

COURT OF COMMON COUNCIL



NOTICE & AGENDA PACKAGE

MONDAY, AUGUST 20, 2018

7:00 p.m.



**CITY OF HARTFORD
550 MAIN STREET
HARTFORD, CONNECTICUT 06103**

OFFICE OF THE CITY CLERK
HARTFORD, CONNECTICUT

PUBLIC HEARING NOTICE
MONDAY, AUGUST 20, 2018
7:00 p.m.

Councilpersons Gale, Fox, Sánchez, Thames and Winch will represent the Council at a Public Hearing to be held in the Council Chambers of the Municipal Building at 7:00 P.M., Monday August 20, 2018.

**1. ORDINANCE AMENDING CHAPTER 28, ARTICLE X NEIGHBORHOOD
REVITALIZATION OF THE MUNICIPAL CODE. (MAYOR BRONIN)**

Referred to the Planning, Economic Development and Housing Committee

Attest:

John V. Bazzano,
City Clerk.

For more information on committee meeting dates please contact the following:

- A regular **Planning, Economic Development and Housing Committee** meeting will be held on the first Tuesday of each month at 6:00 P.M. in the Council Chambers.

John.Gale@hartford.gov



Luke A. Bronin
Mayor

ITEM# 1 ON AGENDA

August 13, 2018

Honorable Glendowlyn L.H. Thames, Council President, and
Members of the Court of Common Council
City of Hartford
550 Main Street
Hartford, CT 06103

RE: Southwest/Behind the Rocks NRZ Strategic Plan

Dear Council President Thames:

Attached for your consideration is an ordinance amending Chapter 28, Article X of the Municipal Code in order to adopt the NRZ Strategic Plan (Plan) for the Southwest/Behind the Rocks Neighborhood Revitalization Zone.

The NRZ Planning Committee was formed in 2013 and its bylaws are included in the Plan. The Committee led the neighborhood in developing the NRZ Strategic Plan in accordance with Connecticut General Statutes Section 7-600 and the "Neighborhood Revitalization Zone Strategic Plan Guidelines" issued by the CT Office of Policy & Management. The Plan was approved by the NRZ on December 12, 2017 and was then submitted to the Hartford Planning & Zoning Commission for review. The Commission passed a resolution on June 12, 2018 endorsing the Plan. The report by the P&Z staff, which summarizes the objectives of the Plan, and the endorsement resolution are attached for your information. The full NRZ Strategic Plan is also attached for your review.

Respectfully submitted,

A handwritten signature in dark ink, appearing to be "L. Bronin", is written over a horizontal line.

Luke A. Bronin
Mayor

550 Main Street
Hartford, Connecticut 06103
Telephone (860) 757-9500
Facsimile (860) 722-6606

introduced by:

Mayor Luke A. Bronin

HEADING
AND
PURPOSE

AN ORDINANCE AMENDING CHAPTER 28, ARTICLE X NEIGHBORHOOD REVITALIZATION OF THE MUNICIPAL CODE OF THE CITY OF HARTFORD.

COURT OF COMMON COUNCIL,
CITY OF HARTFORD

August 13, 2018

Be It Ordained by the Court of Common Council of the City of Hartford that Chapter 28, Section 28-196 be amended to adopt the Strategic Plan of the Southwest/Behind the Rocks Neighborhood Revitalization Zone.

ARTICLE X. - NEIGHBORHOOD REVITALIZATION

Sec. 28-196. - Neighborhood revitalization zone committees.

There are hereby created, pursuant to G.S. § 7-600 the following neighborhood revitalization zone committees. The membership of each committee shall comply with the requirements of G.S. § 7-600 and their by-laws, as adopted and as hereafter may be properly amended. Such membership shall reflect the composition of the neighborhood revitalization zones and shall include, but not be limited to, tenants, property owners, community organizations, institutions and businesses. A majority of the members shall be residents of the neighborhood. Each neighborhood revitalization committee shall exercise, in accordance with G.S. § 7-600 et seq. and as may be amended, all of the powers and duties conferred by state law on such neighborhood revitalization zone committee.

The revitalization zone committees are: Parkville Revitalization Association, Asylum Hill Revitalization and Problem Solving Committee, South Green Revitalization Zone Committee, the Coalition to Strengthen the Sheldon/Charter Oak Neighborhood, Maple Avenue Revitalization Group, Northeast Revitalization Association, Southend Neighborhood Revitalization Association, Upper Albany Revitalization Zone Organization, Clay Arsenal Revitalization Association, West End Civic Association Neighborhood Revitalization Zone, Blue Hills Neighborhood Revitalization Zone, South Downtown Neighborhood Revitalization Zone, [North Frog Hollow Neighborhood Revitalization Zone, and] Frog Hollow [South] Neighborhood Revitalization Zone, and Southwest/Behind the Rocks Neighborhood Revitalization Zone. The Court of Common Council hereby approves the strategic plans filed with the City Clerk by these committees on the following dates. These plans will serve as a guide for City and neighborhood actions.

Asylum Hill NRZ: December 20, 2009, amending plan filed November 15, 1999

Parkville NRZ: December 28, 2010, amending plan filed November 15, 1999

South Green NRZ: December 3, 1999

Sheldon/Charter Oak NRZ: January 18, 2008, amending plan filed March 28, 2000

Maple Avenue Revitalization Group: September 10, 2012, amending plan filed July 5, 2001

Northeast Revitalization Association: August 29, 2001

Southend Neighborhood Revitalization Association: August 29, 2001

Upper Albany Revitalization Zone Organization: October 3, 2001

Clay Arsenal Revitalization Association: October 3, 2001

West End Civic Association NRZ: September 10, 2012, amending plan filed January 14, 2002

Blue Hills NRZ: April 17, 2002

South Downtown NRZ: May 22, 2002

North Frog Hollow NRZ: February 5, 2003

Frog Hollow South NRZ: April 9, 2003

Frog Hollow NRZ: April 6, 2011

Southwest/Behind the Rocks NRZ: August 13, 2018

Each neighborhood revitalization zone committee shall submit a report on implementation of their strategic plan to the Mayor, Hartford Court of Common Council, and the Secretary of the Connecticut Office of Policy and Management at intervals of six (6) months in the first year after adoption of this section and annually thereafter. Such report shall include any revisions that do not materially change the adopted strategic plan.

Each neighborhood revitalization zone committee shall adopt by-laws which shall include, at a minimum, the following provisions:

Members. Membership shall include representation of tenants, property owners, businesses and community organizations in accordance with G.S. § 7-600 et seq. A majority of members must reside within the boundaries of the neighborhood revitalization zone. The Mayor will appoint a representative who shall be a full member of the committee.

Meetings. An annual meeting shall be held to elect the members of the neighborhood revitalization zone committee. The time and place of all regular meetings for a calendar year shall be filed with the City Clerk no later than January 31 of the calendar year and notice shall be published in a newspaper in general circulation as stated in G.S. § 7-600 et seq. The City will pay for reasonable costs of publishing such notice. Any committee member, except for the Mayor's representative, who is absent from three (3) regular meetings in one (1) calendar year may be replaced in accordance with committee by-laws. All meetings shall be held within the boundaries of the neighborhood revitalization zone or in city hall. The City shall provide space in a municipal facility for neighborhood revitalization zone meetings if requested by the neighborhood revitalization zone committee. All neighborhood revitalization zone committee meetings shall be open to the public.

Minutes and notices of meetings. Each neighborhood revitalization zone committee

shall appoint or elect a secretary who shall be responsible for maintaining written records for the neighborhood revitalization zone committee. The secretary shall be responsible for keeping minutes of every neighborhood revitalization zone committee meeting and delivering notices for every meeting. Once approved by the neighborhood revitalization zone committee, minutes shall be filed with the City Clerk. The minutes shall include a tabulation of those committee members present as well as those who were absent. A meeting notice and agenda for each regular meeting shall be delivered or mailed to each committee member at least three (3) business days prior to the meeting. Notice of a special meeting shall be filed with the City Clerk and delivered to the residence of every committee member at least twenty-four (24) hours prior to the commencement of the special meeting.

