZ, and the Committee further believes that that goal will be better achieved if the merchants along those roads are organized. The Committee proposes the following tasks be undertaken regarding this project:

- ⇒ Identify merchants interested in forming a merchants association
- ⇒ Expand association to include businesses, law offices, and non-profit organizations along the following streets:
 - Hungerford Street
 - Lawrence Street
 - Oak Street
- ⇒ Foster cohesion among merchants as a prerequisite for a merchants association
 - Plan joint programs
 - Offer incentives through funded programs
- ⇒ Identify partners who can assist in bring merchants together

The Committee recommends that the Economic Development Division of the Department of Development Services become actively involved in this project.

Strategic Project 13: Improve and enhance the streetscape of Capitol Avenue.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan to improve the streetscape of Capitol Avenue
- ⇒ Expand use of the sidewalk along the south side of Capitol Avenue between Babcock Street (west) and Lawrence Street (east)
- ⇒ Promote façade improvements
- ⇒ Create a unified, cohesive visual identify for Capitol Avenue that connects it with existing streetscape east of Washington Street
 - Extend gold-domed lantern-style streetlights westward along Capitol Avenue to Park Terrace
 - Extend gold-domed lantern-style streetlights one block southward along all side streets between Park Terrace (west) and Washington Street (east).

- Plan for eventual extension of Park Street streetscape along side streets northward from Park Street to Russ Street
- ⇒ Address the natural environment on Capitol Avenue.
 - Install trees
 - Tie two sides of Capitol Avenue together through plantings
 - Cut pavement to enable more and larger plantings
 - Enlist State in planning and implementation of plantings
- ⇒ Address condition of buffer zone around intersection of Forest Street (north) and Capitol Avenue (west/east).
 - Work with Parkville NRZ
- ⇒ Promote economic development on Capitol Avenue.
- ⇒ Seek funding from the State of Connecticut to implement plan for improved and enhanced streetscape of Capitol Avenue.

The Committee recommends that the City promote its Façade Improvement Program among merchants and the owners of commercial or mixed-use properties along Capitol Avenue. The Committee further recommends that the City support the Committee's efforts to secure funding from the state.

Strategic Project 14: Analyze zoning within the Frog Hollow NRZ.

The Committee proposes to work with its representative from the Planning Division of the Department of Development Services to analyze zoning with the NRZ. In particular, the Committee proposes to examine the following locations:

- ⇒ Capitol Avenue between Babcock Street (west) to Lawrence Street (east)
- ⇒ Broad Street between Capitol Avenue (north) and Park Street (south)

The Committee will recommend changes to zoning to promote economic development as appropriate.

Strategic Project 15: Enhance and expand youth services in the NRZ.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Identify existing youth services within the NRZ.
- ⇒ Enhance or expand those services as necessary.

This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ.

The Committee will also work with the Park Branch of the Hartford Public Library to establish mentors for school-aged children within the NRZ. The library will work with these mentors and the children to organize educational programs and to distribute information on after-school services offered throughout the library system. The goal of this effort will be to encourage children to focus on education and to prepare for college and beyond.

The Committee recommends that a representative from the Mayor's Office of Youth Services be made available to the Self-sufficiency subcommittee to assist in the implementation of this project.

Strategic Project 16: Enhance and expand greenspace within the NRZ.

Greenspace is critical for the creation of an attractive space for people to live and to work in. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Promote a program to plant trees in the front yards of residential properties within the Mayor's Target Area
- ⇒ Conduct a survey of trees within the NRZ
- ⇒ Determine needs of NRZ with regards to trees
- ⇒ Create tree brigades to maintain trees within NRZ
- ⇒ Create green corridors along arterial roadways and through streets
- ⇒ Create pocket parks and community gardens within the NRZ

The Committee recommends that the City assist in the appropriate training of members of the proposed tree brigades. The Committee further recommends that the City work with the Committee in order to identify any potential impediments to tree brigades within the municipal code. The Committee further recommends that the City work with the Committee to draft a resolution to authorize tree brigades, if necessary. The Committee further recommends that the City assist the Committee in the process to identify potential legal impediments to the creation of pocket parks and community gardens, especially as they may abut or include private property

Strategic Project 17: Develop a marketing strategy for the NRZ.

The Committee proposes to develop a strategy to market commercial space within the NRZ. This project began as part of the Mayor's Target Area, under which it will be treated as a pilot program for other areas within the NRZ. The project will eventually be rolled out throughout the NRZ. The Committee will incorporate implemented projects from the Strategic Plan in this strategy as appropriate.

The Committee will also work to stimulate the growth of small businesses within the NRZ. To do this, the Committee will work with the Park Branch of the Hartford Public Library to organize workshops and to distribute useful information to entrepreneurs and microenterprises. The Committee will simultaneously work to develop the local workforce in tandem with this effort, in order that the NRZ workforce has skills appropriate to the jobs created by these small businesses and the small businesses are offering jobs appropriate to the workforce within the NRZ. The Committee will establish a regular job fair to bring potential employers into the NRZ, and it will work with these potential employers to evaluate their needs within the workforce. The goal of this project will be to bring jobs to the NRZ and to train the NRZ workforce in skills that will translate into higher earning potential.

The Committee recommends that the City assist the Committee in this endeavor.

Strategic Project 18: Prepare and submit reports as required by law and by resolution of the Committee.

The Committee is required to submit certain reports in order to comply with the laws that created and that govern the NRZ process. These reports include the following:

- ⇒ an annual report on the implementation of the Strategic Plan
- ⇒ an annual report on the membership of the Committee
- ⇒ an annual report on the schedule of regular meetings of the Committee for the upcoming calendar year.

The Committee has also agreed, through resolution, to make the following reports:

- ⇒ a monthly report on the implementation of the Neighborhood Improvement Action Plan for the Mayor’s Target Area within the North Frog Hollow NRZ
- ⇒ a quarterly report on the implementation of the Neighborhood Improvement Action Plan for the Mayor’s Target Area within the North Frog Hollow NRZ

The precise timetable on which the Committee will submit these reports will be determined by Committee resolution and can be altered as circumstances require.

Strategic Project 19: Targeted noise abatement program in the BCLR Block Watch area.

The members of the Babcock/Capitol/Lawrence/Russ Block Watch indicated that one of the most significant problems they face in their area of the NRZ is noise. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design an educational program about noise pollution to be offered at Dominick F. Burns Elementary School and Maria Colon Sanchez Elementary School.
- ⇒ Design and implement a comprehensive noise abatement program for the NRZ.
- ⇒ Extend pilot program beyond the BCLR area, as appropriate.

The Committee recommends that the City equip police officers or inspectors with the tools necessary to measure violations of the noise abatement ordinance.

Strategic Project 20: Improve and enhance the streetscape of Babcock Street.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Explore the possibility of extending decorative sidewalks southward along Babcock Street between Capitol Avenue (north) and Russ Street (south)
- ⇒ Promote façade improvements, particularly on porches and street numbers.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee’s request for funding from the state.

Strategic Project 21: Improve and enhance the streetscape of Lawrence Street between Capitol Avenue (north) and Ward Street (south).

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Explore the possibility of extending decorative sidewalks southward along Babcock Street between Capitol Avenue (north) and Russ Street (south)
- ⇒ Promote façade improvements, particularly on porches and street numbers.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee’s request for funding from the state.

Strategic Project 22: Improve and enhance the streetscape of Russ Street between Putnam Street (west) and Lawrence Street (east).

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Explore the possibility of extending decorative sidewalks southward along Babcock Street between Capitol Avenue (north) and Russ Street (south)
- ⇒ Promote façade improvements, particularly on porches and street numbers.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee's request for funding from the state.

Strategic Project 23: Improve and enhance the streetscape of Grand Street between Babcock Street (west) and Lawrence Street (east).

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Explore the possibility of extending decorative sidewalks southward along Babcock Street between Capitol Avenue (north) and Russ Street (south)
- ⇒ Promote façade improvements, particularly on porches and street numbers.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee's request for funding from the state.

Strategic Project 24: Expand the Committee's footprint within the NRZ through outreach and recruitment campaign.

To date, the Committee's activities have concentrated primarily on the western section of the NRZ, and its work there has provided a solid foundation for effective expansion of its activities throughout the NRZ. The Committee proposes to undertake the following tasks as part of this project:

- ⇒ Design and implement a targeted outreach campaign through the Public Safety subcommittee.
 - Include in campaign the identification of problem properties.
 - Include in campaign the identification of potentially vacant properties.

The Committee has observed that concerns about public safety are paramount among residents of the NRZ. Hence, the main outreach program will be conducted through the Public Safety subcommittee in the hopes that people's interest in the NRZ can built on their interest in public safety issues.

- ⇒ Engage in an outreach program with landlords.
 - Work with landlords to ensure proper upkeep and maintenance of their properties.

- Utilize past efforts of Committee and its mandated subcommittees to persuade landlords to work with Committee

The Committee and its relevant mandated subcommittees now have a demonstrable public record of its activities with regards to problem properties. These activities can be useful in generating greater affirmative partnerships with landlords.

⇒ Engage in outreach program with tenants.

- Seek information on problem properties from tenants.
- Encourage tenants to attend meetings of local block watch or block association.
- Encourage tenants to attend meetings of the Committee's subcommittees.
- Explore reasons for lack of involvement among tenants.
- Work with tenants to create means of involvement that they will find amenable.

Tenants make up the majority of the population of the NRZ, but tenants have thus far proven difficult to engage and to recruit for NRZ activities. The Committee will use this outreach campaign to explore the reasons tenants have tended not to get involved and will attempt to develop the means to empower tenants to become more civically engaged in the community.

⇒ Engage in outreach program with homeowners.

- Seek information on problem properties from homeowners.
- Encourage homeowners to attend meetings of local block watch or block association.
- Encourage homeowners to attend meetings of the Committee's subcommittees.
- Explore reasons for lack of involvement among tenants.
- Work with tenants to create means of involvement that they will find amenable.

Anecdotal evidence suggests that homeowners live in small, isolated clusters that are scattered about the NRZ. By drawing homeowners from these clusters into the Committee and its subcommittees, the Committee can begin to knit the neighborhood together more closely. Furthermore, anecdotal evidence suggests that homeowners are disconnected from the tenants in the neighborhood. Emphasis should be given to connecting homeowners and tenants in order to highlight and to promote their shared goals for the NRZ.

⇒ Target areas within NRZ in which the Committee has not been active, starting with the following areas:

- Grand Street between Babcock Street (west) and Lawrence Street (east)
- Babcock Street
- Putnam Street

The Committee will engage members of existing block watches and block associations to help in this outreach and recruitment campaign. The Committee will also attempt to concentrate its outreach and recruitment campaigns to one or two blocks at a time, in order not to become overwhelmed by this project.

The Committee recommends that the City provide whatever logistical or administrative support it deems appropriate to assist in this effort. The Committee further recommends pursuant to CGS Title 7 Chapter 118 §7-601(b) that the City create multi-

agency collaborative delivery teams to provide increased municipal services to any block or blocks the Committee targets for outreach and recruitment during the period of time the Committee is working there.

Strategic Project 25: Design and launch a campaign to expand and to promote homeownership within the NRZ.

Rates of homeownership are very low in the Frog Hollow NRZ, and the Committee believes that it is important to work toward improving those rates. The Committee further believes that any homeownership opportunities it creates within the NRZ should be offered first and foremost to current residents of the NRZ who are interested in owning a home here. While not everyone who lives in this NRZ may choose to become a homeowner, that choice should be viable, and that choice should be theirs.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Explore the feasibility of
 - converting rental units to owner-occupied units, whether as condominiums, single-family homes, or semi-detached homes.
 - reducing the number of units per building as part of the conversion
 - including two off-street parking spaces per converted unit
- ⇒ Identify individuals from within the NRZ to purchase newly converted homes within the NRZ. Individuals may also include employees of local non-profits and businesses who do not live in NRZ but are committed to the neighborhood.
- ⇒ Prepare an estimate of all costs associated with proposed conversions
- ⇒ Identify interested real estate developers with appropriate experience
- ⇒ Identify public programs that could be utilized to fund conversions, as well as costs that cannot be offset by existing public programs.
- ⇒ Identify existing development projects within NRZ that can provide models for this project
- ⇒ Develop a plan for campaign to expand and to promote homeownership within the NRZ.
- ⇒ Identify potential properties for proposed conversions.
- ⇒ Seek political support and funding from appropriate sources for campaign.
- ⇒ Launch campaign.

The Committee believes that it is important that it connect the potential homeowners, the potential developers, and the potential properties as early in this process as possible. The potential homeowners should be able to observe firsthand what will go into the conversion of their future homes, and the developers should become sensitive to the needs and the desires of the people for whom they are converting these homes. This connection will also provide a vital opportunity for the potential homeowners to learn what will go into the care and upkeep of their future homes.

The Committee recommends that the City designate appropriate officials to work with the Committee to identify public programs that can contribute to this campaign. The Committee further recommends that the City work with the Committee to provide incentives for current owners of potential properties for conversion under this campaign. The Committee further recommends that the City establish multi-agency collaborative

delivery teams, including code enforcement teams, to work with the Committee and its mandated subcommittees to identify problem properties that could be included in this campaign. The Committee further recommends that, as appropriate, the City foreclose on problem properties and that the City subsequently designate them for conversion under this campaign. The Committee further recommends that the City work with the Committee to make available to potential homeowners under this campaign any educational programs for first-time homebuyers it typically offers. The Committee further recommends that the City assist the Committee in the development of a package of incentives for reputable developers who may be interested in participating in this program.

Strategic Project 26: Recommended course of action on parcel 403-002-028 (762 or 770 Park Street).

The Committee recommends the following course of action for parcel 403-002-028:

- ⇒ Demolition of the building at the rear of the parcel.
- ⇒ Conversion of the space occupied by that building to a parking lot for the business at the front of the parcel.

The Committee further recommends that the parking lot meet the standard set by the municipal code, with particular emphasis on the following items:

- ⇒ the lot be properly paved and graded
- ⇒ the lot be properly lit and secured
- ⇒ the lot be properly drained
- ⇒ the lot remain free of litter

The Committee further recommends that the owner of the parcel undertake a dialogue with the immediate neighborhood of the parcel, and the Committee will work to ensure that lines of communication between the owner and the neighborhood remain open.

Strategic Project 27: Improve and enhance the Northeast Gateway to the NRZ.

The Northeast Gateway is defined roughly as an area extending along Capitol Avenue from Broad Street in the west to Washington Street in the east. While much of the attention of this project is focused on Capitol Avenue, which here has the opportunity to become an important connection between the NRZ and the State Capitol complex, some attention is also reserved for Broad Street between the Interstate 84 Overpass (north) and Capitol Avenue (south). In particular, the intersection of Broad Street (north-south) and Capitol Avenue (west-east) is a difficult intersection for pedestrians to cross, and it effectively creates a barrier between the State Capitol complex and the main body of the NRZ. The Committee believes that this barrier needs to be removed in order that the State Capitol complex can more effectively contribute to the revitalization of the NRZ.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Review existing plans within the Capitol Center District for compatibility with the Strategic Plan and with each other, in particular as follows:
 - Master Plan of Development for the Connecticut Capitol Center District
 - Plan for the reconstruction of Broad Street
 - Plan for the repair of the Aetna Viaduct section of Interstate 84

- Plan for the Hartford-to-New Britain busway
 - Plan for the New Haven-to-Springfield commuter rail line
 - The Committee's plan of improvement for the Capitol Avenue Corridor Improvement District
 - Plan for development of parcel 404-001-002, also known as 376 or 376-400 Capitol Avenue
- ⇒ Reduce number of lanes on Capitol Avenue between Broad Street (west) and Washington Street (east) from five lanes to two or three lanes as appropriate
- Preserve right-turn only lane from Capitol Avenue westbound onto Broad Street northbound.
 - Preserve right-turn only lane from Capitol Avenue westbound onto Interstate 84 interchange at Oak Street.
 - Preserve right-turn only lane from Capitol Avenue eastbound onto Washington Street and Lafayette Street southbound.
 - Preserve left-turn only lane from Capitol Avenue westbound onto Broad Street southbound.
- ⇒ Add tree-lined median island to Capitol Avenue between Broad Street (w) and Washington Street (e)
- ⇒ Narrow Broad Street between Interstate 84 and Capitol Avenue from four lanes to two lanes, as appropriate
- Create right-turn only lane on Broad Street northbound for turn onto Interstate 84 interchange onramp.
 - Add tree-lined median to Broad Street north of Capitol Avenue and not farther than the bridge over the train tracks.
- ⇒ Extend amount of time for pedestrians to cross intersection of Capitol Avenue and Broad Street.
- Utilize pressure plates under intersection to set time for traffic signals
 - Utilize visual technologies to set time for traffic signals.
 - Utilize countdown timers on crosswalk signals
- Study feasibility of calming traffic turning right on red from Capitol Avenue eastbound onto Broad Street northbound
- ⇒ Develop underutilized state-held parcels to create state governmental campus
- Develop surface parking area behind existing state office buildings on Capitol Avenue and consider feasibility of constructing new office building there
 - Develop surface parking lot between Flower Street (west) and Broad Street (east) as office space with strong technology component or as Pathways to Technology Magnet School
- ⇒ Expose Park River as part of state governmental campus
- ⇒ Expand and improve connections between Northeast Gateway and Bushnell Park
- Upgrade and beautify pedestrian connection behind Legislative Office Building Parking Garage
 - Restore public access to Legislative Office Building Parking Garage, especially after hours for the benefit of merchants in the area and over the summer to coincide with events in Bushnell Park

- Establish a partnership with Bushnell Park stakeholders to expand connections between Northeast Gateway and Bushnell Park

The Committee recommends that the City provide it support in its effort to generate political support and funding from appropriate sources for this project.