**Applicant**

Southwest/Behind the Rocks NRZ

Staff

Kerry Nielson
Principal Planner
Kerry.Nielson
@Hartford.gov
(860) 757-9238

Zone

Various zoning districts including neighborhood districts, multi-use districts, open space districts, commercial zoning

POCD Designation

Low Density Residential, Green Space/Conservation/Recreation, Neighborhood Business

Location in City

Southwest and Behind the Rocks NRZ

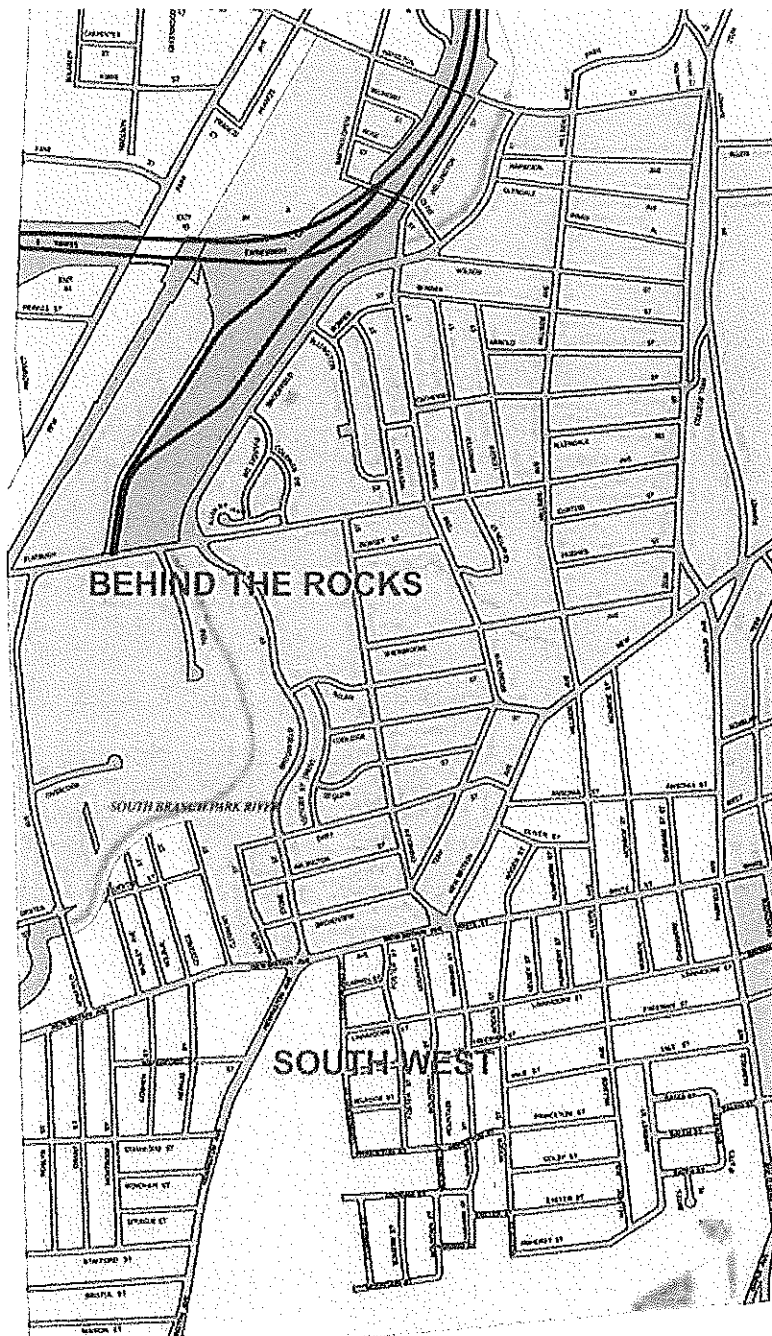
Applicable Regulations

Section 28-196 of Article X of Chapter 28 of the Municipal Code & CGS 7-600

Endorsement of the Strategic Plan & Bylaws for Southwest/ Behind the Rocks NRZ

PROJECT PROPOSAL:

The Southwest/Behind the Rocks NRZ has submitted their first strategic plan and bylaws, and they would like the endorsement of the Planning & Zoning Commission and for a favorable recommendation to be forwarded to City Council.



Map of Southwest/Behind the Rocks

STAFF RECOMMENDATION

Endorsement of plan — Based on the review of the strategic plan and bylaws, the Planning Division recommends that the Planning and Zoning Commission endorse the proposed strategic plan for Southwest-Behind the Rocks NRZ and send along the plan and ordinance to the City Council for approval at their next regular meeting.

REVIEW

NRZ DESCRIPTION & BACKGROUND

The neighborhood is predominantly residential, with some open space and commercial uses mixed into the neighborhood. Also known as Charter Oak-Zion, Behind the Rocks was named for the rocky outcropping that serves as the western border of the Trinity College campus.

The Southwest and Behind the Rocks Neighborhood Revitalization Zone Association began in 2013 and was attended by fifty leaders from the two communities. The objective of the Association is to improve the quality of life in the neighborhood by addressing issues such as education, housing, economic development, safety, beautification, and other related matters. The Association indicates that improvements shall be made through the cooperative efforts of residents and other stakeholders, including religious and educational institutions, businesses, cultural groups, property owners, and non-profit organizations. The following is a summary of the strategic plan's goals & objectives:

RESIDENTS

The plan objectives will encourage residents and others to be civically engaged and to increase and celebrate diversity. The strategic plan also would like to improve the sense of community throughout the neighborhood. It also supports an increase in the average income of households, through the encouragement of increased employment and obtainment of jobs with living wages.

PARKS AND GREEN SPACE

The plan objectives believe that all parks and playgrounds should be well-maintained and in good repair, and it encourages the construction of the South Branch Greenway project. The NRZ would like to create and maintain walking trails and to create a community garden.

RECREATIONAL FACILITIES AND PROGRAMS

The strategic plan would like to place importance on after-school and summer programs for neighborhood children and create high quality, well-organized sports leagues for children & young adults. The plan also calls for establishing a community center in the neighborhood. A community center would be allowed in all zoning districts except for an Industrial zoning district, and only by special permit.

QUALITY OF LIFE

The Southwest-Behind the Rocks strategic plan would like to ensure that nuisances (noise, ATVs, litter, graffiti) are addressed quickly and that streets and sidewalks are clean and in good repair. The Association would also like to enable people to feel safe in the neighborhood, possibly by actively involving more

Police Community Service Officers in the life of the neighborhood. The plan objective would also like to maintain a strong and active NRZ and encourage the Behind the Rocks and Southwest sections of the neighborhood interact as one neighborhood. The plan also calls for holding frequent neighborhood events and activities. Lastly, one of the plan objectives is to plant and maintain street trees and see more flowers throughout the neighborhood, to make the streets more pedestrian-friendly and increase tree-lined streets for property value, and walkability in the neighborhood.

TRANSPORTATION

The plan creates and supports several transportation goals for the neighborhood that address walking, biking, bus use and safe driving. The strategic plan would like to see safe driving along the neighborhoods' major roadways: New Britain Avenue, Zion Street, Hillside Avenue, and Fairfield Avenue. The plan calls for traffic calming on dangerous sections of roadway throughout Southwest and Behind the Rocks. Objectives also include better bus service and offering bicycle education for youth and adults.

EDUCATION

The strategic plan has a goal for the Goodwin Branch Library to have extended hours and to host a variety of activities and events. The educational goals in the plan also note that they would like to have all schools in good physical condition with good curriculum and resources. They'd also like to have schools look and feel welcoming and be open for community use. Lastly, the plan calls for integrating the people and resources of Trinity College into the neighborhood.

HOUSING

The strategic plan would like to see that houses, apartments, and yards are well-maintained and attractive and the NRZ would like to increase the percentage of homeownership. The goal is to decrease some of the blighted buildings in the neighborhood and ensure that there is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income levels.

BUSINESSES

The plan calls for several objectives in this area to include improving the appearance of business districts (New Britain, White, Flatbush, and Hillside) and attracting new businesses needed for everyday life for example: grocery stores, banks, laundromats, bakeries, hairdressers, medical offices, etc. The plan also has a goal of creating a business association. They would also like to hold a farm market once a week in the growing season.

COMMUNITY RESOURCES

The NRZ outlines a few objectives in their vision to include an accessible City of Hartford government and one that is responsive to neighborhood issues and concerns, and they want to ensure that the Southwest-Behind the Rocks NRZ and the City of Hartford priorities are in line with each other. This strategic neighborhood plan is a good step in that process. They also want to make sure information on neighborhood resources and guidelines are accessible to residents and businesses. The plan also encourages the faith community to be active in the community. Last objectives include assuring quality child care is available and involvement of non-profit organizations in the life of the neighborhood.