Strategic Project 28: Current development initiative at parcel 404-002-001 (376 or 376-400 Capitol Avenue).

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Establish a restricted plan of development for this parcel
 - Review proposed development as part of the project to improve and enhance the Northeast Gateway (SP 27)
 - Determine waivers and tax agreements to be recommended by Committee
 - Negotiate with developers as to specific contents of plan
 - Appoint liaison to developers.
- ⇒ Implement the restricted plan of development for this parcel.

The Committee recommends that the City work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 29: Develop Broad Street as a technology corridor and an entrepreneurial incubator.

Broad Street is an important arterial roadway in and through the NRZ. It links Interstate 84 to the key intersection of Broad Street (north-south) and Park Street (west-east), which is the heart of the NRZ, and from there it continues southward to Trinity College. Broad Street should be the pathway from the highway to Trinity, but due to a whole host of problems that besets Broad Street it tends to be avoided by vehicles and pedestrians alike.

The Committee believes that an important opportunity exists to transform Broad Street into a technology corridor and an entrepreneurial incubator. This transformation is possible because of Broad Street's unique assets: at its north end sits the state government; in its middle is the intersection of Broad and Park; and at its southern end sits Trinity College. Each of these assets is linked by a growing interest in science, technology, commerce, and education, and this project is designed to exploit these assets and their connections.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Address immediate concerns with Broad Street
 - Review planned reconstruction of Broad Street in its entirety: ensure conformity with proposed technology corridor and extension to New Britain Avenue
 - Establish Broad Street as pathway to Trinity College
 - Coordinate rush hour parking restrictions with those on Capitol Avenue
 - Consider parking meters
 - Permit parking on both sides of Broad Street between Capitol Avenue (n) and Russ Street (s) in order to calm traffic

- ⇒ Design plan for Broad Street as a technology corridor and an entrepreneurial incubator
 - Identify potential partners for this project
 - Seek partnership with State of Connecticut
 - Seek partnership with Trinity College
 - Seek partnership with Frog Hollow South NRZ committee
- ⇒ Survey parcels along Broad Street
 - Identify blighted or distressed parcels that could be upgraded to accommodate technology start-ups
 - Identify technology upgrades needed to convert parcels to appropriate venues for technology start-ups
 - Identify existing amenities to support technology start-ups
 - Identify potential locations for parking to support technology start-ups
 - Analyze zoning along Broad Street to determine if changes would encourage technology start-ups
 - Identify existing commercial activity as well as any unfilled niches in the market
- ⇒ Create an arts and entertainment district at and around intersection of Broad Street (north-south) and Park Street (west-east) with cultural and educational component
 - Support relocation of state museum to current site of Juvenile Detention Center (SP 7/1)
 - Support re-use of Immaculate Conception Shelter with strong community orientation as part of district
 - Support re-use of Lyric Theater as cultural and educational component of district
 - Support expansion of cultural and educational programs within district to complement creation of district
 - Support expansion of commercial activity that complements creation of district
- ⇒ Improve and enhance the streetscape of Broad Street
 - Design plan in connection with planned technology corridor
 - Design plan to include elements of proposed reconstruction of Broad Street
 - Extend included elements southward as appropriate
 - Install trees appropriate to the scale of Broad Street
- ⇒ Assess ability of municipal infrastructure to accommodate proposed technology corridor and entrepreneurial incubator
- ⇒ Draft plan of improvement for Broad Street Technology Corridor Improvement District
- ⇒ Estimate costs associated with plan
- ⇒ Identify nascent start-ups and provide incentives for them to locate to Broad Street
- ⇒ Encourage state and municipal government as well as Trinity College to set aside funds to assist start-ups that locate to Broad Street
- ⇒ Design promotional brochure to attract entrepreneurs to Broad Street
- ⇒ Seek political support and funding from appropriate sources to implement plan

⇒ Implement plan

The Committee recommends that the City assist in the necessary assessments of Broad Street. The Committee further recommends that the City work with the Committee to provide incentives for current owners of potential properties for use pursuant to this project to participate in the project. The Committee further recommends that, as appropriate, the City foreclose on problem properties and that the City subsequently designate them for use pursuant to this project. The Committee further recommends that the City support the efforts of the Committee as it seeks political support and funding from appropriate sources for this project.

Strategic Project 30: Flower Street.

The Committee recommends that Flower Street be maintained as an open thoroughfare connecting Asylum Hill to Frog Hollow. To this end, the Committee will draft a proposal for the future best use of Flower Street.

Strategic Project 31: Calm traffic through altered traffic patterns on Hungerford Street.

The Committee recommends that Hungerford be re-stripped to permit parking on both sides of the street in a manner consistent with other streets along the Capitol Avenue corridor.

Strategic Project 32: Recommended course of action for parcel 403-005-019 (18 or 18-20 Putnam Heights).

The Committee recommends the following course of action for parcel 403-005-019:

- ⇒ City foreclosure on parcel as soon as possible.
- ⇒ Explore feasibility of future uses of parcel, including as follows:
 - private parking for parcels 403-005-020 (22 Putnam Heights) and 403-005-021 (26 Putnam Heights)
 - private parking for the residents of Mortson Street and Putnam Heights
 - public parking
 - public park
 - community garden

The Committee strongly recommends that the City foreclose on this parcel immediately.

Strategic Project 33: Improve and enhance the streetscape of Mortson Street.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Repair the decorative streetlights
- ⇒ Design a plan for streetscape improvements.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee's request for funding from the state.

Strategic Project 34: Improve and enhance the streetscape of Putnam Heights.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee's request for funding from the state.

Strategic Project 35: Current development initiative for parcel 329-001-001 (Pope Park).

Pope Park is one of the most important assets in the NRZ. It has been dramatically improved and enhanced during recent years through the design and subsequent implementation of the Pope Park Master Plan. The Committee believes that the foundation provided the master plan creates a substantial opportunity to better integrate the park into the main body of the NRZ and to establish a significant and enduring greenspace within the NRZ. The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Adopt Pope Park Master Plan as restricted plan of development
 - Appoint liaison to appropriate entities implementing Pope Park Master Plan
 - Monitor and evaluate the implementation of the Pope Park Master Plan
 - Encourage members of Livability subcommittee to join Friends of Pope Park
 - Encourage members of Friends of Pope Park to join Livability subcommittee
- ⇒ Improve and enhance Pope Park North
 - Improve trash collection in Pope Park North and remove litter from park prior to mowing
 - Expand plantings in Pope Park North
 - Regularly enforce rules pertaining to parks
 - Repair park facilities
 - Study feasibility of expanding spray fountain into "sprayground"
 - Improve and enhance pedestrian crossings between Pope Park North and Bankside Grove
 - Identify use for Park Hartford Designated Fund for Pope Park North
- ⇒ Improve and enhance Bankside Grove
 - Attend to health of forest in Bankside Grove
 - Engage residents of Mortson Street and Putnam Heights in process
 - Repair or remove stairway from Park Terrace
 - Find use for existing amenities in Bankside Grove
 - Install appropriate lighting
 - Install cedar post barrier at northwest corner of intersection of Park Terrace (north-south) and Park Street (west-east)
 - Install appropriate fencing along Park Terrace in conjunction with Pope Park Master Plan

- Regularly enforce rules pertaining to parks
- ⇒ Support improvement and enhancement of Hithermead as part of Northwest Gateway
- ⇒ Improve and enhance Thithermead
 - Attend to health for forest at Hillside Ramble
 - Incorporate butterfly garden into plans for wet meadow
- ⇒ Improve and enhance Nethermead
 - Attend to health for forest overlooking Interstate 84
 - Establish site as base of operation for underground canoe trips along the Park River
 - Analyze ability of Nethermead to accommodate enterprise necessary to support canoe trip
 - Establish site as start of Park River “Blue Trail”
- ⇒ Create a Pope Park streetscape on Park Street between Interstate 84 (west) and Park Terrace (east)
 - Reduce the number of lanes on Park Street between Interstate 84 (west) and Park Terrace (east) from four to two
 - Add tree-lined-median island on Park Street between Interstate 84 (w) and Park Terrace (e)
 - Extend amount of time for pedestrians to cross intersection of Laurel Street (n) and Park Street (w/e)
 - Add parallel parking along Park Street between Interstate 84 (w) and Park Terrace (e) as possible
 - Ensure trees are planted along Park Street as it passes through Pope Park

The Committee recommends that the City fully support the implementation of the Pope Park Master Plan. The Committee further recommends that the City implement this project.

Strategic Project 36: Resolve outstanding issues stemming from construction of Mortson/Putnam Heights development project.

The Mortson/Putnam Heights development project represented a significant effort to rehabilitate blighted and abandoned buildings into owner-occupied homes. It has been billed a success — and to a certain, limited extent it has been — but it has also proven fraught with problems that stem from the construction of the homes. The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Research construction records to determine entity responsible for individual elements of the construction project.
- ⇒ Study implications produced by analysis for similar development projects within NRZ.
- ⇒ A new tax agreement between City and residents of Mortson/Putnam Heights development project.
- ⇒ Alteration to contract between City and residents of Mortson/Putnam Heights development project

The Committee recommends that the City supply the Committee with any and all public documents related to the Mortson/Putnam Heights development project. The Committee further recommends that the City work with the Committee to craft the best possible tax

agreement with the residents of the Mortson/Putnam Heights development project. The Committee further recommends that the City work with the Committee to craft the best possible alteration with the residents of the Mortson/Putnam Heights development project.

Strategic Project 37: Recommended course of action for parcel 404-001-046 (461 Capitol Avenue).

The former Capitol Avenue Deli has been vacant for some time. The Committee recommends the following course of action to restore this site to use:

- ⇒ Establish a plan for the re-use of the building
- ⇒ Identify commercial niche a business at this site can fill successfully
- ⇒ Implement plan

The Committee recommends that a representative from the Economic Division of the Department of Development Services assist the Committee with this project.

Strategic Project 38: Current development initiative centered on parcel 412-001-001, also known as the Lyric Theater.

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Establish a restricted plan of development for this parcel
 - Determine precise boundaries of the project
 - Review proposed development as part of the project to transform Broad Street into a technology corridor and entrepreneurial incubator (SP 29)
 - Establish Park Branch of Hartford Public Library as anchor tenant for future Centro Cultural at rehabilitated Lyric Theater
 - Determine waivers and tax agreements to be recommended by Committee
 - Negotiate with developers as to specific contents of plan
 - Appoint liaison to developers.
- ⇒ Implement the restricted plan of development for this parcel.

The Committee recommends that the City work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers. The Committee further recommends that the City work with the Committee to implement this plan as soon as possible.

Strategic Project 39: Current development initiative known as the Immaculate Conception Shelter Supportive Housing Project.

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Establish a restricted plan of development for this parcel
 - Determine precise boundaries of the project
 - Determine waivers and tax agreements to be recommended by Committee
 - Negotiate with developers as to specific contents of plan
 - Appoint liaison to developers.
- ⇒ Determine future use of existing shelter at parcel 411-008-020 (560 Park Street).
 - Engage community in this process

- Review proposed uses as part of the project to transform Broad Street into a technology corridor and entrepreneurial incubator (SP 29)
 - Incorporate future use into restricted plan of development.
- ⇒ Implement the restricted plan of development for this parcel.

The Committee recommends that the City work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 40: Improve Laurel Street.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Re-stripe Laurel Street in order to allow for parking on both sides of the street and to calm traffic on the street consistent with other side streets along Capitol Avenue.
- ⇒ Analyze health of trees on Laurel Street
- ⇒ Initiate traffic study of intersection of Laurel Street (north-south) and Capitol Avenue (west-east)
 - Partner with Parkville NRZ committee and Asylum Hill NRZ committee to determine necessary or appropriate improvements to intersection
- ⇒ Design plan for the improvement and enhancement of the streetscape of Laurel Street
 - Engage Laurel Street stakeholders in process to design plan for the improvement and enhancement of the streetscape of Laurel Street
 - Design plan to enhance intersection with Capitol Avenue and diminish visual impact of Interstate 84
- ⇒ Extend existing tree canopy southward toward Park Street and maintain in manner to diminish damage by passing trucks
- ⇒ Integrate part of parcel 330-001-006 (553H Capitol Avenue) at northeast corner intersection of Laurel Street (north) and Park Street (west-east) into outdoor activities
- ⇒ Seek political support and funding from appropriate sources to implement plan for streetscape

The key intersection of Laurel Street (north-south) and Capitol Avenue (west-east) is just beyond the boundaries of the NRZ, but it has an effect on traffic into the and out of the NRZ. The proposed traffic study of this intersection is viewed as an opportunity to strengthen ties with the Parkville NRZ committee and the Asylum Hill NRZ committee and as a possible joint project with those committees.

The Committee recommends that the City implement the traffic calming measures on Laurel Street as soon as possible. The Committee further recommends that the City provide assistance with drafting the plan for the Laurel Street streetscape.

Strategic Project 41: Current development initiative centered on parcel 328-002-003 (1200 Park Street), also known as Pope Commons.

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Establish a restricted plan of development for this parcel

- Determine precise boundaries of the project
- Review proposed development as part of proposed project at Pope Park (SP 35)
- Integrate plan into streetscape design for Laurel Street
- Determine waivers and tax agreements to be recommended by Committee
- Negotiate with developers as to specific contents of plan
- Appoint liaison to developers.

⇒ Implement the restricted plan of development for this parcel.

The Committee recommends that the City work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 42: Merge with Frog Hollow South Neighborhood Revitalization Zone to form a single neighborhood revitalization zone.

Increased collaboration between the Committee and the Frog Hollow South Neighborhood Revitalization Zone committee has expanded the prospects of projects that are beneficial to both NRZs, but it has also highlighted that those same prospects are dimmed by the challenge of competing with each other for resources that have become increasingly scarce. Both NRZ committees agree that it is in the interest of the stakeholders of both NRZs to explore the potential for unification, but both committees also agree that unification represents an enormous undertaking that should be treated with all due deliberation. As such, the two committees negotiated and concluded Articles of Agreement governing a relationship between the two committees as they explore the ramifications of potential merger.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Establish Committee as proxy for Frog Hollow South NRZ committee.
 - Include several members of the Frog Hollow South NRZ committee as members of the Committee
 - Include at least one member of the Frog Hollow South NRZ committee on each mandated subcommittee
 - Assume responsibility for liaisons of the Frog Hollow South NRZ committee
 - Continue with implementation of the strategic plan of the Frog Hollow South NRZ committee
- ⇒ Establish Frog Hollow South NRZ as an area for targeted revitalization
 - Appoint association subcommittee pursuant to Articles of Agreement.
- ⇒ Design comprehensive plan for Frog Hollow South Area for Targeted Revitalization
 - Review existing strategic plan of the Frog Hollow South NRZ committee and re-format into comprehensive plan
 - Consider any additional projects for comprehensive plan
- ⇒ Submit comprehensive plan to Committee for review and consideration
 - Review and consideration of the comprehensive plan constitutes consideration of whether to merge the Frog Hollow South NRZ into the North Frog Hollow NRZ.

The final disposition of the Articles of Agreement shall determine the course of action the Committee takes following the submission of the comprehensive plan. Should the Committee approve the comprehensive plan, the Frog Hollow South NRZ committee will be dissolved, the Committee will incorporate the Frog Hollow South NRZ into its boundaries, and the Committee will begin the process of fully integrating the comprehensive plan into the Strategic Plan. The normal rules governing the implementation of a comprehensive plan shall apply from this point forward. In the event the Committee rejects the comprehensive plan, the Articles of Agreement will be terminated, and the Frog Hollow South NRZ committee will resume its authority with regards to the Frog Hollow South NRZ. The Frog Hollow South NRZ committee will also take possession of the comprehensive plan at that point, and the Committee shall have no further responsibility for it.

The Committee may also consider the formation of smaller areas for targeted revitalization from within the Frog Hollow South Area for Targeted Revitalization if it is agreed that such action would be appropriate and would expedite the successful completion of this project. In the event smaller areas for targeted revitalization are formed but the Committee decides not to merge the Frog Hollow South NRZ into the North Frog Hollow NRZ, the Committee and the newly re-established Frog Hollow South NRZ committee may consider whether to allow the Committee to annex those smaller areas for targeted revitalization.

Strategic Project 43: Improve and enhance the streetscape of Putnam Street.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Design a plan for streetscape improvements.
- ⇒ Seek political support and funding from appropriate sources to implement the plan for streetscape improvements.
- ⇒ Use planning and implementation process as an opportunity to connect Dominick F. Burns Elementary School with the residents of Putnam Street.
- ⇒ Include as part of plan for streetscape provisions to beautify the grounds of Dominick F. Burns Elementary School and to ensure grounds are appropriately lit.

The Committee recommends the City provide necessary and requested support with designing the plan. The Committee further recommends that the City support the Committee's request for funding from the state. The Committee further recommends that the City take immediate steps to ameliorate the grounds of the Dominick F. Burns Elementary School by planting seasonal or perennial flowers and by reducing litter prior to mowing the lawn.

Strategic Project 44: Develop a history of the NRZ.

This project is an administrative project that is called for under the procedures utilized to amend the Strategic Plan. The Committee allowed the history from the original version of the Strategic Plan to stand and to remain a part of this document on the expressed requirement that it undertake a project to create a more thorough history of the NRZ as it had time to do so. This requirement is not contained in the Strategic Plan except through various notes to the reader, and as a consequence this project was added to ensure that the implementation of this project would be public and transparent.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Complete the tasks and objectives listed under SP 7/2
- ⇒ Establish a library of historical texts relating to the NRZ
- ⇒ Establish an NRZ archive to contain historical materials
- ⇒ Conduct interviews with individuals with information relating to the history of the NRZ
- ⇒ Organize the historical information into discrete subjects for purposes of reference.

The Committee will compile a comprehensive, exhaustive chronology that it will add to as it acquires more facts about the history of the NRZ. This chronology will then be submitted to the Committee for review and for interpretation. As it proceeds with this process, the Committee will organize a summit on the history of the NRZ in order to obtain other perspectives on the chronology it has compiled and on its interpretation of that chronology. Finally, the Committee will draft a new Chapter 1 for the Strategic Plan and insert it into the full version of the Strategic Plan upon approval by the Committee.

Following the completion of these tasks, the Committee will design questions and topics for future examination. The Committee will seek partnerships within the community in an effort to promote the exploration of these questions and topics by external individuals and entities.

The Oversight subcommittee will manage this project and the process to include its results in the Strategic Plan.

Strategic Project 45: Develop a census of the NRZ.

This project is an administrative project that is called for under the procedures utilized to amend the Strategic Plan. The Committee allowed the census from the original version of the Strategic Plan to stand and to remain a part of this document on the expressed requirement that it undertake a project to create a more thorough census of the NRZ as it had time to do so. This requirement is not contained in the Strategic Plan except through various notes to the reader, and as a consequence this project was added to ensure that the implementation of this project would be public and transparent.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Complete the following mandated surveys as required by the Strategic Plan:
 - A survey of non-profit organizations within the NRZ or doing work within the NRZ
 - A survey of neighborhood resources within the NRZ or doing work within the NRZ

- A survey of neighborhood or resident organizations within the NRZ
 - A survey of property owners within the NRZ with an emphasis on identifying owners of two more parcels within the NRZ
 - A consumer demand survey within the NRZ that will target consumer characteristics, needs, and shopping patterns
 - A survey of crime statistics within the NRZ
 - A survey of absentee landlords within the NRZ
 - A survey o survey of housing standards within the NRZ
 - A public health survey
 - An examination of US Census data to determine the current social characteristics of the NRZ
 - A survey of living standards within the NRZ
 - A survey on education standards within the NRZ
- ⇒ Utilize additional sources of statistical information on the NRZ as identified and as appropriate
- ⇒ Establish an NRZ data center to contain census materials

The Committee will compile a comprehensive, exhaustive census that it will add to as it acquires more statistics relating to the NRZ. This census will then be submitted to the Committee for review and for interpretation. As it proceeds with this process, the Committee will organize a summit on the census of the NRZ in order to obtain other perspectives on the census it has compiled and on its interpretation of that chronology. Finally, the Committee will draft a new Chapter 2 for the Strategic Plan and insert it into the full version of the Strategic Plan upon approval by the Committee.

Following the completion of these tasks, the Committee will design questions and topics for future examination. The Committee will seek partnerships within the community in an effort to promote the exploration of these questions and topics by external individuals and entities.

The Oversight subcommittee will manage this project and the process to include its results in the Strategic Plan. The mandated surveys have been assigned to the mandated subcommittees, and that information is contained in Appendix I of this document.

Strategic Project 46: Develop an atlas of the NRZ.

This project is an administrative and procedural project that will aid in the implementation of the Strategic Plan. Certain surveys that the Strategic Plan requires the Committee to complete are better expressed geographically than statistically. As such, the results from those surveys will be presented in an atlas.

As the Committee realized it would be gaining geographic information from certain surveys, it also became aware that it lacked a proper map of the NRZ. This problem is all the more acute because the Frog Hollow NRZ is a political creation, as opposed to a historical one or to an area formed by certain natural barriers. Consequently, the Committee deemed it important to develop a comprehensive map of the NRZ that would form the basis of the atlas that will subsequently contain the geographic information from the required surveys.

The Committee proposes the following tasks be undertaken with regards to this project:

- ⇒ Complete the following mandated surveys as required by the Strategic Plan:
 - Conduct a survey of vacant and abandoned buildings within the NRZ
 - Conduct a survey of zoning within the NRZ
 - Conduct a survey of developers who are working within the NRZ
 - Conduct a survey of taxable and non-taxable parcels within the NRZ
 - Conduct a survey of owner-occupied homes within the NRZ
 - Conduct a survey of commercial space within the NRZ to establish the condition of that space, the vacancy rate within the NRZ, and potential uses of vacant space
 - Conduct a survey of parcels dedicated in whole or in part to commercial activity that shall include, but not be limited to, information on the location of the parcels, the square footage of the commercial space on the parcel, the owner of the parcel, and the owner of the business on the parcel
 - Conduct a survey of fair housing complaints within the NRZ that were filed with the City or with the State
 - Conduct a survey of tax-delinquent properties within the NRZ
 - Conduct a survey of properties under liens within the NRZ
 - Conduct a survey of nuisances within the NRZ
 - Conduct a survey of existing and potential public parking areas within the NRZ
 - Conduct a survey of public transportation within the NRZ, which shall include, but not be limited to, information on ridership on public buses
 - Conduct a survey of existing and potential greenspace within the NRZ
- ⇒ Utilize additional sources of statistical information on the NRZ as identified and as appropriate

As with the history and the census of the NRZ, the Committee will approve the atlas as well as any additional information it places into the atlas. The Committee will sponsor a summit on the atlas, but that summit will likely review information that is or should be contained within the atlas rather than the information itself.

The atlas will become a tool both for the Committee and for prospective developers as the implementation of the Strategic Plan moves forward. The Committee recommends that it seek to develop skills relevant to geographic information systems (GIS) as it proceeds with mapping the NRZ.

The Oversight subcommittee will manage this project as an addendum to the Strategic Plan. The mandated surveys have been assigned to the mandated subcommittees.

Strategic Project 47: Improve road surfaces throughout the NRZ.

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Identify locations at which the condition of the road surface is diminished or degraded.
 - Survey roads within NRZ
 - Identify causes of poor condition of road surface as possible
 - Share results of survey with the Hartford Department of Public Works
- ⇒ Repair road surfaces.

- ⇒ Improve quality of roads throughout the NRZ
 - Analyze roads for a variety of factors.
 - Propose an overall plan for improving the quality of roads throughout the NRZ
- ⇒ Seek funding from appropriate sources to implement proposed improvements.
- ⇒ Create an updatable database of road surface condition within the NRZ.

The Committee recommends that work with the Committee to establish parameters for conditions that would require repair. The Committee further recommends that the Hartford Department of Public Works cooperate with the Committee in establishing a schedule for surveying roads in the NRZ and submitting requests for repair. The Committee further recommends that it provide assistance in planning for improved roads. The Committee further recommends that the City support the Committee’s efforts to secure funding from appropriate sources for this endeavor.

Strategic Project 48: Improve and expand public transportation throughout the NRZ.

Public transportation provides a vital link for NRZ stakeholders. The Committee proposes to begin a comprehensive examination of public transportation in the NRZ, and it will consider not only how it moves through the NRZ but also its origins and its destinations beyond the NRZ. As the Committee understands who public transportation can bring into the NRZ and where it can take NRZ stakeholders outside of the NRZ, it can propose to improve and to expand how public transportation serves the NRZ and its stakeholders.

The Committee recommends the following tasks be undertaken with regards to this project:

- ⇒ Identify existing public transportation within the NRZ
 - Identify providers and customers of public transportation
 - Assess routes as they pass through NRZ and whence they head from NRZ
- ⇒ Identify existing or proposed projects either in or affecting the NRZ
- ⇒ Determine status of the following projects:
 - Hartford-to-New Britain Busway
 - New Haven-to-Springfield Commuter Rail
 - Aetna Viaduct
- ⇒ Improve quality of public transportation in, to, and from NRZ.

The Committee recommends that the City provide assistance in understanding public transportation and its relation to residential and economic development. The Committee further recommends that the City support the Committee’s efforts to determine the status of certain proposed public transportation projects that affect the NRZ. The Committee further recommends that the City work with it to establish a comprehensive proposal for improving and enhancing the service public transportation provides to the NRZ and its stakeholders.

Strategic Project 49: Improve traffic circulation at and around the schools within the NRZ.

The NRZ has two elementary schools and the Learning Corridor, a complex that contains an elementary, middle, and high school. The two elementary schools, Dominick F. Burns Elementary School and Maria Colon Sanchez Elementary School, are both located on

narrow, residential streets, while the Learning Corridor sits between two thoroughfares and two residential streets. Each school faces unique traffic challenges at its arrival and departure times, and each school presents similarly unique challenges to the traffic patterns in their areas. The Committee proposes to examine how each school interacts with the traffic patterns in its area, and the Committee will then identify the means to calm traffic around the schools and enhance the safety of the students.

The Committee will also use this examination to explore the school bus schedules to determine if the buses are able to deliver students on time and then get them home in a timely manner in the afternoon. The Committee proposes to explore the possibility of greater coordination between the schools, but it recognizes that as the Hartford public school system moves towards more magnet schools and schools of choice that the increasing number of students from outside the NRZ will make coordination difficult.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Study traffic patterns around Dominick F. Burns Elementary School, Maria Colon Sanchez Elementary School, and the Learning Corridor
 - Seek participation from parents, staff, and teachers from each school
 - Include in the study discussions with stakeholders in the areas around the schools, including residents, merchants, and institutions such as Trinity College and Hartford Hospital
 - Identify those elements within the traffic patterns that are unique to each school
- ⇒ Draft plans for improved traffic circulation at and around each school
- ⇒ Investigate the quality of school bus service at each school

The Committee recommends that the City support the Committee's effort to undertake this project.

Strategic Project 50: Establish a viable and sustainable community center within the NRZ.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Identify existing community centers within the NRZ
 - Determine the status of the Ætna Cetner for Families
 - Identify the location of existing community centers and programs that perform the functions of a community center within the NRZ
- ⇒ Explore failed community centers within the NRZ
 - Analyze causes of failures of community centers
 - Develop a model for a successful community center based on existing centers and programs as well as on failed centers
- ⇒ Conduct a survey of NRZ stakeholder to identify needs for a community center
- ⇒ Design and plan a community center

The Committee recommends that the City assist with locating community centers and programs that perform the functions of a community center within the NRZ. The Committee further recommends that the City assist in the development of a model for a successful community center. The Committee further recommends that the City support any effort to seek funding from appropriate sources for a community center.

Strategic Project 51: Expand employment opportunities for NRZ residents.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Design plan to expand employment opportunities for NRZ residents
 - Identify needs of NRZ residents regarding employment
 - Identify partners to assist with design of plan
 - Identify potential employers
 - Determine existence of necessary infrastructure to support expanded employment opportunities for NRZ residents
- ⇒ Organize an annual job fair for NRZ residents.
 - Establish networks necessary to hold job fair annually
 - Promote job fair
 - Monitor and evaluate job fair

The Committee recommends that the City encourage local employers to participate in the annual job fair. The Committee further recommends that the City encourage local employers to cooperate with the Committee to identify employment opportunities and skills needed to exploit those opportunities. The Committee further recommends that the City assist with the promotion of the annual job fair.

Strategic Project 52: Examine boundaries of NRZ.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Examine the existing boundaries of the Frog Hollow South NRZ
 - Examine the relevance of the current boundaries to the proposed merger between the North Frog Hollow NRZ and the Frog Hollow South NRZ
 - Examine the border running along New Britain Avenue but excluding certain parcels on New Britain Avenue
 - Examine inclusion of Zion Street between Summit Street (north) and New Britain Avenue (south) within boundaries
- ⇒ Determine final boundaries to be attached to the Frog Hollow NRZ
- ⇒ Establish border commission with Asylum Hill NRZ committee to settle boundary between Asylum Hill and Frog Hollow
- ⇒ Discuss eastern border with South Downtown NRZ committee
- ⇒ Discuss eastern border with South Green NRZ committee
- ⇒ Discuss southern and southeastern border with MARG NRZ committee
- ⇒ Draft amendment to Bylaws to include Frog Hollow South NRZ within the North Frog Hollow NRZ
- ⇒ Explore ties with and possible inclusion of parcels south and west of merged NRZs
 - Seek contacts within this area to explore possibility of forming a new NRZ committee
 - Seek contacts within this area to explore possibility of including it within the NRZ.

The Committee believes that with the expansion of its responsibilities following the merger it has the opportunity to examine the area it covers and to ensure that it represents

a cohesive area. It also sees the merger as the opportunity to expand contact with adjacent NRZ committees.

As the Southwest neighborhood is not currently represented by an NRZ committee, the Committee believes that this merger gives it the opportunity to approach stakeholders in the area bounded by Hamilton Street (north), Zion Street (east), New Britain Avenue (south), and Brookfield Street (west). The merger also expands the partners the Committee can work with to conduct this outreach. As such, the Committee believes that it should exploit this opportunity to determine if this area desires to organize into an NRZ.

Strategic Project 53: Improve and enhance the streetscape of Washington Street.

Washington Street is an important corridor that serves as a gateway to Hartford Hospital and the Learning Corridor. It also includes the core of the State judiciary system just south of its intersection with Capitol Avenue. As such, the Committee proposes to improve and to enhance the streetscape of Washington Street in order that it give visitors a more attractive image of the neighborhood. The Committee will simultaneously examine traffic patterns and circulation on Washington Street in an effort to ease travel down the corridor to the hospital. The streetscape plan will integrate with the existing and proposed streetscapes for Broad Street, Capitol Avenue, and Park Street, and consequently the Washington Street streetscape will be the final piece in the creation of a broader, unified visual identify for the neighborhood.

It is important to note that Washington Street forms the eastern border of the NRZ south to Jefferson Street, and along that stretch it abuts two NRZs: South Downtown and South Green. The Committee will seek partnerships with those NRZ committees in an effort to ensure that any plan for Washington Street is comprehensive. The Committee will also seek to clarify that portion of its eastern border that abuts the South Green NRZ, as it appears there may be some parcels in that area that are not covered by either NRZ.

The Committee will finally take this opportunity to consider designating Washington Street a legal and health corridor similar to the technology corridor proposed for Broad Street (SP 29). Both the State judiciary and the Hartford Hospital are likely permanent parts of Washington Street, and it makes sense, therefore, to design a plan for a corridor that builds on that foundation. This plan can connect Washington Street both to the proposed technology corridor on Broad Street and to the existing commercial corridor on Park Street, and each corridor can then support the others.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Design a plan to improve and to enhance the streetscape of Washington Street.
 - Carry through the scale of the existing design features found at the intersection of Washington Street (north-south) and Retreat Avenue (northeast).
 - Promote façade improvements as part of the streetscape improvements
- ⇒ Identify potential partners for this project, including
 - State of Connecticut
 - South Downtown NRZ committee
 - Park Street special services district
 - South Green NRZ committee

- Washington Street merchants
- ⇒ Create a unified, cohesive visual identity for Washington Street that can be extended down side streets
- ⇒ Address natural environment on Washington Street
 - Install trees
 - Utilize plantings to tie two sides of street together
 - Cut pavement to enable more and larger plantings
 - Enlist State and Hartford Hospital in the planning and implementation of this project
- ⇒ Address traffic conditions along Washington Street
 - Study current conditions, including current parking restrictions
 - Study feasibility of possible traffic calming measures
 - Re-examine and re-evaluate master plan for improved traffic circulation on Jefferson Street between Washington Street (west) and Seymour Street (east) produced by Hartford Hospital
- ⇒ Solicit political support and funding from appropriate sources to implement project
- ⇒ Explore possibility of creating a legal and health corridor along Washington Street

The Committee recommends that the City promote its Façade Improvement Program among merchants and the owners of commercial or mixed-use properties along Washington Street. The Committee further recommends that the City support the Committee's efforts to secure funding from the state.