ZONING & PLAN OF CONSERVATION AND DEVELOPMENT (POCD) COMPLIANCE:

The proposed strategic plan does not conflict with the current zoning in those neighborhoods in the City of Hartford and the plan complies with the Plan of Conservation and Development (POCD). The Southwest-Behind the Rocks Strategic Plan does not encourage anything that is not in compliance with the residential, commercial, and open space zoning currently in place, and promotes the POCD's goals for neighborhoods to embody safe streets, clean streets, low levels of crime, good schools, well-maintained properties, and access to parks & open space. The POCD also encourages neighborhoods to have access to quality food, access to retail amenities, access to multiple modes of transportation, and a memorable character and sense of pride. The plan is in harmony with the development goals of the City of Hartford and in harmony with the POCD to promote livable and sustainable neighborhoods.

CONCLUSION

Based on the review of the Southwest-Behind the Rocks Strategic Plan, the Planning Division recommends that the Planning and Zoning Commission endorse the strategic plan and bylaws as proposed and send along to the City Council for their review and acceptance of the plan via ordinance.



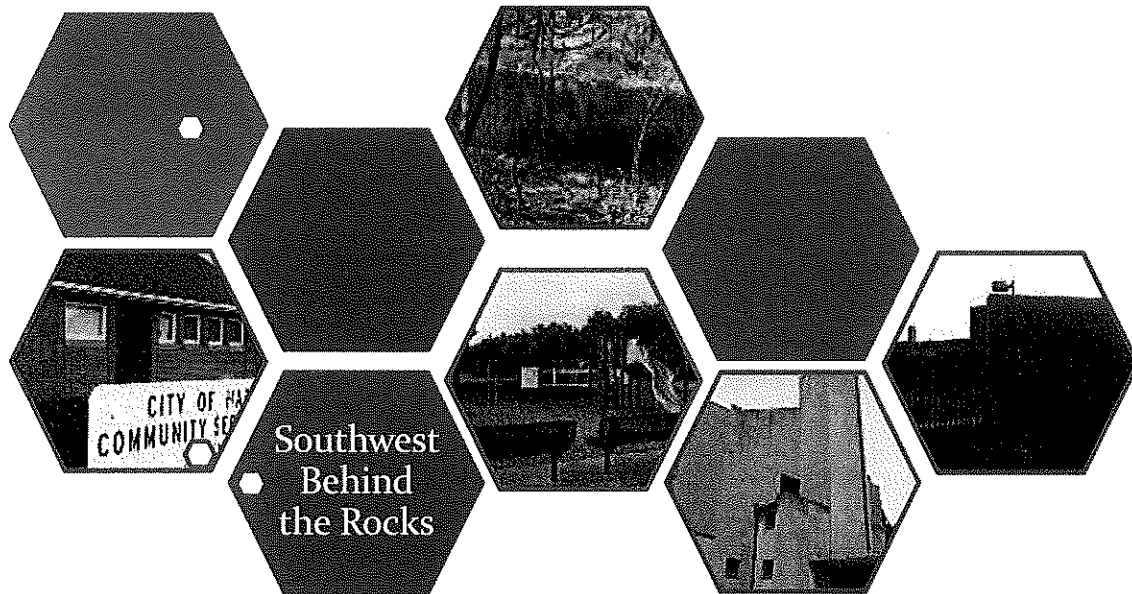
**CITY OF HARTFORD
PLANNING AND ZONING COMMISSION RESOLUTION
STRATEGIC PLAN ENDORSEMENT**

**ENDORSEMENT OF THE STRATEGIC PLAN & BYLAWS FOR THE SOUTHWEST-BEHIND THE
ROCKS NEIGHBORHOOD REVITALIZATION ZONE (NRZ)**

- WHEREAS,** The Planning & Zoning Commission has reviewed a strategic plan for the Southwest-Behind the Rocks NRZ to endorse its plan and bylaws, and for its committee to be recognized as an NRZ Committee ; and
- WHEREAS,** The Southwest-Behind the Rocks NRZ Planning Committee held meetings and public hearings on the strategic plan and submitted the plan to the State Office of Policy and Management for review; and
- WHEREAS,** The proposed plan includes allowed uses in its action plan in accordance with the zoning districts in the Southwest-Behind the Rocks NRZ and City of Hartford's Plan of Conservation and Development (POCD); and
- WHEREAS,** The Strategic Plan meets the criteria of the Office of Policy and Management's "Neighborhood Revitalization Zone Strategic Plan Guidelines" as noted in CGS 7-600; and
- WHEREAS,** The Planning & Zoning Commission hereby notifies the City Council of the Commission's endorsement of this strategic plan & bylaws for the Southwest-Behind the Rocks NRZ.

NOW THEREFORE BE IT

RESOLVED, This twelvth day of June, 2018.



Southwest – Behind the Rocks Neighborhood Revitalization Zone

2016 Strategic Plan

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Background

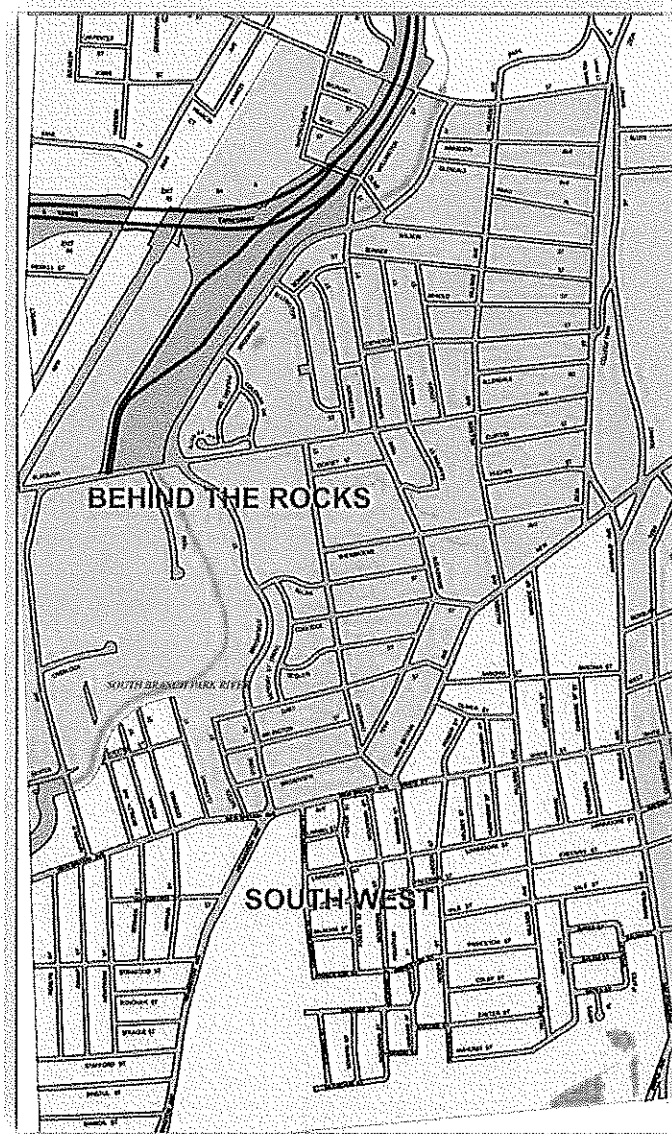
The Southwest and Behind the Rocks Neighborhood Revitalization Zone Association began in 2013, launched at a community meeting held at Moylan School, attended by fifty leaders from the two communities. The mission of the Association is to improve and preserve the Southwest and Behind the Rocks (SW&BR) neighborhood.

The objective of the Association is to improve the quality of life in the neighborhood by addressing issues such as education, housing, economic development, safety, beautification and other related matters. Improvement shall be made through the cooperative efforts of residents and other stakeholders, including religious and educational institutions, businesses, cultural groups, property owners, and non-profit organizations.

The Association shall plan and implement neighborhood revitalization activities including its primary priority to adopt and implement its NRZ Strategic Plan.

Map of the Southwest & Behind the Rocks Neighborhoods

The Southwest & Behind the Rocks neighborhood is defined as that area bounded on the north by the center of Hamilton Street, on the west by Interstate 84, the railroad right of way, and the boundary of Hartford and West Hartford, on the south by the border of Hartford and Newington, and on the east by the western periphery of Goodwin Park, the rear property lines of properties on the east side of Fairfield Avenue, and the center of Summit Street to the intersection with Hamilton Street.



History and Characteristics of Southwest & Behind the Rocks Neighborhoods¹

Large farms covered much of the South West neighborhood through most of the 19th century. One of the largest no doubt belonged to James H. Smith, who purchased 40 acres of land in 1898 from the trustees of Trinity College. His home was built in 1901 on Fairfield Avenue, with land with outbuildings, including a carriage house, that bordered White Street between Fairfield and New Britain avenues. It was big news in 1912 when Smith sold the majority of his land upon retiring from the dairy business. The home remains today as a two-family residence. The sale of Smith's property opened up the area for development and Cedar Heights was born. Advertised as a "golden opportunity" to live in "one of Hartford's most aristocratic sections," homes began springing up to populate the neighborhood.

Development was spurred by the availability of public transit in the form of the trolley than ran from Retreat Avenue through Washington Street, across New Britain Avenue and along Fairfield Avenue to Cedar Hill Cemetery, as well as trolley lines along New Britain Avenue running to Elmwood (West Hartford). The first two decades of the 20th century saw tremendous development of new roads, sidewalks, single homes, and multiple-family dwellings.

Cedar Hill Cemetery spans half the width of the neighborhood's southern border and provides a welcoming parklike environment for residents (more). Foster Heights park nearby, offers a picnic area, spray pad, and playground for kids in the area.

Hyland Park also provides a playground, spray pad and athletic fields. The tract of land was once a part of Rocky Ridge Park, which extended north of New Britain Avenue to Trinity College. Formerly a quarry where the blasting of rocks shook the foundations of homes along Zion Street and Fairfield Avenue. The quarrying ceased by 1906 after complaints from Trinity College and distinguished residents such as George Fairfield. There was also a realization that it was cheaper to buy stone than to quarry it. The park was named for Thomas J. Hyland, who worked tirelessly to create youth programs in the neighborhood.

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In May of 1931, the Mary Ogden Avery Convalescent Hospital was opened as a unit of Hartford Hospital, at the junction of New Britain and Newington avenues. A U-shaped, brick building of Colonial design, it had separate wings for male and female patients. Outdoor gardens on 80 acres on land provided a tranquil setting. Prior to that, the land was occupied by Wildwood Farm. The Land was deeded to Hartford Hospital in 1887. For years, the farm provided vegetables and dairy products to the hospital. Today, the facility is known as Avery Heights and is retirement community that offers cottages and apartments, along with health care facilities and services.

HFD Unit Engine 9 was organized in 1900 as Chemical 1, then renamed Squad A in 1911. It was located at 43 Pearl Street in downtown. The unit was disbanded in 1928, then reorganized in 1931 at its new location, on New Britain Avenue at Forster Street as Engine 9, where it remains today.

One of two public schools in the neighborhood, Kennelly began its life as the Southwest School, a one-room schoolhouse built in 1844. It was not always used and went through a long period of vacancy. The school reopened full time in the late 1890s, but was soon found to be too small to accommodate the growing number of students who needed to attend. A large brick building was built in 1900, and many years later was renamed the Eleanor B. Kennelly School.

Largely residential, the neighborhood is considered the quiet corner of the city. Crime rate is comparatively low, housing is stable, and there is limited commercial activity. Of the restaurants in the neighborhood, the Nutshell Cafe on White Street specializes in Portuguese and American fare, and Coyote Flaco, owned and operated by Alcibiades and Esperanza Cabrera, serves authentic Mexican cuisine.

Also known as Charter Oak-Zion, Behind the Rocks was named from the rocky outcropping that serves as the western border of the Trinity College campus.

In the 1890's, the Rocky Hill Quarry, located on what is now called Rocky Ridge Park, produced trap rock which was used primarily for road building. Much of the heavy labor was performed by Irish immigrants. In 1876, the first St. Lawrence O'Toole Church was constructed to meet community needs. At the turn of the 20th century, trolley lines along Zion Street and New Britain Avenue opened up the neighborhood for residential development.

As the area became more built up, blasting from the quarry became an issue with residents as well as for Trinity College. George Fairfield, park commissioner and civic leader, was very vocal, having had his home on Fairfield Avenue damaged by the concussions of blasting. In the early 1900s, the quarry was turned over to the City to be turned into a park. Today, there are ball fields and a playground to serve the neighborhood.

In 1920, a housing boom occurred on land between Zion Street and Hillside Avenue to accommodate workers in local factories. Ninety homes were built in a matter of seven months, some of which were of the Elizabethan style of architecture, some of which can still be seen.

In the 1940s, the city's fourth public housing project was constructed. Originally designed as low-income house, it was used to house defense workers and their families as the country prepared for World War II. The project was named Charter Oak Terrace through a contest, the winner of which was awarded \$15. The 1000-unit project was bordered by Flatbush Avenue, Newfield Street, Chandler Street, and the south branch of the Park River. When the units were no longer needed to house defense workers, they became low-rent housing. The following decades saw the decline of the community as it became plagued with crime and drugs. It was demolished in the mid-1990s and in its place, a shopping center and new housing was built. A plaque commemorating the thousands who lived at Charter Oak Terrace stands there today.

The Park River Greenway trail was created in 2008 along a segment of Brookfield Street, as a recreational and environmental amenity that would ultimately hook into the East Coast Greenway, a planned pedestrian/bicycle corridor, from Maine to Florida. For now, the area is a stopover point for migrating birds as well as home to wildlife, including turkeys and foxes.

Behind the Rocks is also home to Breakthrough Magnet School, a completely redesigned A. I. Prince Tech, the Job Corps Academy and the new Hartford Housing Authority headquarters. A stop on the New Britain-to-Hartford busway, which will run along the railroad tracks at the western boundary of the neighborhood, is under construction just over the West Hartford town line on Flatbush Avenue. It will undoubtedly have a favorable impact on the neighborhood's economic development.

Southwest & Behind the Rocks Vision and Goals

This next section consists of a comprehensive set of strategies focused on action steps to improve the area's quality of life, parks and recreation assets, transportation access, quality of education and other community improvements. Each set of strategies include its vision, perceptions, important community data and other pertinent information.

OUR RESIDENTS

Vision for 2024

- Residents are diverse in background, ethnicity, income level, and age and there are lots of families with children.
- Diversity is celebrated; residents know each others' stories.
- Neighbors are out-and-about, friendly to each other and welcoming to new residents.
- Residents are all employed and earning a living wage.
- Residents are active in the community and in civic life.

Perceptions

The population is diverse in backgrounds, ethnicities, and ages. There are lots of families with children. The neighborhood is friendly and welcoming and people are active in civic life. Poverty is high and more jobs are needed.

Data (2010 U.S. Census)

- Population: 16,433 (increase of 500 since 2000)
- Male: 48%
- Female: 52%
- Median age: 35 years
- Population under 18 years: 27%
- Latino/Hispanic: 63%; 35% Puerto Rican
- Black/African American: 16%
- Households: 5529
- Female-Headed Households: 31%
- Median Household Income: \$44,851
- Per Capita Income: \$21,714
- Households with Earnings: 79%
- Households with Social Security: 28%
- Families with income below poverty line: 9%
- Female-Headed Families with income below poverty line: 11%
- Children 18 years and younger below poverty line: 15%
- Households on SNAP: 16%
- Percentage of individuals 16 year+ in labor force: 68% Percentage of those in labor force who are unemployed: 9% (180% increase since 2000)

Objectives

- Encourage residents and others to be civically engaged
- Increase and celebrate resident diversity (age, background, ethnicity, income level)
- Increase the sense of community
- Increase the average income of households

PARKS, GREEN SPACE & RECREATION

PARKS AND GREEN SPACE

Vision for 2024

- All parks and playgrounds in the neighborhood are in good shape and well-maintained, with no litter or graffiti.
- There are marked walking trails in some parks.
- The parks are the sites for activities such as concerts, movies, and yoga.
- The South Branch Greenway is completed and used by everyone for walking.
- There is a community garden for residents.
- The nature trail at Hooker School is clean, safe, and inviting.
- Residents and visitors visit and walk in Cedar Hill Cemetery.

Objectives

- Assure that all parks and playgrounds are well-maintained and in good repair
- Complete construction of the South Branch project
- Create and maintain walking trails
- Create a community garden

RECREATIONAL FACILITIES AND PROGRAMS

Vision for 2024

- There are after-school and summer programs for all neighborhood children who wish to participate, within neighborhood schools, at the two Boys and Girls Clubs, and at Trinity College.
- Residents and visitors attend films at Trinity's theater and skate at Trinity's skating center.
- There is a community center with recreational activities, sports, and programs for all ages, including seniors.
- Events are held at the center that bring all parts of the neighborhood together.
- There are high-quality, well-organized sports leagues for children and young adults in parks, centers, and school gyms.