Strategic Project 54: Expand and strengthen homeowner associations in NRZ.

There are not many homeowners in the NRZ, and anecdotal evidence suggests that those who do live in the neighborhood do so in isolated clusters that are disconnected from the broader neighborhood. The Committee proposes to survey the neighborhood to identify how many homeowners there are and where they live, and with that information in hand the Committee will attempt to form homeowner associations around the NRZ.

The homeowner associations will be treated similarly to block watches or block associations, and indeed it is likely that the Committee will find existing block watches formed by groups of homeowners. The homeowner associations will be different, however, as there are public programs available to homeowners that are not available to block watches or, for that matter, to tenants and their landlords. The Committee will stress homeowner associations as a means to planning jointly for any funding that might flow from those programs to the homeowners, as a shared vision for clusters of owner-occupied homes will benefit each individual homeowner by raising the values of their properties.

The Committee will also capitalize on the creation of homeowner associations to demonstrate to the homeowners their connection to the larger neighborhood. Representatives from homeowner associations will be encouraged to attend not only meetings of the Committee and its subcommittees but also meetings of neighboring block watches and tenant associations. It is anticipated that the homeowners will begin to see that their goals for the neighborhood are shared by tenants and other stakeholders, and through this process the Committee will knit the community together more tightly.

Finally, the Committee will utilize this project to explore the possibility of creating more formal connections among homeowners. For example, a group of homeowners with adjoining parcels could combine to give each other rights of way to create shared greenspaces or off-street parking. The Committee will explore both the legal impediments to as well as the legal ramifications of such a proposal and then share the results of that research with homeowners. The Committee will also explore the process to create civic associations as well as whether such an organization would offer any value to homeowners within the NRZ.

The Committee proposes that the following tasks be undertaken with regards to this project:

- ⇒ Identify clusters of homeowners within the NRZ.
 - Recruit new leaders from clusters of homeowners that do not have homeowner associations
 - Identify potential leaders from among pools of homeowners interested in starting homeownership associations
 - Hold social events for clusters of homeowners to begin process of forming associations
- ⇒ Strengthen existing homeowner associations
 - Establish regular meetings
 - Develop formal block watches among homeowner associations as appropriate
 - Encourage homeowner associations to form areas for targeted revitalization as appropriate
- ⇒ Strengthen ties between homeowner associations and the City of Hartford by opening lines of communication between associations and
 - Hartford Police Department
 - Hartford Fire Department
 - Hartford Department of Development Services
 - Hartford Department of Public Works
 - Hartford Department of Health and Human Services
 - Hartford Office of Constituent Services
- ⇒ Ensure homeowner associations are aware of meetings of and agendas for all regulatory land use boards
- ⇒ Strengthen ties between homeowner associations
- ⇒ Strengthen ties between homeowner associations and local schools
- ⇒ Strengthen ties between homeowner associations and the Committee
- ⇒ Establish Park Branch of Hartford Public Library as critical component of overall strategy to expand and to strengthen homeowner associations
- ⇒ Explore the possibility of creating more formal organizations among homeowners as follows:
 - condominium associations
 - civic associations
 - granting rights-of-way to and among adjoining parcels

The Committee recommends the City provide necessary and requested support for this project.

Addendum 1

The Members of the Frog Hollow Neighborhood Revitalization Zone Committee

Membership as of September 1, 2009

Residential Members

Joseph Barber
Chris Brown
Luis Cabán
David Carrier
David Corrigan
Annette Deonarine
Norma Irving
Barry Lubin
Jackie Maldonado
Steve Mirsky
Robert Painter

Non-residential Members

Broad-Park Development Corporation, as represented by Raquel Rivera
Doug Campbell
Billings Forge Community Works, as represented by Cary Wheaton
Hartford Preservation Alliance, as represented by Tomas Nenortas
Immaculate Conception Shelter and Housing Corporation, as represented by Sharon
Eastman
Mi Casa Family and Educational Center, as represented by Sally Vázquez
Southside Institutions Neighborhood Alliance, as represented by John Bailey
Spanish American Merchants Association, as represented by Marisol Monserrate

Representative of the City of Hartford

H. Patrick Campbell

Individuals with special status before the Committee

Leticia Cotto, Librarian, Park Branch of the Hartford Public Library
Miguel Maldonado, Frog Hollow Community Service Officer, Hartford Police
Department
Don Poland, Emergency Nominee of the Committee

Addendum 2

The Bylaws of the Frog Hollow Neighborhood Revitalization Zone Committee

Article 1.

Section 1. This Committee shall be called the Frog Hollow Neighborhood Revitalization Zone (NRZ) Committee.

Section 2. This Committee shall be independent of any other entity.

Section 3. This Committee shall be concerned with matters pertaining to the Frog Hollow NRZ, and this Committee shall be governed by relevant statutes within the Connecticut General Statutes and the municipal code of the City of Hartford and as the Committee grants itself herein.

Section 4. The Frog Hollow Neighborhood Revitalization Zone shall be described as the area that falls within the following lines:

Beginning at the point at which Interstate 84 passes over Hamilton Street, on the westernmost edge of the overpass of the eastbound lanes of the interstate;

Thence northerly along Interstate 84 to the point of intersection of the westbound lanes of the interstate and the exit lanes of Interchange 46-Sisson Avenue;

Thence northerly along a line midway between the westbound lanes of Interstate 84 to the point at which the interstate passes over Sigourney Street;

Thence northerly to the point of intersection of Sigourney Street and exit lanes of Interchange 47-Sigourney Street;

Thence easterly midway between Interchange 47-Sigourney Street, crossing over the westbound lanes of Interstate 84 and proceeding along the median of the interstate to the point at which the interstate passes over Flower Street;

Thence northeasterly across the westbound lanes of Interstate 84 to a point on the eastern edge of Broad Street directly above the interstate;

Thence easterly along the outer line of the onramp of the Capitol Avenue access road onto Interstate 84 to a point over the Park River conduit that is due east of the northern edge of the parking lot around the State of Connecticut State Capitol;

Thence along the northern edge of the parking lot around the State of Connecticut State Capitol to a point in the middle of the intersection of Trinity Street and Elm Street;

Thence along the median of Trinity Street and following the curve of the sidewalk along the southeast corner of the parcel on which the State of Connecticut State Capitol to a point in the middle of the intersection of Trinity Street, Capitol Avenue, and Washington Street that is at the median of Washington Street;

- Thence southerly along the median of Washington Street to the point of intersection of Washington Street and Jefferson Street;
- Thence easterly along the median of Jefferson Street to the point of intersection of Jefferson Street and Retreat Avenue;
- Thence southwesterly along the median of Retreat Avenue to the point of intersection of Retreat Avenue and Essex Street;
- Thence southeasterly along the median of Essex Street to the point of intersection of Essex Street and Maple Avenue;
- Thence southerly along the median of Maple Avenue to the point of intersection of Maple Avenue and Barnard Street;
- Thence westerly along the median of Barnard Street to a point in the middle of the intersection of Washington Street, New Britain Avenue, and Barnard Street;
- Thence southwesterly along the median of New Britain Avenue to the point at which the line of division between parcel 229-548-101 and parcel 229-548-100 intersects with the median of New Britain Avenue;
- Thence along the line of division between parcel 229-548-101 and parcel 229-548-100;
- Thence southwesterly along the rear parcel lines of the parcels that front New Britain Avenue to a point in the middle of Crescent Street that intersects with the line of division between parcel 207-575-026 and parcel 207-575-018;
- Thence southerly along the median of Crescent Street to the point of intersection of Crescent Street and New Britain Avenue;
- Thence southwesterly along New Britain Avenue to the point of intersection of New Britain Avenue and Zion Street;
- Thence northerly along the median of Zion Street to the point of intersection of Zion Street and Hamilton Street;
- Thence westerly along the median of Hamilton Street to the point and place of beginning.

The Frog Hollow NRZ shall be treated as delimited by the City of Hartford, and by the Committee, and the Committee shall adhere to those boundaries as well as to any process, as created by the Committee, to maintain or to alter those boundaries.

Section 5. The Committee shall reserve for itself the right to designate an office for the Committee within the boundaries of the NRZ, provided two-thirds of the Committee should consent to said designation.

Article 2.

Section 1. The Committee shall be guided in its handling of matters pertaining to the Frog Hollow NRZ by the strategic plan that has been created and approved by the Committee.

The Committee shall be guided in its handling of parliamentary matters and shall use as its authoritative guide in these matters *Robert's Rules of Order, Newly Revised, 10th Edition*.

Section 2. The Committee shall take up no matter that cannot be demonstrated by a reasonable facility to pertain to the Frog Hollow NRZ , and no member of the Committee may propose to represent the Committee on matters that fall beyond the purview of the Committee.

Section 3. The Committee shall have the authority to pass rules that govern itself under all circumstances and its members on matters that pertain to the business of the Committee, and the Committee shall have the authority to pass resolutions that represent its positions on issues that come before the Committee.

Section 4. The Committee shall be required to maintain a written record of all of its proceedings.

Section 5. The Committee shall have the authority to form subcommittees to examine more specifically issues that come before the Committee and that pertain directly to the implementation of the strategic plan that guides the conduct of the Committee.

The subcommittees shall be permitted to create rules for themselves, which shall be binding only on the subcommittee that created them, and the subcommittees shall be required to submit those rules for inclusion in the Code of Rules that the Committee maintains for itself.

The Committee can void with the consent of two-thirds of the Committee any rule a subcommittee has created that the Committee deems unreasonable, and the Committee may void with the approval of the Committee any rule a subcommittee has created that can be reasonably demonstrated to usurp or obstruct any power the Committee has been granted herein.

The subcommittees shall be required to maintain a record of their proceedings, and those records shall become a part of the record of the proceedings of the Committee.

Section 6. The Committee shall be a public committee, and its meetings and its records shall be open to the public.

A record of the Committee shall not become public until it has been approved by the Committee and until any changes required by that majority be made to it.

Said records shall be certified as accurate and true by the Committee or its duly designated officer.

Article 3.

Section 1. The majority of the members of the Committee shall be residents of the NRZ, and they shall represent no interest other than their own.

Section 2. The Committee shall consist of no fewer than fifteen members.

Section 3. The Committee shall consist of no greater than twenty-three members.

Section 4. The Committee shall reserve one seat for the duly designated representative of the City of Hartford.

Should the duly designated representative of the City of Hartford retire from the Committee, the Committee shall have one month to request from the City of Hartford a new representative, and the Committee shall be required to repeat this communication with the City of Hartford each month thereafter until the City of Hartford designates said new representative.

The Committee shall not be held responsible for any failure on the part of the City of Hartford to designate its representative on the Committee.

Section 5. The Committee shall act to enumerate the population of the Frog Hollow NRZ through the use of any and all reputable sources of such information as well as through recourse to its own efforts, and it shall act to conduct such census from time to time or as is deemed necessary by a majority of the Committee. Such census shall form the basis of the membership of the Committee, and the membership of the Committee shall reflect the composition of the Frog Hollow NRZ to the best and good faith efforts of the Committee. The Committee shall not be held responsible for the unwillingness of any eligible individual or entity to enroll as a member of the Committee, nor shall the Committee be compelled to retain any member that is unwilling or refuses to remain in good standing before the Committee.

The Committee shall direct through resolution that such census include any demographic information that the Committee deems necessary and appropriate to illuminate the state of the Frog Hollow NRZ and to promote the process to revitalize the Frog Hollow NRZ .

The results of such census and any demographic information included by the Committee shall be presented in an appropriate place and manner in the Strategic Plan, and the Committee shall consider and draw recommendations from such census and demographic information such measures as shall be judged necessary and expedient to the process to revitalize the Frog Hollow NRZ .

Section 6. The Committee shall hold all authority to add new members to the Committee.

The Committee shall enact its process for adding new members, and this process shall be changed only with the consent of two-thirds of the Committee.

Elections for new members shall be conducted by secret ballot, and the secretary shall be required to hold onto the ballots for a period not extending beyond three months.

Section 7. The Committee shall hold all authority to remove members from the Committee, but members shall be removed only with the consent of two-thirds of the members of the Committee.

The Committee shall enact its process for removing members, and this process shall be changed only with the consent of two-thirds of the Committee.

Article 4.

Section 1. The Committee shall seek to form a consensus on all matters.

Section 2. The Committee shall promote full and free debate on all issues that come before the Committee.

Section 3. All votes of the Committee, excepting those cast for the election of new members or for the election of officers, shall be held openly, and the secretary shall hold the responsibility for counting the votes.

The secretary shall be required to publish the results of the vote, as well as the vote of each member, in the record of the proceedings of the Committee, excepting those votes cast for the election of new members or the election of officers.

Section 4. Members of the Committee shall be required to vote their conscience on all matters, and no member shall coerce or otherwise impede another member from voting their conscience.

Members who can reasonably demonstrate that they were coerced or otherwise impeded from voting their conscience may cause the Committee to repudiate the action taken under such vote, but the Committee shall not be held accountable should a member fail to vote their conscience for any reason not prescribed herein.

Members of the Committee shall be required to state any conflict of interest that may exist for them on any action before the Committee.

Section 5. The records of the proceedings of the Committee shall reflect all dissenting votes and which members cast them.

Section 6. Should one-third or more of the Committee dissent on any vote, the Committee shall be said to have a dissenting minority on that vote.

Should such dissenting minority exist, the record of the proceedings of the Committee shall contain a full and accurate presentation of the dissenting opinion.

Should such vote require that the Committee issue some public statement, such public statement shall reflect that a dissenting minority existed.

Dissenting minorities shall not apply to elections for new members or to elections for officers.

Article 5.

Section 1. The Committee shall nominate and elect officers, and those officers shall include chair, vice chair, and secretary.

Officers shall serve terms of two years, beginning and ending with the conclusion of the annual meeting of the Committee at which the vote was held.

One person may serve in only one office on the Committee at one time.

Votes for offices shall be cast secretly, with the secretary responsible for counting the ballots and making known the results of the vote, and the secretary shall be required to hold onto the ballots for a period not extending beyond three months should any member wish to challenge the election.

Section 2. The chair of the Committee shall preside at all meetings of the Committee, and the chair shall set the agenda for all such meetings.

The chair of the Committee shall represent the Committee to any individual or any entity beyond the Committee and may attend any meeting to which some member of the Committee has been invited, but the chair may not act in these regards without the consent of the majority of the Committee.

Section 3. The vice chair of the Committee shall be responsible for the maintenance and the updating of the rules of the Committee.

The vice chair shall preside over any meeting of the Committee over which the chair is unable to preside.

Section 4. The secretary of the Committee shall be responsible for the maintenance of the records of the proceedings of the Committee and other requirements as necessary.

Section 5. An officer may be removed from office with the approval of two-thirds of the Committee, but said removal shall not constitute a removal from membership on the Committee.

The Committee shall enact its process for removing officers, and this process shall be changed only with the consent of two-thirds of the Committee.

Should an officer be unable to fulfill the responsibilities of their office or vacate their office for whatever reason, a special election shall be held immediately, and the new officer shall fulfill the term of the vacating officer.

Article 6.

Section 1. The Committee shall assemble once in every month, and such meeting shall be designated the monthly meeting of the Committee.

Such meeting shall commence at an hour in the evening not unreasonable for all members to attend.

Such meeting shall be held at a location within the boundaries of the Frog Hollow NRZ or in City Hall.

The Committee shall through the office of the secretary publish and make available to the clerk of the City of Hartford a schedule and location of all such meetings for a given year in the December prior.

Section 2. The Committee shall hold all authority to establish the measures that shall equal a quorum at its meetings, and such measures shall ensure that a quorum of the Committee shall be representative of the Committee as a whole.

The Committee shall enact these measures, and these measures or any part thereof shall be changed only with the consent of two-thirds of the Committee.

The Committee may be called upon by any person to demonstrate the reasonableness of the Act, and the Committee shall review this Act at the annual meeting as a matter of course or from time to time as circumstances require.

Section 3. The Committee shall be permitted to schedule special meetings to address issues that the Committee deems to hold sufficient magnitude that it requires the full and complete attention of the Committee.

Section 4. The Committee shall hold once in a year a meeting that presents to the public its view of the state of the NRZ, how the Committee has progressed on the strategic plan, and any proposed update of or revision to the strategic plan, and this meeting shall be designated the annual meeting of the Committee.

All members of the Committee and its subcommittees shall be required to attend this meeting.

Article 7.

Section 1. The subcommittees shall have the authority to handle business that the Committee places before them, but the subcommittees shall not have the authority to represent themselves on behalf of the Committee.