Perceptions

- Trinity is a source of arts and culture and summer camps for youth
- There is limited after-school recreation for youth (OPMAD has afterschool programs in 5 area schools, Boys & Girls Clubs, and sports teams and leagues)
- We have no senior center or recreation center (it was converted to a day care center by the City of Hartford)

Objectives

- Assure that there are after-school and summer programs for neighborhood children
- Create high quality, well-organized sports leagues for children & young adults
- Establish a community center

Strategic Goals	Actions Needed	Who is leading the strategy?	Who else needs to be involved?
Assure that all parks and playgrounds are well-maintained and in good repair	<p>The concept of the "Park Stewards" has been formalized (see attached forms for duties.) We have assigned a steward for each park whose job it is to report maintenance issues to See Click Fix and City of Hartford DPW Dept.</p> <p>Strengthen Parks Friends Groups so that each Park in our neighborhood has a group of concern citizens who are interested in its development and maintenance</p> <ul style="list-style-type: none"> • Continue The Park Alliance Group to look at the overall needs of the Park System in the NRZ Neighborhoods • The Park Alliance will meet bi-monthly with all Friends Groups to 	<p>The Chair of Park and Recreation Alliance</p> <p>The stewards of each park and the leaders of the Friend's Group</p> <p>Rocky Ridge and Hyland</p> <p>Parks committee members</p> <p>South Park River</p> <p>Parks committee members</p> <p>Foster Heights</p>	<p>To achieve all these goals partnership with the following programs, organizations, and departments will be essential.</p> <ul style="list-style-type: none"> • City of Hartford • DPW <ul style="list-style-type: none"> • See Click Fix • Planning Dept. • Park Commission • Knox Parks • Community Court • Residents • Trinity College • Public Allies

	<p>collectively establish overall priorities and support each other in their work</p> <ul style="list-style-type: none"> • Meetings will regularly scheduled • Eventually each Friends Group will establish a meeting time to developed priorities for the park they represent. • The leader of each group will, if desired, be a part of the Park Commission in the City Of Hartford 	<p>Parks committee members</p> <p>Rice Heights</p> <p>Parks committee members</p>	
Complete construction of the South Branch project	<ul style="list-style-type: none"> • A park walk with Senator Fonfara and residents to build awareness of the park conditions as well as prioritize the South Park River as the first priority of the neighborhood took place in the summer 2014 • Follow-up planning with Senator Fonfara • A walk through meeting will take place with City of Hartford Planning and Engineering and City Council Member to create a plan for the South Park River. • Need to more fully engage State Representatives and City Council in development of the project • Engage other residents in the design of the park • Work collectively with planning groups to ensure the plans meet the needs of the community 	<p>Parks committee members</p> <p>And South Park River Friends Group</p> <p>State Senator Fonfara is arranging this meeting</p>	<ul style="list-style-type: none"> • Engage State Representatives in the effort. • Gain the overall support of City Council • Engage residents in the design of the park

Create and maintain walking trails	<ul style="list-style-type: none"> • Create an inventory of current walking trails • Establish conditions of current walking trails • Review the Parks Master Plan to see where walking trails are in the plan for the these neighborhoods • Friends Groups and Park Stewards that are assigned to the parks where the walking trails are will monitor them, ensure maintenance and safety of the walking trails 	<p>Park Alliance Members</p> <p>Park Stewards and Friends Group Members</p>	<p>City Of Hartford</p> <p>Planning and Zoning Department</p> <p>Engage more residents in the planning</p>
Create a Community Garden	<ul style="list-style-type: none"> • Conversations with Knox Parks Foundation and the Park Master Plan have sited Rocky Ridge Park as an ideal Location for a Community Garden • Follow-up with Knox Parks Foundation Farms to see what would need to happen to create a community garden at Rocky Ridge Park • Engage more community members in the planning and stewardship of the garden • Engage Trinity College in the planning and development of the garden 	<p>Friend of Rocky Ridge Park will identify a member to follow through on these objectives the park alliance will support them when needed</p>	<p>Trinity College</p> <p>Knox Parks Foundation</p> <p>City of Hartford</p> <p>Planning and Zoning Dept.</p> <p>Engage more residents in the planning</p>
Create high quality well organized sports leagues for children and young adults	<ul style="list-style-type: none"> • Inventory with the Department of Recreation of current recreational activities / opportunities was discussed • Identify venues where recreational activities could take place 	<p>NRZ board and membership</p> <p>Parks committee members</p>	<p>Mayor Mike's Baseball</p> <p>City of Hartford</p> <p>Dept. of Recreation</p> <p>DPW</p>

	<ul style="list-style-type: none"> • Create a plan of the type of activities the community is most interested in pursuing in this area • Make residents aware of the recreational activities that are taking place in the neighborhood • Have on-going discussions with baseball and other league leaders to understand their goals and obstacles in providing high quality, well organized experiences for the children in this area so the NRZ can support them in these goals 		Hartford Public Library
Establish a community center	<ul style="list-style-type: none"> • Establish the need for a community center in our NRZ Neighborhood • Make City Council members and the Mayor aware that a community center is a high priority in this community • Inventory vacant properties that may lend themselves to be re-purposed as a community center • Engage the community in the overall planning and design of the community center • As an interim plan, utilize the small police sub-station located at Rocky Ridge Part for Committee and NRZ Board Meetings 	<p>NRZ Board and Membership</p> <p>This was Ok'd by Tom Babtist DPW on 12.24.14</p>	<p>Residents</p> <p>DPW</p> <p>Planning and Zoning</p> <p>Trinity College</p> <p>SINA</p>

QUALITY OF LIFE

Vision for 2024

- The streets of the neighborhood are clean, well maintained, and tree-lined and are easily walkable and bikeable
- There are flowers everywhere.
- There is no litter or graffiti and people feel safe throughout the neighborhood
- Police Community Service Officers are accessible and involved in the life of the neighborhood and there is no drug dealing on the streets.
- The neighborhood is quiet at night.
- Nuisances are eliminated quickly
- There are frequent community events attended by many residents.
- There is a strong and active NRZ, with representation from all stakeholders, and both renters and homeowners are involved in the NRZ and the community
- Residents of Behind the Rocks and Southwest know each other, interact with each other, and work together on community projects.
- There is a welcome wagon that visits new residents with information about neighborhood resources, guidelines, such as trash collection information and on-street parking schedules and requirements
- There is an Information Depot where residents can get information.

Perceptions

- Overall quality of life is good in the neighborhood.
- Community Service Officers are good
- People feel safe.
- Drug dealing is a problem
- Graffiti, littering, noise, and ATVs negatively affect our quality of life
- Residents, both new and old, don't know what resources are available
- Residents don't take responsibility for their children
- Children are not safe being out on their own
- Some areas look run-down
- Dumping occurs on Hooker Trail, Brookfield, Dexter, & S. Branch Greenway
- Residents don't follow transportation rules

Objectives

- Assure that nuisances, e.g. noise, ATVs, litter, and graffiti, are addressed quickly (22) [5]
- Assure that streets and sidewalks are clean and in good repair (10)
- Assure that people feel safe in the neighborhood (6)
- Maintain a strong, active NRZ (5) [1]
- Assure that Behind the Rocks and Southwest sections of the neighborhood interact as one neighborhood (3)
- Hold frequent neighborhood events and activities (3)
- Plant and maintain street trees (0)

Strategic Goals	Actions Needed	Who is leading the strategy?	Who else needs to be involved?
<p>Assure that NRZ residences, businesses and public properties and their surrounding grounds (e.g., streets, sidewalks and street signs & lights) are clean and well maintained, vehicles are parked legally and there is no graffiti).</p>	<ul style="list-style-type: none"> • Become familiar with, and summarize, Hartford ordinances & directives that relate to each area listed in the above objective. • Identify and visit City departments involved with each area to determine procedures followed. • Develop a list of the specifics in each area that City departments are presently working on • Conduct a canvass of the entire NRZ to identify additional problems in each of the areas. • Classify problems and submit to appropriate Hartford departments divisions for action. • Follow-up with departments/divisions to be sure residents have been kept up-to-date on the problem(s) and that a timetable for correction steps has been established. • Re-canvass the entire NRZ on a periodic basis to determine changes in problem status & to identify any new problems. • Repeat steps above. 	<p>NRZ Quality Of Life Committee</p>	<p>To achieve all these goals partnership with the following programs, organizations, and departments will be essential.</p> <ul style="list-style-type: none"> • City of Hartford • See Click Fix • Planning Dept • Residents • Trinity College • Public Allies • Corp. Counsel • NRZ Members