Certain subcommittees that conform to sections of the chapters of the strategic plan that concern the implementation of the plan shall be considered mandated, and such subcommittees shall be accorded a special status among the other subcommittees.

The Committee shall be guided by the strategic plan in its creation of subcommittees, but it shall not be limited by the strategic plan in such regard.

The Committee shall create subcommittees with the consent of the Committee, but no subcommittee, excepting those that conform to relevant implementation sections of the strategic plan, may begin to conduct business until it receives from the Committee its written instructions.

Section 2. The Committee shall determine the initial membership of all subcommittees.

Section 3. The subcommittees may expand and contract their memberships as they see fit but not in a manner that contradicts the procedures enumerated herein.

Section 4. The subcommittees may include members who are not members of the Committee, but such members shall have privileges and responsibilities only as determined by the subcommittees on which they serve.

No member of a subcommittee who is not a member of the Committee shall have any standing before the Committee without the consent of the Committee, nor shall they hold any of the privileges or responsibilities of the members of the Committee as enumerated herein.

Section 5. The subcommittees shall select from among their membership a chair and a secretary, and the same person may serve in both positions with the consent of the subcommittee.

The chair of the subcommittee must be a member of the Committee.

The chair of the subcommittee shall be required to report on the proceedings of the subcommittee to the Committee at the monthly meeting of the Committee.

Section 6. Subcommittees shall be required to keep a code of rules they create for themselves and a record of their proceedings, both of which they shall supply regularly and as warranted to the appropriate officers of the Committee.

Subcommittees may not pass any act or resolution that represents their positions on issues that come before them unless the Committee has granted them that authority, and any such resolution must be approved by the Committee before it can be deemed public.

No act or resolution a subcommittee passes shall bind the Committee unless the Committee gives its consent to such act or resolution.

Section 7. The subcommittees shall meet on a schedule they deem appropriate to conduct the business placed before them by the Committee, and such schedules shall be made available to the Committee.

Subcommittee meetings shall be open to the public.

Section 8. The Committee shall have the authority to create a joint subcommittee should an issue arise that properly falls under the purview of two or more existing subcommittees, and each subcommittee so affected shall appoint to such joint subcommittee an equal number of its members such that the total number appointed to the joint subcommittee shall not exceed six.

Subcommittees that believe a joint subcommittee should be created may recommend as such to the Committee, but subcommittees shall not have the authority to create joint subcommittees.

Such joint subcommittee shall include among its members an officer of the Committee who shall be appointed by the Committee, not by the affected subcommittees, and in addition to those appointed by the affected subcommittees, and this officer of the Committee shall serve as chair of such joint subcommittee.

A joint subcommittee shall be created for an amount of time not to exceed three months except with the consent of the Committee, and any conflict that cannot be resolved within the joint subcommittee shall be by necessity referred to the Committee for action or for settlement.

Such joint subcommittee shall report to the Committee at the monthly meeting.

Section 9. The Committee shall reserve for itself any and all authority pertaining to subcommittees not specifically enumerated herein.

Article 8.

Section 1. The Committee shall have the authority to appoint a liaison to meet with any entity it so chooses provided such appointment shall further the implementation of the strategic plan or as can be reasonably demonstrated to concern the NRZ in some defined manner.

Such liaisons shall be appointed with the consent of the Committee.

Such liaisons shall be members of the Committee.

Section 2. The Committee shall provide for such liaison written instructions.

Section 3. The Committee shall have the authority to withdraw its liaison at any point in time with the consent of the Committee.

Section 4. In all cases, such liaison should determine that the authority provided herein supercedes any authority applied to the liaison by any entity, and in such case as a conflict arises between the authority of the Committee and that of any entity the liaison should recuse themselves until such time as they can properly refer the issue to the Committee for advice.

Section 5. Such liaison shall be required to report to the Committee at the monthly meeting.

Article 9.

Section 1. Should it become impossible for the Committee to maintain the minimum number of members enumerated herein, the Committee shall suspend its activities and shall create an emergency board that will have power primarily to recruit new members and secondarily to conduct the business of the Committee in such a manner that maintains the integrity of the Committee during said suspension of its activities.

The emergency board shall consist of the remaining members of the Committee who are residents of the NRZ and the duly elected officers of the Committee.

The emergency board shall be prohibited from creating any rules for the Committee or its members or from passing any act or resolution that represents the position of the Committee.

Section 2. Should the Committee be caused to create an emergency board, the activities of all subcommittees, liaisons, and any other individual or entity working on behalf of the Committee shall be immediately suspended.

Those certain subcommittees that conform to sections of the chapters of the strategic plan that concern the implementation of the strategic plan shall be exempt from this provision for any activities they have ongoing upon the creation of the emergency board, but all applicable clauses of these Bylaws and all applicable provisions and rules of the Committee shall be in force over them throughout the duration of the emergency board.

Section 3. The emergency board shall be considered dissolved immediately upon returning the Committee to the minimum number of members enumerated herein, and at such time the chair of the Committee shall alert the Committee of its return to its regular monthly schedule or call the members of the Committee to a special meeting should that prove more expeditious.

The subcommittees, liaisons, and any other individual or entity working on behalf of the Committee shall resume their activities immediately upon dissolution of the emergency board, and the chair shall alert the appropriate individuals of the resumption of their activities.

Article 10.

These bylaws may be amended should two-thirds of Committee deem that the Committee has reached an impasse in the conduct of its business and that the only remedy to this situation is an amendment to these bylaws; upon such approval by two-thirds of the Committee, the Committee shall be required to form a subcommittee of three members, duly selected from among the members of the Committee, at least of one of which shall be a member of the Committee who is a resident of the NRZ, which shall propose language for the amendment; and upon the approval of two-thirds of the entire body of the Committee the amendment shall be brought into force.

Article 11.

These bylaws shall be ratified upon the approval of fourteen members of the Frog Hollow Neighborhood Revitalization Zone Committee as constituted by the bylaws of the North Frog Hollow Neighborhood Revitalization Committee and that were approved on April 13, 2006, which were an amendment to and superseded the bylaws titled “North Frog Hollow Neighborhood Revitalization Zone Committee By-Law” which had been approved on August 10, 2000, and upon such ratification these bylaws shall supercede and shall replace the bylaws approved on April 13, 2006.

Addendum 3

Statement on the Consideration of Waivers Pursuant to CGS Chapter 118 §7-605.

For any proposed development project that shall come before the Frog Hollow Neighborhood Revitalization Zone Committee, the Committee shall consider requesting waivers for any appropriate provisions of the following:

- 1) Any code or regulation promulgated by the State of Connecticut Department of Environmental Protection based on its authority under Title 22a of the Connecticut General Statutes.
- 2) Any municipal code or regulation the City of Hartford adopts pursuant to Title 22a of the Connecticut General Statutes or the codes and regulations promulgated by the State of Connecticut Department of Environmental Protection.
- 3) The provisions of Title 22a of the Connecticut General Statutes as the Committee encounters them, directly or indirectly.
- 4) Any municipal code or regulation the City of Hartford, through its boards, its commissions, or its departments adopts pursuant to or to implement any portion of Title 22a of the Connecticut General Statutes.
- 5) The 2005 State Building Code, approved by the Legislative Regulation Review Committee on October 25, 2005, and effective December 31, 2005, for any new work begun subsequent to December 31, 2005.
- 6) The 2005 State Building Code, approved by the Legislative Regulation Review Committee on October 25, 2005, and effective December 31, 2005, as adopted by or applied to the City of Hartford.
- 7) The 1999 State Building Code in the event the Committee or its mandated subcommittees are approached regarding a development or construction project begun prior to December 31, 2005, that was started under the 1999 code and is in progress, nearing completion, and was not abandoned in a manner that caused any permits for that project to be revoked.
- 8) The Connecticut State Fire Safety Code, effective December 31, 2005.
- 9) Any municipal code or regulation the City of Hartford adopts pursuant to the Connecticut State Fire Safety Code, effective December 31, 2005.
- 10) Any municipal code or regulation the City of Hartford, its boards, its commissions, and its departments adopt pursuant to or to implement any portion of the Connecticut State Fire Safety Code.
- 11) The State of Connecticut Public Health Code, which is current with materials published in the Connecticut Law Journal through July 12, 2005.
- 12) Any municipal code or regulation the City of Hartford adopts pursuant to the State of Connecticut Public Health Code, which is current with materials published in the Connecticut Law Journal through July 12, 2005.
- 13) Any municipal code or regulation the City of Hartford, its boards, its commissions, and its departments adopt pursuant to or to implement any portion of the Connecticut Public Health Code.

- 14) The City of Hartford Planning and Zoning Commission Zoning Regulations, adopted December 6, 2005, and effective December 16, 2005.
- 15) The City of Hartford Historic Preservation Ordinance, adopted May 23, 2005, and effective November 13, 2006.

The Committee shall extend or continue its ability to request waivers of the aforementioned codes and regulations as follows:

- 1) In accordance with any alterations, changes, revisions, or updates the State of Connecticut, its agencies, its commissions, or its departments makes, in whole or in part, to the codes described above or in the event the State of Connecticut repeals, in whole or in part, the codes described above and enacts new or substitute codes.
- 2) In accordance with any alterations, changes, revisions, or updates the City of Hartford, its agencies, its commissions, or its departments makes, in whole or in part, to the codes described above or in the event the City of Hartford repeals, in whole or in part, the codes described above and enacts new or substitute codes.

The Committee shall also consider requesting waivers for any code or regulation, either of the State of Connecticut or the City of Hartford, that it encounters and that is not listed above in the event that it can be reasonably demonstrated to be an impediment to a proposed development project and can as a consequence be construed either as an impediment to the revitalization of the Frog Hollow Neighborhood Revitalization Zone or as a threat to the environment, public health, safety, or welfare of the same.

No waiver requested by the Committee shall create a substantial threat to the environment, public health, safety or welfare of the residents and occupants of the neighborhood.

Any request for a waiver shall identify the state or local code or regulation for which the waiver is sought and shall include recommendations for alternate requirements to replace the standard being waived in the existing code or regulation.

The Committee shall encourage the City to establish a process to request that a state or local official waive the application of any provision of state and local environmental, health and safety codes and regulations that unreasonably jeopardize implementation of this plan, except a provision necessary to comply with federal law.

Addendum 4

List of Deteriorated Properties within the Frog Hollow Neighborhood Revitalization Zone

The Committee has identified the following deteriorated properties within the NRZ as of April 10, 2008.

- Parcel 130-001-005 (316 or 316-318 Park Terrace)
- Parcel 131-003-017 (96 Allen Place)
- Parcel 206-001-008 (49 School Street)
- Parcel 206-003-022 (18 Colonial Street)
- Parcel 206-003-023 (26 Colonial Street)
- Parcel 206-004-039 (26 Brownell Avenue)
- Parcel 207-003-035 (17 Lincoln Street)
- Parcel 207-004-031 (39 Allen Place)
- Parcel 401-001-008 (443 Summit Street)
- Parcel 401-001-009 (439 Summit Street)
- Parcel 401-001-010 (433 Summit Street)
- Parcel 401-001-015 (445 or 445-449 Zion Street)
- Parcel 401-002-001 (462 Summit Street)
- Parcel 402-001-031 (596 Zion Street)
- Parcel 402-002-001 (787 or 787-795 Park Street)
- Parcel 402-002-019 (158 Ward Street)
- Parcel 402-002-020 (162 or 162-164 Ward Street)
- Parcel 402-002-022 (166 Ward Street)
- Parcel 402-002-024 (20 or 20-22 Putnam Street)
- Parcel 402-002-025 (24 or 24-26 Putnam Street)
- Parcel 402-004-005 (873 Broad Street)
- Parcel 402-004-006 (881 or 881-885 Broad Street)
- Parcel 403-001-003 (143 or 143-145 Putnam Street)
- Parcel 403-002-001 (197 Russ Street)
- Parcel 403-002-002 (193 or 193-195 Russ Street)
- Parcel 403-002-005 (91 Babcock Street)
- Parcel 403-002-016 (137 Babcock Street)
- Parcel 403-002-026 (118 or 118-120 Babcock Street)
- Parcel 403-002-028 (762 or 770 Park Street)
- Parcel 403-002-033 (120 or 118-120 Putnam Street)
- Parcel 403-002-034 (116 or 116-118 Putnam Street)
- Parcel 403-002-035 (128 or 128-130 Putnam Street)
- Parcel 403-002-037 (138 or 138-140 Putnam Street)
- Parcel 403-002-038 (142 Putnam Street)
- Parcel 403-002-039 (144 Putnam Street)
- Parcel 403-002-043 (162 or 162-164 Putnam Street)
- Parcel 403-002-045 (170 or 170-172 Putnam Street)
- Parcel 403-002-046 (174 or 174-176 Putnam Street)

- Parcel 403-002-049 (188 Putnam Street)
- Parcel 403-003-004 (161 Russ Street)
- Parcel 403-003-009 (177 or 177-179 Lawrence Street)
- Parcel 403-003-010 (175 Lawrence Street)
- Parcel 403-003-013 (149 or 149-151 Lawrence Street)
- Parcel 403-003-019 (123 or 123-125 Lawrence Street)
- Parcel 403-005-010 (131 or 131-133 Putnam Street)
- Parcel 403-005-011 (127 or 127-129 Putnam Street)
- Parcel 403-005-019 (18 or 18-20 Putnam Heights)
- Parcel 403-006-006 (23 or 23-25 Putnam Heights)
- Parcel 403-006-009 (11 or 11-13 Putnam Heights)
- Parcel 403-006-011 (3 or 3-5 Putnam Heights)
- Parcel 403-006-018 (854 or 854-862 Park Street)
- Parcel 403-006-019 (866 or 866-872 Park Street)
- Parcel 403-006-020 (874 or 874-880 Park Street)
- Parcel 403-006-021 (886 or 886-888 Park Street)
- Parcel 403-006-024 (918 or 918-920 Park Street)
- Parcel 403-006-026 (936 or 936-938 Park Street)
- Parcel 403-006-028 (946 or 946-948 Park Street)
- Parcel 403-006-029 (142 or 142-144 Park Terrace)
- Parcel 404-001-040 (445 Capitol Avenue)
- Parcel 404-003-023 (33 Babcock Street)
- Parcel 404-003-025 (39 Babcock Street)
- Parcel 404-003-027 (47 Babcock Street)
- Parcel 404-003-028 (51 Babcock Street)
- Parcel 404-003-029 (55 Babcock Street)
- Parcel 404-004-002 (60 or 60-62 Babcock Street)
- Parcel 404-004-005 (46 or 46-48 Babcock Street)
- Parcel 404-004-028 (156 Russ Street)
- Parcel 404-004-029 (160 or 160-162 Russ Street)
- Parcel 404-004-030 (164 or 164-168 Russ Street)
- Parcel 404-004-032 (64 or 64-66 Babcock Street)
- Parcel 404-004-033 (160H Russ Street)
- Parcel 410-005-008 (246 or 246-248 Lawrence Street)
- Parcel 411-001-011 (681 or 681-685 Broad Street)
- Parcel 411-001-027 (186 Lawrence Street)
- Parcel 411-001-029 (663 Broad Street)
- Parcel 411-002-027 (686 or 686-688 and 698-700 Broad Street)
- Parcel 411-002-028 (670 or 670-676 Broad Street)
- Parcel 411-009-001 (55 Grand Street)
- Parcel 411-009-002 (53 Grand Street)
- Parcel 411-009-004 (49 Grand Street)
- Parcel 411-009-006 (755 Broad Street)
- Parcel 411-009-007, (765 or 765-767 Broad Street)
- Parcel 411-009-021 (72 or 72-74 Lawrence Street)
- Parcel 411-009-025 (64 Lawrence Street)

- Parcel 412-001-002 (577 Park Street)
- Parcel 412-001-012 (23 Wolcott Street)
- Parcel 412-001-019 (41 or 41-43 Wolcott Street)
- Parcel 412-001-020 (47 or 47-49 Wolcott Street)
- Parcel 412-001-034 (900 Broad Street)
- Parcel 412-002-006 (17 or 17-19 Squire Street)
- Parcel 412-004-025 (224 Washington Street)
- Parcel 412-004-026 (216 Washington Street)
- Parcel 412-005-011 (49 Ward Street)
- Parcel 413-002-012 (140 Retreat Avenue)

The Committee hereby acknowledges that remediation efforts may be underway or will prove to be underway at any or all of the aforementioned deteriorated properties by the time the Committee and its mandated subcommittees addresses them individually. The Committee hereby acknowledges its responsibility to verify that the deteriorated properties here listed persist in a deteriorated state prior to taking appropriate action against them.