Assure all trash and litter (T&L) is handled appropriately and does not degrade the Neighborhoods		QOL Committee	<p>To achieve all these goals, partnerships with the following programs, organizations, and departments will be essential.</p> <ul style="list-style-type: none"> • City of Hartford • See Click Fix • Planning Dept • Residents • Trinity College • Public Allies • Corp. Counsel • NRZ Members
Address the illegal use of ATVs/mini-bikes/& similar vehicles that result in noise and dangerous situations for motorists and pedestrians		QOL Committee	<p>To achieve all these goals partnership with the following programs, organizations, and departments will be essential.</p> <ul style="list-style-type: none"> • City of Hartford • See Click Fix • Planning Dept • Residents • Trinity College • Public Allies • Corp. Counsel • NRZ Members
Assure that noise problems are reduced and/or are corrected on a timely basis		QOL Committee	
Assure that the City's 311, SeeClickFix and related systems are operating effectively and on a timely basis		QOL Committee	

Make information on neighborhood resources and guidelines accessible to residents and businesses		QOL Committee	
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TRANSPORTATION

Vision for 2024

- The neighborhood is served by excellent bus service during most times of the day and evening.
- Bus signage is clear and it is possible to bus across the city without going downtown.
- It is easy and safe for adults and children to walk and bike throughout the neighborhood.
- There is easy access to highways and surrounding towns by car.
- Intersections are designed in ways that minimize accidents.
- The neighborhood is totally accessible to people using wheelchairs, canes, crutches, or walkers and to those pushing baby strollers or other types of carts.
- Streets and sidewalks are all in good condition.

Perceptions

- Good public transportation: Four bus routes, buses need better signage and it would be good to be able to access other parts of city on bus without going downtown
- Easy access by car to Wethersfield, West Hartford, and Newington
- Easy access to highways
- Walkable and bikeable, but speeding cars affects safety
- Trucks are using Linnmore Street
- Not many bike racks at businesses
- Frequent accidents at New Britain and Newfield intersection
- Streets are full of potholes

Objectives

Create and implement transportation goals for the neighborhood that address walking, biking, driving, and bus use.

Overall Objective: Create and implement transportation goals for the neighborhood that address walking, biking, bus use and safe driving.

Strategic Goals	Actions Needed	Who is leading the strategy?	Who else needs to be involved?
<p>Improve the conditions for walking, biking, bus transportation and safe driving along the neighborhoods' major roadways: New Britain Avenue, Zion Street, Hillside Avenue, and Fairfield Avenue.</p>	<p>New Britain Avenue: Begin building support and advocacy efforts for a more beautiful and friendly New Britain Avenue (NBA) between New Britain and Summit Street and where NBA meets the West Hartford town line at Hollywood Avenue/Roslyn Street. Hartford traffic planners and designers as well as residents have expressed support for making this section of NBA two lanes (one in each direction) with a middle turning lane. This configuration would calm erratic and dangerous driving while improving flow along the corridor, also making it more attractive for bicyclists and pedestrians—a key connection between our neighborhoods and Elmwood, West Hartford and to the new CT Fastrak station at NBA and New Park Avenue. Support for this project has been expressed by State Senator Beth Bye (West Hartford) for extending improvements along NBA (a state route) west of Hollywood Avenue to New Park Avenue, by Francisco Gomes a planner at Fitzgerald Halliday in Hartford, by Richard Armstrong chief traffic engineer at CT Dept. of Transportation, and by City Council</p>	<p>Transportation Committee</p>	<ul style="list-style-type: none"> • More New Britain Ave neighbors and residents • City of Hartford DPW • City of Hartford Planning • DOT • Potential to coordinate with City of West Hartford on NBA across town lines

	<p>Zion Street: Zion Street currently has sub-par bike lanes that are much too narrow and a parking lane on the eastern, Rocky Ridge Park, side of the street that is rarely used. In the most recent Hartford Capital City Park's Master Plan, Zion Street is slated to receive standard-width bicycle lanes in both directions through the elimination of the parking lane on the eastern side of the street. To achieve this update, the NRZ should express its support and ask the City to make the change as soon as possible, perhaps depending on Zion Street's re-paving schedule</p>	<p>City-wide advocacy group Transport Hartford is heading up a campaign to encourage the City to implement the most recent Capital City Park's Master Plan</p>	<p>The South West and Behind the Rocks NRZ could begin to advocate for the City to implement Parks and Bike infrastructure elements from that plan now</p>
	<p>Fairfield Avenue: Working with many city and state officials, the Fairfield Avenue Neighbors Association developed a "One Street, One Plan" proposal that was vetted and supported by officials and departments within the City. The proposal calls for a range of improvements to the street, from landscaping to new sidewalks along Hyland Park's eastern border on Fairfield Avenue, to the addition of traffic calming elements. It also includes a proposal that is included in the most recent Capital City Parks Master Plan: the closing and return of the Fairfield Avenue roadway between New Britain Avenue and Zion Street to Rocky Ridge Park. The "One Plan, One Street" recommendations for the Avenue were set to be</p>	<ul style="list-style-type: none"> • The Fairfield Avenue Neighbors Association, led by Karen Maxfield • DPW and City were on board 	<ul style="list-style-type: none"> • DPW and other City department needs to be brought back into prioritizing this project

	<p>implemented when the MDC utility work began on the street, a long process which delayed and set back progress. The Fairfield Neighbors Association and the NRZ should call upon the City to immediately begin putting this plan into action now that the utility work is done.</p>		
<p>Traffic calming throughout the two neighborhoods</p>	<p>Speed bumps are a major request from neighborhood residents on dangerous sections of roadway. The City has added speed bumps and speed tables when traffic studies have shown merit, but these findings do not always accord with residents' perceptions of speeding on a given street. The NRZ should continue to monitor requests for speed bumps in the neighborhood and invite the Department of Public Works' representative to meetings so they may present findings and be held accountable by NRZ.</p> <p>NRZ should begin a 'Neighborhood Pace Car' program in which residents pledge to drive their cars at the speed limit on their own and others' streets, and to obey stop signs and red lights and to yield to pedestrians in crosswalks. The idea of the 'pace car' comes from car racing, in which a neutral, control car will lead racers on a lap at a controlled speed, with no one able to drive faster than the pace car. Participants can elect to put a bi-lingual "Neighborhood Pace</p>	<p>Other Transport Hartford Members</p>	<ul style="list-style-type: none"> • DPW

	Car” sticker on their rear bumper to signal to other drivers that they drive the speed limit. Such programs have been shown to calm traffic and to work toward changing the culture of dangerous driving in communities throughout the United States.		
Better bus service	<p>South West and Behind the Rocks residents should participate in Transport Hartford’s community survey of transportation options so we have an accurate account of what residents need and want</p> <p>South West and Behind the Rocks residents should participate in upcoming CRCOG public input sessions on the status of CT Transit service in the city and in the region</p> <p>If demand is shown in these public forums and in the survey, the NRZ should work with elected representatives at the city and state level to request more frequent bus service, particularly in the early mornings and later evenings, in the South West and Behind the Rocks</p>	Transport Hartford	<ul style="list-style-type: none"> • CT Transit • State Senator John Fonfara • Hartford City Council
Offer bicycle education for youth and adults	League of Bicyclists-certified instructors should offer classes in our neighborhoods for youth and adults interested in learning how to safely ride bicycles in the City		

EDUCATION

Vision for 2024

- Student achievement is high in all elementary schools in the neighborhood.
- The elementary school curriculum includes arts and athletics.
- Schools look and feel inviting and are welcoming to students and visitors.
- They are open in the evening for community use.
- School fairs are held frequently
- Schools can use other schools resources and there is equality among schools in terms of physical condition, curriculum and resources
- The Goodwin Library is open many hours and hosts activities and events for the neighborhood.
- Trinity College is open to and involved in the neighborhood.

Perceptions

- There are many educational resources in the neighborhood.
- OPMAD provides after-school and summer programs.
- There is a need for more school fairs
- There are not enough sports and arts in schools.
- Traditional and magnet schools do not offer the same level of education.