The Committee hereby recommends the following governmental actions with regards to the deteriorated properties:

- 1) That each deteriorated property be monitored by inspectors from appropriate municipal departments in order to ensure that its condition does not worsen;
- 2) That each deteriorated property be considered for expanded code enforcement efforts;
- 3) That each deteriorated property be considered a hot spot by the Hartford Police Department and be added to regular patrol routes within the NRZ;
- 4) That the City proceed with foreclosure on any deteriorated property that has encumbrances against it that equal or exceed the assessed value of the parcel;
- 5) That tasks contained within the Strategic Plan that relate to each deteriorated property be considered as a priority by the appropriate departments within the municipal government as those departments assess proposals for projects within the NRZ;
- 6) That tasks contained within the Strategic Plan that relate to each deteriorated property be considered as a priority by the appropriate departments within the municipal government as those departments allocate resources during the course of the municipal fiscal year.
- 7) That the City be prepared to exercise eminent domain against any of the deteriorated properties that is a vacant building;
- 8) That the City be prepared to place into rent receivership any of the deteriorated properties that is an occupied building; and
- 9) That the appropriate departments within the state and municipal governments be prepared to entertain requests for waivers to advance and to expedite the development of each of the complaints.

The Committee and its subcommittees will work with the municipal government and its appropriate departments in order to ensure that the deteriorated properties are highlighted as the Strategic Plan is implemented.

Addendum 5

Assignment of Responsibility for Strategic Projects

The Plan of Revitalization for the Frog Hollow Neighborhood Revitalization Zone represents a plan for the next decade. It consists of fifty-four strategic projects that range from the Committee's primary responsibilities under the NRZ statute to bold visions for the transformation of the NRZ. These forty-three strategic projects are summarized below, and that summary is followed by a catalog of streets in the NRZ that will be directly affected by the implementation of these strategic projects

Strategic Project 1: Improve traffic circulation on and around Capitol Avenue between Park Terrace (west) and Broad Street (east).

Subcommittee assignment:

1) Livability.

Proposed municipal action:

- 1) Continue parking enforcement so long as parking violations remain a regular problem.
- 2) Carry out parking enforcement at regular intervals during periods parking violations are not a regular problem.
- 3) Conduct a traffic study of Capitol Avenue that includes in it consideration of other improvements the Committee proposes for Capitol Avenue.

Strategic Project 2: Improve and enhance the Northwest Gateway.

Subcommittee assignment:

1) Livability.

Proposed municipal action:

- 1) Conduct a traffic study of the key intersection of Park Terrace (north-south), Sigourney Street (west), and Russ Street (east) to determine the best routes from the intersection onto Sigourney Street northbound and to determine the frequency and cause of vehicular accidents at the key intersection.
- 2) Investigate the possibility of creating a traffic rotary at the key intersection be investigated.
- 3) Consider improvements and enhancements to the section of Capitol Avenue underneath the Sigourney Street bridge.

Strategic Project 3: Targeted removal of graffiti within the Mayor's Target Area

Subcommittee assignment:

1) Livability.

Proposed municipal action: None.

Strategic Project 4: Targeted anti-litter programs within the Mayor's Target Area

Subcommittee assignment:

1) Community and Economic Development.

2) Livability.

Proposed municipal action: None.

Strategic Project 5: Improve pedestrian amenities within the Mayor's Target Area.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Improve intersection of Broad Street (north-south) and Capitol Avenue (west-east) and the intersection of Park Terrace (north-south) and Park Street (west-east) to give pedestrians ample time to cross safely, as encouraging foot traffic along these intersections will increase the use of Pope Park and expand the customer base for businesses along Broad Street and Capitol Avenue.

Strategic Project 6: Improved and expanded streetlights in the Mayor's Target Area

Subcommittee assignment:

- 1) Public Safety.
- 2) Livability.

Proposed municipal action:

- 1) Upgrade and expand streetlights in a manner that is environmentally friendly, utilizing cutting-edge technology to increase safety through better lighting while not harming surrounding trees.

Strategic Project 7: Establish Frog Hollow NRZ as a tourist destination

Subcommittee assignment:

- 1) Communication.
- 2) Community and Economic Development.
- 3) Livability.

Proposed municipal action:

- 1) Remove expeditiously any outstanding impediments to the authorization of the underground canoe trip on the Park River.

Strategic Project 8: Improve traffic circulation on Mortson Street, Putnam Heights, and Putnam Street

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Install speed tables on Mortson Street and Putnam Heights as soon as possible.

Strategic Project 9: Contend with as many problem properties as possible.

Subcommittee assignment:

- 1) Property Development.
- 2) Public Safety.

Proposed municipal action:

- 1) Take concerted action to inspect and enforce appropriate sections of state law and municipal code in each of the following areas:
 - parcels on and near the key intersection of Putnam Street (north-south) and Russ Street (west-east)

- parcels on Babcock Street between Capitol Avenue (north) and Russ Street (south)
- 2) Expand and enhance enforcement of criminal laws within the NRZ.
 - 3) Initiate targeted enforcement of the noise abatement ordinance.
 - 4) Enforce laws and ordinances pertaining to truancy and loitering.
 - 5) Enforce the closure of Pope Park North at dusk and throughout the night
 - 6) Allocate the necessary resources to the Frog Hollow neighborhood to accomplish 1 through 5, inclusive.
 - 7) Pursuant to CGS Title 7 Chapter 118 §7-601(b), form comprehensive code enforcement teams that will include representatives from the Hartford Police Department, the Hartford Fire Department, the Division of Licenses and Inspections of the Department of Development Services, the Division of Housing and Property Management of the Department of Development Services, the Department of Public Works, the Department of Health and Human Services, and the Office of the Corporation Counsel in order to address thoroughly and completely the problem properties identified by the Committee and its relevant mandated subcommittees.
 - 8) Pursue a policy of foreclosing on any parcel against which there are encumbrances equal to or in excess of the assessed value of the parcel.

Strategic Project 10: Expand and strengthen block watches within the Mayor's Target Area.

Subcommittee assignment:

- 1) Communication.
- 2) Public Safety.

Proposed municipal action:

- 1) Strengthen ties between the block watches and the Hartford Police Department
- 2) Strengthen ties between the block watches and both Dominick F. Burns Elementary School and Maria Colon Sanchez Elementary School.
- 3) Establish the Park Branch of the Hartford Public Library as a nexus within a network of NRZ block watches.
- 4) Prioritize residents of the NRZ for the Hartford Police Department Citizens Academy.
- 5) Establish an effective means of communicating information from the City in general and the Hartford Police Department in particular to the block watches.

Strategic Project 11: The Committee, its subcommittees, and its members will become familiar with and be able to utilize federal law, state law, and municipal code as well as federal, state, and municipal services and programs to the advantage of the NRZ and shall encourage the same among NRZ stakeholders.

Subcommittee assignment:

- 1) Oversight.
- 2) Communication.
- 3) Property Development.
- 4) Community and Economic Development.
- 5) Public Safety.

6) Livability.

Proposed municipal action: None.

Strategic Project 12: Form an association of merchants from Capitol Avenue and Broad Street.

Subcommittee assignment:

1) Community and Economic Development.

Proposed municipal action:

1) Actively involve the Economic Development Division of the Department of Development Services in this project.

Strategic Project 13: Improve and enhance the streetscape of Capitol Avenue.

Subcommittee assignment:

1) Community and Economic Development.

2) Public Safety.

3) Livability.

Proposed municipal action:

1) Promote City's Façade Improvement Program among merchants and the owners of commercial or mixed-use properties along Capitol Avenue.

2) Support the Committee's efforts to secure funding from the state.

Strategic Project 14: Analyze zoning within the Frog Hollow NRZ.

Subcommittee assignment:

1) Community and Economic Development.

Proposed municipal action: None.

Strategic Project 15: Enhance and expand youth services in the NRZ.

Subcommittee assignment:

1) Community and Economic Development.

Proposed municipal action:

1) Make available a representative from the Mayor's Office of Youth Services to the Community and Economic Development subcommittee to assist in the implementation of this project.

Strategic Project 16: Enhance and expand greenspace within the NRZ.

Subcommittee assignment:

1) Communication.

2) Livability.

Proposed municipal action:

1) Assist in the appropriate training of members of the proposed tree brigades.

2) Work with the Committee in order to identify any potential impediments to tree brigades within the municipal code.

3) Work with the Committee to draft a resolution to authorize tree brigades, if necessary.

Strategic Project 17: *Develop a marketing strategy for the NRZ.*

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Assist the Committee in this endeavor.

Strategic Project 18: *Prepare and submit reports as required by law and by resolution of the Committee.*

Subcommittee assignment:

- 1) Oversight.

Proposed municipal action: None.

Strategic Project 19: *Targeted noise abatement program in the BCLR Block Watch area.*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Equip police officers or inspectors with the tools necessary to measure violations of the noise abatement ordinance.

Strategic Project 20: *Improve and enhance the streetscape of Babcock Street.*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 21: *Improve and enhance the streetscape of Lawrence Street between Capitol Avenue (north) and Ward Street (south).*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 22: *Improve and enhance the streetscape of Russ Street between Putnam Street (west) and Lawrence Street (east).*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 23: *Improve and enhance the streetscape of Grand Street between Babcock Street (west) and Lawrence Street (east).*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 24: Expand the Committee's footprint within the NRZ through outreach and recruitment campaign.

Subcommittee assignment:

- 1) Communication.
- 2) Public Safety.
- 3) Livability.

Proposed municipal action:

- 1) Provide whatever logistical or administrative support it deems appropriate to assist in this effort.
- 2) Pursuant to CGS Title 7 Chapter 118 §7-601(b), create multiagency collaborative delivery teams to provide increased municipal services to any block or blocks the Committee targets for outreach and recruitment during the period of time the Committee is working there.

Strategic Project 25: Design and launch a campaign to expand and to promote homeownership within the NRZ.

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Designate appropriate officials to work with the Committee to identify public programs that can contribute to this campaign.
- 2) Work with the Committee to provide incentives for current owners of potential properties for conversion under this campaign.
- 3) As appropriate, foreclose on problem properties and subsequently designate them for conversion under this campaign.
- 4) Work with the Committee to make available to potential homeowners under this campaign any educational programs for first-time homebuyers it typically offers.
- 5) Assist the Committee in the development of a package of incentives for reputable developers who may be interested in participating in this program.

Strategic Project 26: Recommended course of action on parcel 403-002-028 (762 or 770 Park Street).

Subcommittee assignment:

- 1) Communication.
- 2) Property Development.

Proposed municipal action: None.

Strategic Project 27: Improve and enhance the Northeast Gateway to the NRZ.

Subcommittee assignment:

- 1) Property Development.
- 2) Community and Economic Development.
- 3) Livability.

Proposed municipal action:

- 1) Provide it support in its effort to generate political support and funding from appropriate sources for this project.

Strategic Project 28: Current development initiative at parcel 404-002-001 (376 or 376-400 Capitol Avenue).

Subcommittee assignment:

- 1) Property Development.

Proposed municipal action:

- 1) Work with the Committee to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 29: Develop Broad Street as a technology corridor and an entrepreneurial incubator.

Subcommittee assignment:

- 1) Property Development.
- 2) Community and Economic Development.
- 3) Livability.

Proposed municipal action:

- 1) Assist in the necessary assessments of Broad Street.
- 2) Work with the Committee to provide incentives for current owners of potential properties for use pursuant to this project to participate in the project.
- 3) As appropriate, foreclose on problem properties and subsequently designate them for use pursuant to this project.
- 4) Support the efforts of the Committee as it seeks political support and funding from appropriate sources for this project.

Strategic Project 30: Flower Street.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action: None.

Strategic Project 31: Calm traffic through altered traffic patterns on Hungerford Street.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Re-stripe Hungerford Street to permit parking on both sides of the street in a manner consistent with other streets along the Capitol Avenue corridor.

Strategic Project 32: Recommended course of action for parcel 403-005-019 (18 or 18-20 Putnam Heights).

Subcommittee assignment:

- 1) Communication.
- 2) Property Development.
- 3) Livability.

Proposed municipal action:

- 1) Foreclose on this parcel immediately.

Strategic Project 33: Improve and enhance the streetscape of Mortson Street.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 34: Improve and enhance the streetscape of Putnam Heights.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.
- 2) Support the Committee's request for funding from the state.

Strategic Project 35: Current development initiative for parcel 329-001-001 (Pope Park).

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Fully support the implementation of the Pope Park Master Plan.
- 2) Implement this strategic project.

Strategic Project 36: Resolve outstanding issues stemming from construction of Mortson/Putnam Heights development project.

Subcommittee assignment:

- 1) Property Development.

Proposed municipal action:

- 1) Supply the Committee with any and all public documents related to the Mortson/Putnam Heights development project.
- 2) Work with the Committee to craft the best possible tax agreement with the residents of the Mortson/Putnam Heights development project.
- 3) Work with the Committee to craft the best possible alteration with the residents of the Mortson/Putnam Heights development project.

Strategic Project 37: Recommended course of action for parcel 404-001-046 (461 Capitol Avenue).

Subcommittee assignment:

- 1) Property Development.
- 2) Community and Economic Development.

Proposed municipal action:

- 1) Designate a representative from the Economic Division of the Department of Development Services assist the Committee with this project.

Strategic Project 38: *Current development initiative centered on parcel 412-001-001, also known as the Lyric Theater.*

Subcommittee assignment:

- 1) Property Development.

Proposed municipal action:

- 1) Work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.
- 2) Implement this strategic project as soon as possible.

Strategic Project 39: *Current development initiative known as the Immaculate Conception Shelter Supportive Housing Project.*

Subcommittee assignment:

- 1) Property Development.

Proposed municipal action:

- 1) Work with it to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 40: *Improve Laurel Street.*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Implement the traffic calming measures on Laurel Street as soon as possible.
- 2) Provide assistance with drafting the plan for the Laurel Street streetscape.

Strategic Project 41: *Current development initiative centered on parcel 328-002-003 (1200 Park Street), also known as Pope Commons.*

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Work with the Committee to create a package of incentives that will aid in the implementation of the restricted plan of development, including, but not limited to, acceptance of any proposed tax agreements or any proposed waivers.

Strategic Project 42: *Merge with Frog Hollow South Neighborhood Revitalization Zone to form a single neighborhood revitalization zone.*

Subcommittee assignment:

- 1) Oversight.

Proposed municipal action: None.

Strategic Project 43: *Improve and enhance the streetscape of Putnam Street.*

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Provide necessary and requested support with designing the plan.

- 2) Support the Committee's request for funding from the state.
- 3) Take immediate steps to ameliorate the grounds of the Dominick F. Burns Elementary School by planting seasonal or perennial flowers and by reducing litter prior to mowing the lawn.

Strategic Project 44: Develop a history of the NRZ.

Subcommittee assignment:

- 1) Oversight.
- 2) Communication.

Proposed municipal action: None.

Strategic Project 45: Develop a census of the NRZ.

Subcommittee assignment:

- 1) Oversight.
- 2) Communication.
- 3) Community and Economic Development.
- 4) Public Safety.
- 5) Livability.

Proposed municipal action: None.

Strategic Project 46: Develop an atlas of the NRZ.

Subcommittee assignment:

- 1) Oversight.
- 2) Communication.
- 3) Property Development.
- 4) Community and Economic Development.
- 5) Public Safety.
- 6) Livability.

Proposed municipal action: None.

Strategic Project 47: Improve road surfaces throughout the NRZ.

Subcommittee assignment:

- 1) Livability.

Proposed municipal action:

- 1) Work with the Committee to establish parameters for conditions that would require repair.
- 2) Assign the Hartford Department of Public Works to cooperate with the Committee in establishing a schedule for surveying roads in the NRZ and submitting requests for repair.
- 3) Provide assistance in planning for improved roads.
- 4) Support the Committee's efforts to secure funding from appropriate sources for this endeavor.

Strategic Project 48: Improve and expand public transportation throughout the NRZ.

Subcommittee assignment:

- 1) Community and Economic Development.

2) Livability.

Proposed municipal action:

- 1) Provide assistance in understanding public transportation and its relation to residential and economic development.
- 2) Support the Committee's efforts to determine the status of certain proposed public transportation projects that affect the NRZ.
- 3) Work with it to establish a comprehensive proposal for improving and enhancing the service public transportation provides to the NRZ and its stakeholders.

Strategic Project 49: Improve traffic circulation at and around the schools within the NRZ.

Subcommittee assignment:

- 1) Community and Economic Development.
- 2) Livability.

Proposed municipal action:

- 1) Support the Committee's effort to undertake this project.

Strategic Project 50: Establish a viable and sustainable community center within the NRZ.

The Committee proposes that the following tasks be undertaken with regards to this project:

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Assist with locating community centers and programs that perform the functions of a community center within the NRZ.
- 2) Assist in the development of a model for a successful community center.
- 3) Support any effort to seek funding from appropriate sources for a community center.

Strategic Project 51: Expand employment opportunities for NRZ residents.

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Encourage local employers to participate in the annual job fair.
- 2) Encourage local employers to cooperate with the Committee to identify employment opportunities and skills needed to exploit those opportunities.
- 3) Assist with the promotion of the annual job fair.