Objectives

- Assure that the Goodwin Branch Library is open many hours and hosts a variety of activities and events
- Assure that all schools are in good physical condition with good curriculum & resources
- Assure that schools look and feel welcoming and are open for community use
- Integrate the people and resources of Trinity College into the neighborhood

	<ol style="list-style-type: none"> 2. research process for using parks and recreation facilities 3. Teacher surveys 4. Host monthly meetings of all area schools at the NRZ Ed. Committee meetings 5. Coordinate a panel discussion to educate residents on school equity issues 6. Create a school events calendar that can be shared with the community 7. Create pamphlets that state what each school has to offer the community and the other schools 8. Reach out to Trinity College to join Education Committee 9. Put information on an NRZ website <ol style="list-style-type: none"> 1. Create an annual community/school festival 2. List school events that are open to the community 		Htfd Public Library Community agencies	2015 to 2020
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Data and Information

Census Data

Population age 18-24

- Less than High School graduation: 21% (down from 40% in 2000)
- High School grad or equivalent: 40%
- Some college or Associates Degree: 38%
- Bachelor's Degree or higher: 3%

Population 25 and older

- Less than High School graduation: 25% (down from 37% in 2000)
- High School grad or equivalent: 37%
- Some college or Associates Degree: 25%
- Bachelor's Degree or higher: 13%

School Data

Existing Educational Facilities/Institutions/Programs

- Schools include seven elementary schools (Kennelly, Batchelder, Moylan Expeditionary, Montessori Magnet at Moylan, McDonough, Environmental Science Magnet at Mary Hooker, Breakthrough), Academy of the Arts at the Learning Corridor, Prince Tech, Job Corps Center, Trinity College.
- Goodwin Branch Library
- OPMAD offers Before & After-school, Vacation and Summer programs at Kennelly, Batchelder, Montessori Magnet at Moylan, Breakthrough, and Environmental Science Magnet at Mary Hooker

School-Specific Data for 2012-13

Factor	Batchelder	Breakthrough	ESM	Kennelly	McDonough	Moylan
Enrollment	512	355	570	703	384	702
Black	17%	29%	12%	17%	10%	17%
Hispanic	77%	41%	53%	72%	84%	77%
White	3%	25%	28%	7%	3%	3%
Asian	1%	2%	5%	1%	1%	%
Students eligible for meals	>95%	49%	>95%	>95%	>95%	>95%
Students in bilingual Ed/ESL	18%	4%	7%	28%	32%	24%
Non-Eng. Lang spoken @ home	42%	27%	35%	55%	62%	48%
Non-Eng. Languages spoken		12	16	13	5	6

HOUSING

Vision for 2024

- Houses and apartments are attractive and well-maintained in a variety of architectural styles
- There is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income-levels
- There is a high percentage of homeowners and resources are available to people who need assistance with home purchases

Perceptions

- There are a lot of homeowners
- There is a variety of housing types and architectural styles
- Prices are affordable to lower and middle income households
- Elderly residents have trouble with repairs, yard work, and other maintenance.
- There are blighted buildings

Objectives

- Assure that houses, apartments and yards are well-maintained and attractive (11)
- Increase the percentage of homeowners (3)
- Assure that there is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income-levels (1)

Data and Information

- Housing Units: 5976
- Vacant Units: 447 (7.5%)
- Occupied Units: 5529 (92.5%)
- Owner occupied units: 2677 (48%)
- Renter-occupied units: 2852 (52%)

BUSINESSES

Vision for 2024

- Business districts are attractive and well-kept and include a range of businesses needed for everyday life, e.g. grocery store, bank, laundry, bakery, liquor store, hairdresser, barber, gas station, drug store, doctors, and health clinics
- There is no litter or graffiti, and cars are parked appropriately
- Bike racks are available throughout the business district
- There are a variety of restaurants, including ethnic restaurants, that attract people from outside the neighborhood
- There is an active business association and owners who take pride in the appearance of their businesses and are implementing an economic development plan
- The Charter Oak Marketplace is thriving and businesses have moved into the area around the CTfastrak station
- There is a farm market weekly during the growing season

Perceptions

- There is a large number and a decent variety of businesses, including good restaurants
- There is no bank
- The business districts look run-down and cluttered, with graffiti, litter, unattractive facades, and cars parked everywhere
- CTfastrak can be used as a business generator

Objectives

- Improve the appearance of business districts (New Britain, White, Flatbush, Hillside (15) [2]
- Create a business association (4)
- Hold a farm market once a week in the growing season (5) [2]
- Attract new businesses (1)

COMMUNITY RESOURCES

Vision for 2024

- There are many churches of a variety of denominations which are active in the community
- Quality child-care centers are available to residents
- Nonprofit organizations, such as Family Centers, Southside Institutions Neighborhood Alliance (SINA), provide services to residents and participate in community events and projects.
- City government is accessible and responsive to neighborhood concerns and requests
- Neighborhood and City priorities are in line with each other.

Perceptions

- Neighborhood has easy access to hospitals and there are doctors and health clinics nearby
- There are many churches
- There are at least four-day care centers and home-based care
- There are two fire stations
- The NRZ and Friends of Forster Park are resources
- HART and Catholic Charities Family Center help the neighborhood

Objectives

- Assure that City government is accessible and responsive to neighborhood issues and concerns
- Make information on neighborhood resources and guidelines accessible to residents and businesses
- Encourage the faith community to be active in the community
- Assure that quality child care is available to residents
- Involve nonprofit organizations in the life of the neighborhood

History and Community Background to Southwest and Behind the Rocks NRZ

Preliminary Vision, Priorities & Strategies

Initial Responses

The process to develop a strategic plan included the following:

- An initial retreat attended by twenty leaders, on Saturday, May 3rd, which developed a vision and first set of priorities of focus;
- Follow up identification of critical strategies for prioritization at the Annual Meeting in June 2014.
- Follow up retreat on to consider critical strategies to further inform an action plan for the strategic plan;
- Data review of demographic and community-social-demographic-economic issues in the two neighborhoods.

A culmination of these activities has led to this strategic plan.

Community leadership inspired the following vision and related strategies at the SOUTHWEST & BEHIND THE ROCKS REVITALIZATION ZONE ASSOCIATION, RESULTS OF BRAINSTORMING SESSION, MAY 3, 2014. On Saturday, May 3rd from 9 AM to Noon, fifteen individuals from the Behind the Rocks & Southwest NRZ met to begin work on their NRZ Strategic Plan. The Plan, when completed and approved by the NRZ, will be adopted by the Hartford Court of Common Council as an ordinance. The Plan is a guide to development and decisions that affect the neighborhood.

The goals of the Saturday session were to identify the strengths that exist and the improvements that are needed within the neighborhood, and to develop a vision for what the neighborhood can be. Attendees spent most of the time brainstorming in order to bring out as many ideas as possible. Ideas were not discussed or judged. The areas addressed in the brainstorming were the people of the neighborhood, its physical condition and appearance, housing, businesses, education, green space and parks, recreation, neighborhood services, and the overall quality of life in Southwest/Behind the Rocks. In discussing their vision for the neighborhood, participants were asked the following question. "If you could wave a magic wand and have the neighborhood look and be any way you want in the year 2024, what would it look like and be like in each of the categories above?"

The following ideas were then generated from a brainstorming session on this question:

The People: Residents are diverse in background, ethnicity, income level, and age and there are lots of families with children. Diversity is celebrated; residents know each others' stories. Neighbors are out and about, friendly to each other and welcoming to new residents. Residents are all employed and earning a living wage. They are active in the community and in civic life. Children are independent and safe and able to ride their bikes or walk to schools and parks.

Businesses: Business districts are attractive and well-kept and include a range of businesses needed for everyday life, e.g. grocery store, bank, laundry, bakery, liquor store, hairdresser, barber, gas station, drug store, doctors, and health clinics. There is no litter or graffiti and cars are parked appropriately. Bike racks are available throughout the business district. There are a variety of restaurants, including ethnic restaurants, that attract people from outside the neighborhood. There is an active business association and owners who take pride in the appearance of their businesses and are implementing an economic development plan. The Charter Oak Marketplace is thriving and businesses have moved into the area around the CTfastrak station. There is a farm market weekly during the growing season.

Parks and Green Space: All parks and playgrounds in the neighborhood are in good shape and well-maintained, with no litter or graffiti. There are marked walking trails in some parks. The parks are the sites for activities such as concerts, movies, and yoga. The South Branch Greenway is completed and used by residents and visitors for walking. There is a community garden for residents. The nature trail at Mary Hooker School is clean, safe, and inviting. Residents and visitors walk in Cedar Hill Cemetery.