Strategic Project 52: Examine boundaries of NRZ.

Subcommittee assignment:

- 1) Oversight.
- 2) Communication.

Proposed municipal action: None.

Strategic Project 53: Improve and enhance the streetscape of Washington Street.

Subcommittee assignment:

- 1) Community and Economic Development.
- 2) Livability.

Proposed municipal action:

- 1) Promote its Façade Improvement Program among merchants and the owners of commercial or mixed-use properties along Washington Street.
- 2) Support the Committee's efforts to secure funding from the state.

Strategic Project 54: Expand and strengthen homeowner associations in NRZ.

Subcommittee assignment:

- 1) Community and Economic Development.

Proposed municipal action:

- 1) Provide necessary and requested support for this project.

Addendum 6

Checklist for Contents of the Strategic Plan Pursuant to CGS Chapter 118 §7-601(b)

The following items are either required or permitted to be part of an NRZ strategic plan pursuant to CGS Chapter 118 §7-601(b). The number in the first column expresses the order in which the item occurs under CGS Chapter 118 §7-601(b). An item can be expressed, implied, or, in the case of items that are permitted, not included, and the second column indicates how each item occurs within the plan. The third column provides the specific citation for the item within the plan. The items are sorted according to categories defined by the Committee. With the exception of the first two categories, which apply broadly, the categories correspond to the mandated subcommittees.

PERTAINING TO REVITALIZATION IN GENERAL			
1	Shall plan for the short-term and the long-term revitalization of the NRZ.	Expressed	Various projects
19	Shall assign responsibility for implementing each aspect of the plan.	Expressed	Addendum 5
PERTAINING TO GOVERNMENTAL ACTION			
18	Shall include recommendations for waivers of state and local environmental, health and safety codes that unreasonably jeopardize implementation of the plan, provided any waiver shall be in accordance with section 7-605 and shall not create a substantial threat to the environment, public health, safety or welfare of residents or occupants of the neighborhood.	Expressed Implied	Addendum 3 SP 9, 11, 25, 28, 38, 39, & 41
23	May analyze federal, state and local environmental, health and safety codes and regulations that impact revitalization of the NRZ	Implied	SP 11
7	Shall be designed to promote within the NRZ coordinated and comprehensive delivery of services to the NRZ.	Expressed Implied	Various projects, esp. SP 11 SP 45 & 46
15	Shall consider provisions for utilization of municipal facilities by communities.	Implied	SP 10
20	May have recommendations for providing authority to the chief executive official to enter into tax agreements and to allocate municipal	Expressed	SP 25, 28, 38, 39, & 41

	funds to achieve the purposes of the plan.		
30	May contain recommendations for the establishment by the municipality of multiagency collaborative delivery teams, including code enforcement teams.	Expressed	SP 9 & 25
PERTAINING TO OVERSIGHT			
21	Shall include a list of members and the bylaws of the committee.	Expressed	Addendum 1 Addendum 2
PERTAINING TO COMMUNICATION			
13	Shall consider provisions for marketing and outreach.	Expressed	SP 10, 12, 17, 24, 25, & 42
PERTAINING TO PROPERTY DEVELOPMENT			
22	May contain an inventory of abandoned, foreclosed and deteriorated property, as defined in section 7-600, located within the NRZ.	Expressed Implied	Addendum 4 SP 9 & 46
10	Shall consider provisions for property usage.	Expressed	SP 9, 25, 26, 28, 32, 35, 37, 38, 39, 41, 46, & 50
3	Shall be designed to promote within the NRZ home ownership.	Expressed	SP 25 & 54
4	Shall be designed to promote within the NRZ property management.	Expressed	SP 9, 24, & 25
14	Shall consider provisions for property management.	Implied	SP 9, 24, & 25
6	Shall be designed to promote within the NRZ effective relations between landlords and tenants.	Expressed	SP 7, 12, 14, 17, & 29
PERTAINING TO COMMUNITY DEVELOPMENT			
2	Shall be designed to promote within the NRZ self-reliance in the neighborhood.	Expressed	SP 4, 10, 11, 12, 17, 24, 25, 48, 50, & 51
9	Shall build neighborhood capacity for self-empowerment.	Expressed	SP 4, 10, 11, 19, 24, 50, & 51
11	Shall consider provisions for neighborhood design.	Expressed	SP 2, 13, 16, 20, 21, 22, 23, 27, 33, 34, 40, 43, 46, 49, 50, & 53
25	May include component for education.	Expressed	SP 15
27	May include component for youth.	Expressed	SP 15
28	May include component for the elderly.	Not included	
PERTAINING TO ECONOMIC DEVELOPMENT			
5	Shall be designed to promote within	Expressed	SP 24, 47, & 53

	the NRZ sustainable economic development.		
26	May include component for job training.	Implied	SP 51
PERTAINING TO FUNDING			
8	Shall be designed to promote within the NRZ creative leveraging of financial resources.	Expressed	SP 11
12	Shall consider provisions for traditional and nontraditional financing of development.	Implied	SP 9, 11, 25, & 29
PERTAINING TO PUBLIC SAFETY			
24	May include component for public safety.	Expressed	SP 10
PERTAINING TO LIVABILITY			
16	Shall consider provisions for recreation.	Expressed	SP 7 & 35
17	Shall consider provisions for the environment.	Expressed	SP 16 & 35
29	May include component for the arts and culture.	Expressed	SP 29

Addendum 7

Affidavit of Public Notices



The Hartford Courant.
A TRIBUNE PUBLISHING COMPANY

Affidavit of Publication

State of Connecticut

Tuesday, April 08, 2008

County of Hartford

I, Joy Shroyer, do solemnly swear that I am Financial Operations Assistant of the Hartford Courant, printed and published daily, in the state of Connecticut and that from my own personal knowledge and reference to the files of said publication the advertisement of Public Notice was inserted in the regular edition.

On dates as follows: 03/28/2008
04/08/2008

In the amount of \$52.06
DAVID CORRIGAN
083470
ZONE 6

Hearing

Public Hearing
The North Frog Hollow NRZ Committee will hold a public hearing on a proposed amendment to its Strategic Plan on Thursday, April 10, 2008, at 5 PM at the Pope Park Recreation Center. A copy of the proposed amendment is available at the Park Branch of the Hartford Public Library, 741 Park Street. For more information, please contact the Committee chair at 528-3124.

Financial Operations Assistant
Joy Shroyer

Subscribed and sworn to before me on April 8, 2008

Notary Public



LISA CARDINI
NOTARY PUBLIC
MY COMMISSION EXPIRES JUNE 30, 2011

Addendum 8

Minutes for the April 10, 2008, Public Hearing on the Strategic Plan



The North Frog Hollow Neighborhood Revitalization Zone Committee held a public hearing on the proposed amendment to the Strategic Plan for the revitalization of the North Frog Hollow Neighborhood Revitalization Zone on Thursday, April 10, 2008, at the Pope Park Recreation Center, 30 Pope Park Drive. The chair, David Corrigan, was present. As the office of the secretary is currently vacant, Mr. Corrigan acted as secretary for this public hearing.

Members present were Joe Barber; Chris Brown; Luis Cabán; David Carrier; Bob Painter; Broad-Park Development Corporation, as represented by Pedro Gutierrez; Doug Campbell; Center for Community at Billings Forge, as represented by Liz Buczynski; Immaculate Conception Shelter and Housing Corporation, as represented by Roger Clark; Southside Institutions Neighborhood Alliance, as represented by Steve Balcanoff; the Spanish American Merchants Association, as represented by Marisol Monserrate; and the City of Hartford, as represented by Patrick Campbell.

Also in attendance was Gerry Maine, planning advisor to the Committee.

Members with excused absences were Annette Deonarine; Norma Irving; Barry Lubin; Jackie Maldonado; Steve Mirsky; and Hartford Preservation Alliance.

Members absent were Mi Casa Family and Educational Center.

Guests attending were Gladys Brooks, Frog Hollow South NRZ resident; Dan O'Donnell, resident of the NRZ; Joe Scannell, Frog Hollow South NRZ stakeholder; Teresa Start, resident of the Frog Hollow South NRZ; Gary Stoddard, president, Friends of Pope Park; and Janette Williams, Frog Hollow South NRZ resident.

The chair called the public hearing to order at 5:10 PM. He noted the presence of a quorum.

Mr. Corrigan asked for comments from the guests in attendance. There were none. Mr. Corrigan reported that over the past two months twenty-five individuals had examined the display on the proposed amendment to the Strategic Plan at the Park Branch of the Hartford Public Library or had attended one of the weekly open houses at the branch. He further reported that the Committee had received one written comment on the proposed amendment, and he noted that this individual had concluded that more affordable housing should be the priority within the NRZ.

Mr. Corrigan introduced the affidavit of publication of the public notices in the Hartford Courant into the record. He noted that a copy of the affidavit would be included in the Strategic Plan.

Mr. Corrigan reported that he had not sent the proposed amendment to the Strategic Plan to the State Office of Policy and Management yet. He stated that he would transmit it soon.

The Committee considered the proposed additions to the amendment to the Strategic Plan relating to the Putnam Street Pride Block Area for Targeted Revitalization. Mr. Brown requested that the Committee remove the action step that would make Putnam Street one-way headed south, which is 8.b. The Committee agreed. Mr. Brown asked about the temporary speed cushions that had been installed last year. Mr. Corrigan

FROG
North Hollow
Neighborhood Revitalization Zone

responded that he had requested that the Hartford Department of Public Works re-install them for this year. The Committee approved the proposed additions relating to the Putnam Street Pride Block Area for Targeted Revitalization as changed without objection.

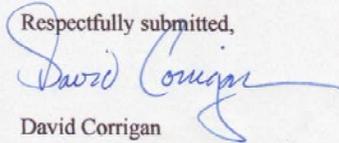
The Committee considered the proposed additions to the amendment to the Strategic Plan from the Park Branch of the Hartford Public Library. Mr. Corrigan presented a report on draft additions to the Strategic Plan based on the proposed additions. He recommended that the proposed additions be incorporated into existing strategic projects as contained within the report. Mr. Carrier asked if the intention was that the Park Branch of the Hartford Public Library would become a distribution hub for the Committee and its activities. Mr. Corrigan responded that it was, and he noted that Leticia Cotto, librarian for the branch, similarly envisioned the branch fulfilling this role within the NRZ. The Committee approved the proposed additions from the Park Branch of the Hartford Public Library without objection.

The Committee considered the proposed additions to the amendment to the Strategic Plan from Knox Parks Foundation. Mr. Corrigan presented a report on draft additions to the Strategic Plan based on the proposed additions. He noted that some of the proposed additions replicated components of existing strategic projects. He recommended that the proposed additions be incorporated into existing strategic projects as contained within the report. Mr. Barber asked if Jack Hale, executive director, Knox Parks Foundation, had agreed with these proposed additions. Mr. Corrigan responded that Mr. Hale had prepared them. The Committee approved the proposed additions from Knox Parks Foundation without objection.

The Committee considered ratification of the amended Strategic Plan as changed. Mr. Barber moved the Committee ratify the amended Strategic Plan as changed. Mr. P. Campbell seconded. The Committee approved the motion unanimously.

The chair formally concluded the business of the public hearing at 5:30 PM. The chair and several members remained until 6:20 PM to receive members of the public who might attend to comment on the Strategic Plan; however, no other members of the public attended. The public hearing was finally adjourned at 6:20 PM.

Respectfully submitted,



David Corrigan
Acting as Secretary

FROG
North  **Hollow**
Neighborhood Revitalization Zone

**PUBLIC HEARING
PROPOSED AMENDMENT TO
THE STRATEGIC PLAN
OF THE
NORTH FROG HOLLOW NRZ COMMITTEE**

April 10, 2008
5:00 PM
at the
Pope Park Recreation Center
30 Pope Park Drive

AGENDA

- I. Call to Order
- II. Open period for comments from public
- III. Discussion: Comments from public
- IV. Discussion: Comments from State Office of Policy and Management
- V. Discussion: Subcommittee comments on implementation targets
- VI. Consideration: Proposed additions relating to the Putnam Street Pride Block Area for Targeted Revitalization
- VII. Consideration: Proposed additions from the Park Branch of the Hartford Public Library
- VIII. Consideration: Proposed additions from Knox Park Foundation
- IX. Consideration: Approval of amended Strategic Plan
- X. Adjourn Public Hearing



PUBLIC HEARING

April 10, 2008

5:00 PM

Pope Park Recreation Center
30 Pope Park Drive

Name (and Affiliation) Nombre (y afiliación)	Phone Number Número de teléfono	E-mail Correo electrónico	Address Dirección
Liz Buczynski Center for Community	727-8727	lucy@northhollow.org	559 Broad St.
Haris Houseville	278-5825	Haris.houseville@state.ct.gov	95 Park St
Luis C. Gobón SINA	493.1618	lcobon@sinainc.org	207 Washington St. 06106
Dou Campbell			
Gerry Maine			
GARY STODOLAK	958-3227	hoopsters@netzero.net	151 GLENDALE AVE

FROG

North Hollow
 Neighborhood Revitalization Zone

Name (and Affiliation) Nombre (y afiliación)	Phone Number Número de teléfono	E-mail Correo electrónico	Address Dirección
PATRICK CAMPBELL	543-8568	PCAMPBELL@HARTFORD.GOV	525 MAIN ST. HARTFORD
Chris Brown	860-9299 297-4256(W)	intersstatement@blet.net	121 Putnam St
Joe Barbero		jbarbero@trincoll.edu	14 Park Terrace
Dan O'Donnell	860-670-8100	odonnell.dan.j@aol.com	24 Park Place, Apt. 18 E
Pati White (Rovera Child)	860 (784) 4823	patti@icshc.org	560 Park St
Dave Carnie	524-5936	moolyblues99@hotmail.com	21 Morton St
Teresa Stack	378-4805	---	1912 Broad St.
JOE SCANNER	922 3086	JSANNER@VERMONTACADEMYMUSIC.COM	152 ALLEN PLACE 57 BROWNELL AVE.

FROG
North Hollow
 Neighborhood Revitalization Zone

Name (and Affiliation) Nombre (y afiliación)	Phone Number Número de teléfono	E-mail Correo electrónico	Address Dirección
Gladys Brooks	293-2674		
Joyette Williams	525-8720		
Ken Gorman	249-0689		
Bob Smith	241-9455		
David Longman	505-3333	ccg@unsa.com.ut	46 Columbia Street

Addendum 9

Documents Pertaining to the Merger of the North Frog Hollow NRZ Committee and the Frog Hollow South NRZ Committee

1.	Articles of Agreement between the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South NRZ Committee	79
2.	A Resolution Accepting the Comprehensive Plan of the Frog Hollow South NRZ Area for Targeted Revitalization	84
3.	A Resolution Merging the North Frog Hollow NRZ and the Frog Hollow South NRZ Committees	85
4.	A Resolution Enabling the Rules and Procedures of the Frog Hollow NRZ Committee	88
5.	A Resolution Enabling Formal Notification of the Frog Hollow NRZ Committee	89
6.	A Resolution Enabling Liaisons of the Frog Hollow NRZ Committee	90
7.	A Resolution Enabling Subcommittees of the Frog Hollow NRZ Committee	92
8.	A Resolution Enabling An Amendment to the Bylaws of the Frog Hollow NRZ Committee	93
9.	A Resolution Enabling An Amendment to the Bylaws of the Frog Hollow NRZ Committee	94

Articles of Agreement

between

The North Frog Hollow Neighborhood Revitalization Zone Committee

and

The Frog Hollow South Neighborhood Revitalization Zone Committee

- Whereas** increased Collaboration between the North Frog Hollow Neighborhood Revitalization Zone Committee, hereafter “the North Frog Hollow Committee,” which works in the North Frog Hollow Neighborhood Revitalization Zone, hereafter “North Frog Hollow,” and the Frog Hollow South Neighborhood Revitalization Zone, hereafter “the Frog Hollow South Committee,” which works in the Frog Hollow South Neighborhood Revitalization Zone, hereafter “Frog Hollow South,” has expanded the prospects of projects beneficial to the two neighborhood revitalization zones; and
- Whereas** those same prospects are dimmed by the challenge of competing with each other for resources that have become recently more scarce; and
- Whereas** the two Committees agree that it is in the interest of the Stakeholders of both neighborhood revitalization zones to explore the potential for Unification; and
- Whereas** the two Committees further agree that such an exploration should be given great and thorough Consideration reflective of the enormity of this Undertaking; now, therefore, let it be
- Resolved** that the North Frog Hollow Committee and the Frog Hollow South Committee do hereby agree to carry forward according the Articles of Agreement as set forth below.

Article 1.

Section 1. The Frog Hollow South Committee shall suspend its activities, and it shall transfer its authority, duties, and obligations pursuant to CONNECTICUT GENERAL STATUTES CHAPTER 118 §7-600 ET SEQ. AND MUNICIPAL CODE OF HARTFORD CHAPTER 28 ARTICLE X §28-196 to the North Frog Hollow Committee.

Section 2. The North Frog Hollow Committee shall consider its boundaries to include the area currently designated as Frog Hollow South, and it shall exercise its authority, duties, and obligations within Frog Hollow South in the same manner as it does in North Frog Hollow and pursuant to CONNECTICUT GENERAL STATUTES CHAPTER 118 §7-600 ET SEQ. AND MUNICIPAL CODE OF HARTFORD CHAPTER 28 ARTICLE X §28-196.

Section 3. The North Frog Hollow Committee shall exercise its authority, duties, and obligations within Frog Hollow South on behalf of the Frog Hollow South Committee and in a manner commensurate with the strategic plan of the Frog Hollow South Committee and in accordance with the Articles of this agreement.

Article 2.

Section 1. The BYLAWS, STRATEGIC PLAN, and RULES AND PROCEDURES of the *North Frog Hollow Committee* shall apply to all actions taken under the **Articles** of this agreement except as otherwise noted.

Article 3.

Section 1. The *North Frog Hollow Committee* shall extend eligibility for membership to the Stakeholders of *Frog Hollow South*.

Section 2. The *North Frog Hollow Committee* shall extend membership to the following Individuals who or Entities that are Members in good standing of the *Frog Hollow South Committee*:

*Luis Caban
Doug Campbell
Annette Deonarine
Jackie Makdonado
Southside Institutions Neighborhood Alliance*

The *North Frog Hollow Committee* asserts that these *Individuals* or *Entities* meet the requirements pursuant to CONNECTICUT GENERAL STATUTES CHAPTER 118 §7-600 ET SEQ. AND MUNICIPAL CODE OF HARTFORD CHAPTER 28 ARTICLE X §28-196 to be members of the *North Frog Hollow Committee*. The *North Frog Hollow Committee* shall continue to consider these *Individuals* or *Entities* eligible for membership for the duration of this Agreement.

Section 3. The *North Frog Hollow Committee* may consider Stakeholders from *Frog Hollow South* for membership subsequent to these **Articles** of agreement, provided the **Articles** are still in force. Such candidates for membership from *Frog Hollow South* shall be considered according to the process of the *North Frog Hollow Committee* to admit new members.

Article 4.

Section 1. The *Membership* of the *Frog Hollow South Committee* shall retain overall responsibility for matters that fall under its purview with regards to *Frog Hollow South*, and the *Membership* of the *Frog Hollow South Committee* shall not be prevented from organizing separate meetings to address matters that specifically concern the *Frog Hollow South*. The *Membership* of the *Frog Hollow South Committee* may freely communicate with any individual or entity within *Frog Hollow South* as it addresses these matters. The minutes for any such meeting shall be submitted to the *North Frog Hollow Committee* for inclusion in the PROCEEDINGS of the *North Frog Hollow Committee*.

Section 2. The *North Frog Hollow Committee* shall assume responsibility for the external relations of the *Frog Hollow South Committee*. The *North Frog Hollow Committee* shall make any requests for action by an individual or entity external to the *Frog Hollow South Committee*.

Section 3. The *North Frog Hollow Committee* shall assume all liaisons that the *Frog Hollow South Committee* has with external entities.

Article 5.

Section 1. The *Mandated Subcommittees of the North Frog Hollow Committee* shall to the best of their abilities incorporate *Frog Hollow South* under their purviews.

Section 2. The *Frog Hollow South Committee* shall provide at least one person as a member for each of the *Mandated Subcommittees*. These persons shall be responsible for highlighting matters germane to the *Frog Hollow South Committee* that are appropriate to the purviews of the *Mandated Subcommittees*. These persons shall be responsible for implementing the procedures of the *Mandated Subcommittees* with regards to matters germane to *Frog Hollow South*, and they shall do so in consultation with the chair of the appropriate *Mandated Subcommittee*.

Article 6.

Section 1. The *North Frog Hollow Committee* shall designate the entire area currently designated as *Frog Hollow South* an *Area for Targeted Revitalization* pursuant to its RULES AND PROCEDURES governing such a designation.

Section 2. This *Area for Targeted Revitalization* shall be termed the *Frog Hollow South Area for Targeted Revitalization*.

Section 3. The *North Frog Hollow Committee* shall suspend its RULES with regards to *Membership on the Association Subcommittee for the Frog Hollow South Area for Targeted Revitalization* and modify them as follows:

“The membership of the association subcommittee shall consist primarily of the members of the *Frog Hollow South Neighborhood Revitalization Zone Committee* who are currently in good standing before that Committee; and

The membership of the association subcommittee shall consist secondarily of members of the *North Frog Hollow Neighborhood Revitalization Zone Committee* who are in good standing before that Committee in a number equal to one-third the number of members of the *Frog Hollow South Neighborhood Revitalization Zone Committee* who serve on the association subcommittee.”

Article 7.

Section 1. The *Association Subcommittee* shall review the existing strategic plan of the *Frog Hollow South Committee* to determine its compatibility with the STRATEGIC PLAN FOR THE REVITALIZATION OF THE NORTH FROG HOLLOW NEIGHBORHOOD REVITALIZATION ZONE.

Section 2. The *Association Subcommittee* shall re-format the strategic plan of the *Frog Hollow South Committee* into a *Comprehensive Plan for the Frog Hollow South Area for Targeted Revitalization*. The *Association Subcommittee* may also consider additional projects for inclusion under the comprehensive plan.

Section 3. If appropriate and expeditious, the *Association Subcommittee* may create smaller areas for targeted revitalization out of the *Frog Hollow South Area for Targeted Revitalization* in order to facilitate the process to draft a *Comprehensive Plan*. The *Association Subcommittee* shall serve as the association subcommittee for each smaller area for targeted revitalization, and the comprehensive plan developed for each smaller area for targeted revitalization may be submitted separately to the *North Frog Hollow Committee* for review and approval.

Section 4. The final *Comprehensive Plan for the Frog Hollow South Neighborhood Revitalization Zone Area for Targeted Revitalization* shall be submitted to the *North Frog Hollow Committee* for its review and approval.

Article 8.

Section 1. The Association Subcommittee shall have one year from the conclusion of these *Articles* of agreement to complete its task under these *Articles* of agreement.

Article 9.

Section 1. Consideration of the *Comprehensive Plan for the Frog Hollow South Neighborhood Revitalization Zone Area for Targeted Revitalization* shall constitute *Consideration* of the matter of incorporating *Frog Hollows South* into *North Frog Hollows*.

Section 2. The *North Frog Hollow Committee* shall not request *Alterations, Changes, Corrections, or Revisions* to the *Comprehensive Plan for the Frog Hollow South Neighborhood Revitalization Zone Area for Targeted Revitalization* until such time as it has rendered a determination on the matter of incorporating the *Frog Hollows South* into *North Frog Hollows*.

Article 10.

Section 1. In the event the *North Frog Hollow Committee* determines to incorporate *Frog Hollows South* into *North Frog Hollows*, the *North Frog Hollow Committee* shall receive the authority to dissolve the *Frog Hollow South Committee*.

Section 2. Upon *Dissolution of the Frog Hollow South Committee*, those *Members of the Frog Hollow South Committee* who or that became *Members of the North Frog Hollow Committee* shall retain their membership on the *North Frog Hollow Committee*. Any *Stakeholders* from *Frog Hollows South* who or that were elected to the *North Frog Hollow Committee* subsequent to the conclusion of these *Articles* of agreement shall retain their membership on the *North Frog Hollow Committee*.

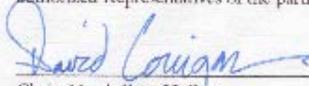
Article 11.

Section 1. In the event the *North Frog Hollow Committee* determines not to incorporate *Frog Hollows South* into *North Frog Hollows*, these *Articles of Agreement* shall be terminated in their entirety, and the *Frog Hollow South Committee* shall immediately resume its authority, duties, and obligations pursuant to CONNECTICUT GENERAL STATUTES CHAPTER 118 §7-600 ET SEQ. AND MUNICIPAL CODE OF HARTFORD CHAPTER 28 ARTICLE X §28-196.

Section 2. The *Frog Hollow South Committee* shall take possession of the *Comprehensive Plan for the Frog Hollow South Area for Targeted Revitalization*.

Section 3. The *Frog Hollow South Committee* shall consider whether to permit any smaller areas for targeted revitalization created in order to facilitate the process to draft a *Comprehensive Plan for the Frog Hollow South Area for Targeted Revitalization* and for which the *North Frog Hollow Committee* had previously reviewed and approved comprehensive plans to be annexed by the *North Frog Hollow Committee*.

In Witness Whereof, these Articles of Agreement have been Executed by the undersigned duly authorized Representatives of the parties to these Articles of Agreement on February 14, 2008.

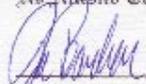


Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

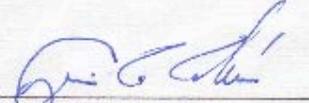


Chair, Frog Hollow South
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Secretary, North Frog Hollow
Neighborhood Revitalization Zone Committee

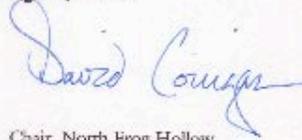


Secretary, Frog Hollow South
Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

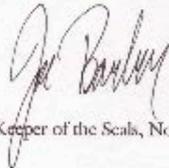
Resolved, That the North Frog Hollow Neighborhood Revitalization Zone accepts the additions to its Strategic Plan for the Revitalization of the North Frog Hollow Neighborhood Zone as prepared under and pursuant to the Articles of Agreement between the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee.

duly Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

Whereas, The North Frog Hollow Neighborhood Revitalization Zone Committee has approved the contents of the Comprehensive Plan of the Frog Hollow South Area for Targeted Revitalization and has agreed to incorporate it fully and finally into its Strategic Plan; and

Whereas, The North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee continue to see the benefit and the wisdom of acting as a single entity; and

Whereas, Such a single entity should and shall take the shape of a new entity that incorporates both committees;

Whereas, The two committees have undertaken and continue to undertake a deliberate and thorough consideration reflective of the enormity of this proposition; now, therefore, let it be

Resolved, That the Frog Hollow South Neighborhood Revitalization Zone Committee shall fully and finally transfer its authority, duties, and obligations pursuant to Connecticut General Statutes Chapter 118 §7-600 et seq. and Municipal Code of Hartford Chapter 28 Article X §28-196 to the North Frog Hollow Neighborhood Revitalization Zone Committee; and

Resolved, That the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee shall incorporate themselves into a single entity, which henceforth shall be known as "the Frog Hollow Neighborhood Revitalization Zone Committee"; and

Resolved, That the North Frog Hollow Neighborhood Revitalization Zone and the Frog Hollow Neighborhood Revitalization Zone shall be united into a single neighborhood revitalization zone, which henceforth shall be known as “the Frog Hollow Neighborhood Revitalization Zone”; and

Resolved, That the North Frog Hollow Neighborhood Revitalization Zone Committee shall persist in order to preserve continuity but shall be subsumed under the Frog Hollow Neighborhood Revitalization Zone Committee, hereafter “the Committee”; and

Resolved, That the Frog Hollow South Neighborhood Revitalization Zone Committee shall be dissolved and its responsibility for matters that fall under its purview with regards to the Frog Hollow South Neighborhood Revitalization Zone shall become the responsibility of the Committee; and

Resolved, That the Committee shall exercise its authority, duties, and obligations pursuant to Connecticut General Statutes Chapter 118 §7-600 et seq. and Municipal Code of Hartford Chapter 28 Article X §28-196; and

Resolved, That the Bylaws, Strategic Plan, and Rules and Procedures of the North Frog Hollow Neighborhood Revitalization Zone Committee shall remain in force and shall govern the actions of the Committee;

Resolved, That the members of the North Frog Hollow Neighborhood Revitalization Zone Committee shall be continued as members of the Committee; and

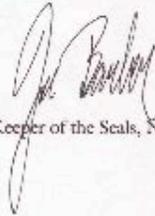
Resolved, That the five individuals who or entities that were extended membership on the North Frog Hollow Neighborhood Revitalization Zone Committee under Section 2 of Article 3 of the Articles of Agreement between the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee as ratified on February 14, 2008 shall be continued as members of the Committee.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

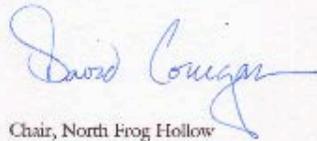
**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall adapt, adjust, update, or otherwise modify its Bylaws, Strategic Plan, and Rules and Procedures to accommodate its creation; and

Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall accomplish this adaptation, adjustment, update, or otherwise modification of its Bylaws, Strategic Plan, and Rules and Procedures according to its existing rules and procedures; and

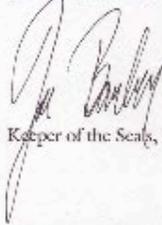
Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall have three months from the approval of this Resolution to accomplish the adaptation, adjustment, update, or otherwise modification of its Bylaws, Strategic Plan, and Rules and Procedures to accommodate its creation.

duly Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,

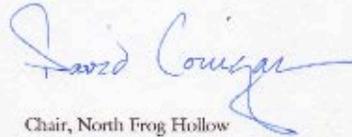


Keeper of the Seal, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

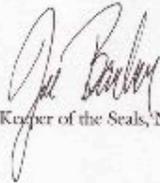
Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall endeavor to identify and to contact all appropriate governmental officials to inform them of the incorporation of the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee as the Frog Hollow Neighborhood Revitalization Zone Committee.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall continue any and all liaisons that the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee held prior to their incorporation as the Frog Hollow Neighborhood Revitalization Zone Committee; and

Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall endeavor to identify and to contact all entities with which it liaises to inform them of the incorporation of the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee as the Frog Hollow Neighborhood Revitalization Zone Committee; and

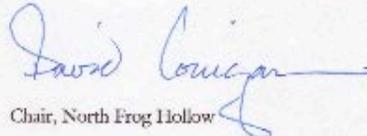
Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall endeavor to identify and to contact all entities with which it liaises to determine the procedures those entities have for accommodating the incorporation of the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee as the Frog Hollow Neighborhood Revitalization Zone Committee; and

Resolved, That in the event the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone Committee both separately had liaisons to the same entity the Frog Hollow Neighborhood Revitalization Zone Committee shall choose between the two individuals who represented the separate committees as to which shall continue to represent the Frog Hollow Neighborhood Revitalization Zone Committee and shall provide said representative with appropriate credentials for presentation to the entity; and

Resolved, That in the event an entity with which the Frog Hollow Neighborhood Revitalization Zone Committee liaises refuses to recognize the incorporation of the North Frog Hollow Neighborhood Revitalization Zone Committee and the Frog Hollow South Neighborhood Revitalization Zone

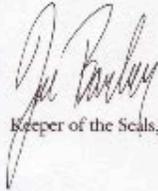
Committee as the Frog Hollow Neighborhood Revitalization Zone Committee or is otherwise prevented from doing so by its rules the Frog Hollow Neighborhood Revitalization Zone Committee shall retire from its liaison with said entity.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

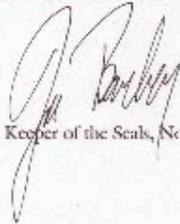
Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall appoint at least one individual from the former Frog Hollow South Neighborhood Revitalization Zone committee to its mandated subcommittees at its March 2009 regular meeting.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



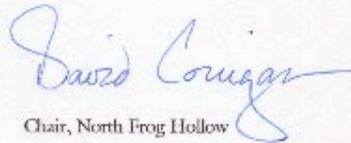
Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee shall alter its logo to reflect the change of its name; and

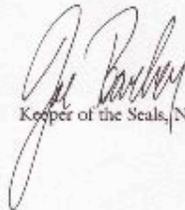
Resolved, That the Frog Hollow Neighborhood Revitalization Zone Committee authorizes the Communication subcommittee to contact Rita Law, original designer of the logo, to inquire as to performing such alterations as needed as well as to inquire into the cost of performing such alterations.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,

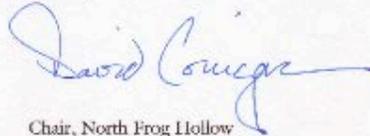


Keeper of the Seals, North Frog Hollow Neighborhood Revitalization Zone Committee

**A Resolution
of the
North Frog Hollow Neighborhood Revitalization Zone
Committee**

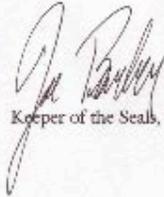
Resolved, That the Oversight subcommittee, upon verification that at least one of its members is a resident of the NRZ, shall be authorized to draft an amendment to Article 1, Section 4 of the Bylaws to alter the NRZ's borders to reflect the merger.

Only Passed by the Committee on February 26, 2009.



Chair, North Frog Hollow
Neighborhood Revitalization Zone Committee

As Attested True and Accurate,



Keeper of the Seal, North Frog Hollow Neighborhood Revitalization Zone Committee