Recreational Facilities and Programs: There are after-school and summer programs for all neighborhood children who wish to participate, within neighborhood schools, at the two Boys and Girls Clubs, and at Trinity College. Residents and visitors attend films at Trinity's theater and skate at Trinity's skating center. There is a community center with recreational activities, sports, and programs for all ages, including seniors. Events are held at the center that brings all parts of the neighborhood together. There are high quality, well-organized sports leagues for children and young adults in parks, centers, and school gyms.

Quality of Life: The streets of the neighborhood are clean, well-maintained, and tree-lined and are easily walkable and bikeable. There are flowers everywhere. There is no litter or graffiti and people feel safe throughout the neighborhood. Police Community Service Officers are accessible and involved in the life of the neighborhood and there is no drug dealing on the streets. The neighborhood is quiet at night. Nuisances, such as feral cats or ATVs, are eliminated quickly. There are frequent community events attended by many residents. There is a strong and active NRZ, with representation from all stakeholders, and both renters

and homeowners are involved in the NRZ and the community at large. Residents of the north and south portions of the neighborhood (Behind the Rocks and Southwest) know each other, interact with each other, and work together as one neighborhood on community projects. There is a welcome wagon that visits new residents with information about neighborhood resources and guidelines, such as trash collection information, on-street parking schedules and requirements. There is an Information Depot where residents can get information.

Education: The achievement level is high for students in all elementary schools in the neighborhood and the curriculum includes arts and athletics. Schools look and feel inviting and are welcoming to students and visitors. They are open in the evening for community use. School fairs are held frequently. Schools use each others' resources and there is equality among schools in terms of physical condition and curriculum and resources. After-school programs are available to all who need them. The Goodwin Library is open many hours and hosts activities and events for the neighborhood. Trinity College is open to and involved in the neighborhood.

Housing: Houses and apartments are attractive and well-maintained in a variety of architectural styles. There is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income-levels. There is a high percentage of home ownership and resources are available to people who need assistance with home purchases.

Transportation: The neighborhood is served by excellent bus service during most times of the day and evening. Bus signage is clear and it is possible to bus across the city without going downtown. It is easy and safe to walk and bike throughout the neighborhood. There is easy access to highways and surrounding towns by car. Intersections are designed in ways that minimize accidents. The neighborhood is totally accessible to people using wheelchairs, canes, crutches, or walkers and to those pushing baby strollers or other types of carts. Streets and sidewalks are all in good condition.

Community Resources: There are many churches, of a variety of denominations, which are active in the community. Quality child care centers are available to residents. Nonprofit organizations, such as HART, Family Centers, Southside Institutions Neighborhood Alliance, provide services to residents and participate in community events and projects. City government is accessible and responsive to neighborhood concerns and requests and city and neighborhood priorities are in line with each other.

Further discussion then ensued on what improvement would help the neighborhood, with the following responses:

The People

- Poverty is too high
- More jobs are needed

Businesses

- Business districts look run-down and cluttered, e.g. cars parked everywhere, graffiti, litter, unattractive facades
- No bank
- There is no business association
- Use the CTfastrak as a business generator

Parks and Green Space

- Parks need better maintenance
- Glass on playgrounds
- South Branch trail is only half finished

Recreational Facilities and Programs

- Limited after-school recreation
- No recreation center in the neighborhood (converted to day care center)
- No senior center

Quality of Life

- Drug dealing to out of town buyers
- Graffiti
- Litter
- Noise at night
- Feral cats
- ATVs are noisy and reckless
- Lots of people are not engaged in the community
- Residents don't know what resources are available to them
- Residents need to take responsibility and teach it to their children
- No welcome wagon

Education

- Need more school fairs
- Not enough sports and arts in schools
- There are after school and summer programs for all the children who need them

Housing

- Elderly need assistance with repairs, yard work, etc.
- Blighted buildings
- SINA could be more involved in the neighborhood

Transportation

- Trucks are using Linnmoore Street
- Not many bike racks at businesses
- Buses need better signage
- Speeding in school zones and other streets
- Better and safer bike routes
- Frequent accidents at New Britain and Newfield
- Streets are full of potholes
- Need to be able to access other parts of city on bus without going downtown

Appearance

- Some areas look run-down
- Dumping along Hooker Trail, Brookfield, Dexter, South Branch Greenway
- Residents don't follow trash presentation rules

A. Plans Further Updated through Broader Community Input

The initial sets of issues were posted at the General NRZ Community Meeting on June 19th and attendees participated in a prioritizing exercise. Each participant was given six votes and asked to affix them next to the component(s) that they believed should be priorities for the group. Additionally, they were each given a single "weighted" vote and asked to affix it next to the component which could be addressed in the short term.

Each component is listed below. The numbers in parentheses reflect the number of dots placed next to each component. The number in brackets is the number of weighted 'short term' votes placed next to the component, indicating a short-term priority. The number in parentheses next to the title of the category is the total number of dots placed on all components in that category.

Quality of Life (49)

- Assure that nuisances, e.g. noise, ATVs, litter, and graffiti, are addressed quickly (22) [5]
- Assure that streets and sidewalks are clean and in good repair (10)
- Assure that people feel safe in the neighborhood (6)

- Maintain a strong, active NRZ (5) [1]
- Assure that Behind the Rocks and Southwest sections of the neighborhood interact as one neighborhood (3)
- Hold frequent neighborhood events and activities (3)
- Plant and maintain street trees (0)

Education (30)

- Assure that the Goodwin Branch Library is open many hours and hosts a variety of activities and events (9)
- Assure that all schools are in good physical condition with good curriculum & resources (8)
- Assure that schools look and feel welcoming and are open for community use (7)
- Integrate the people and resources of Trinity College into the neighborhood (6)

Businesses (25)

- Improve the appearance of business districts (New Britain, White, Flatbush, Hillside (15) [2]
- Create a business association (4)
- Hold a farm market once a week in the growing season (5) [2]
- Attract new businesses (1)

Parks and Green Space (20)

- Assure that all parks and playgrounds are well-maintained and in good repair (9)
- Complete construction of the South Branch project (4) [2]
- Create and maintain walking trails (4)
- Create a community garden (3)

Residents (19)

- Encourage residents and others to be civically engaged (9)
- Increase and celebrate resident diversity (age, background, ethnicity, income level) (6)
- Increase the sense of community (4)
- Increase the average income of households (0)

Community Resources (19)

- Assure that City government is accessible and responsive to neighborhood issues and concerns (7)
- Make information on neighborhood resources and guidelines accessible to residents and businesses (6) [1]
- Encourage the faith community to be active in the community (6)
- Assure that quality child care is available to residents (0)
- Involve nonprofit organizations in the life of the neighborhood (0)

Transportation (18)

- Create and implement transportation goals for the neighborhood that address walking, biking, driving, and bus use (18) [2]

Housing (15)

- Assure that houses, apartments and yards are well-maintained and attractive (11)
- Increase the percentage of homeowners (3)
- Assure that there is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income-levels (1)

Recreation (15)

- Assure that there are after-school and summer programs for neighborhood children (7)
- Create high quality, well-organized sports leagues for children & young adults (6)
- Establish a community center (2)

B. Finalization of Strategic Plan Committee Goals

Below are the final goals supported by NRZ members. The NRZ Board agreed that each committees would develop strategies to achieve each goal. The strategy would include the steps and actions that will be taken to address the goal and who will take those actions. The “who” should not be specific people, but rather groups or entities, e.g. NRZ Parks Committee, City DPW staff. There are goals at the end of the list for which no NRZ Committee exists. The Board can consider those goals.

Quality of Life Committee

- Assure that nuisances, e.g. noise, ATVs, litter, and graffiti, are addressed quickly
- Assure that streets and sidewalks are clean and in good repair
- Assure that people feel safe in the neighborhood
- Hold frequent neighborhood events and activities
- Plant and maintain street trees
- Assure that houses, apartments and yards are well-maintained and attractive
- Make information on neighborhood resources and guidelines accessible to residents and businesses
- Assure that quality child care is available to residents
- Improve the appearance of business districts (New Britain, White, Flatbush, Hillside)
- Hold a farm market once a week in the growing season

Parks Committee

- Assure that all parks and playgrounds are well-maintained and in good repair
- Complete construction of the South Branch project
- Create and maintain walking trails
- Create a community garden
- Create high quality, well-organized sports leagues for children & young adults
- Establish a community center

Education Committee

- Assure that the Goodwin Branch Library is open many hours and hosts a variety of activities and events
- Assure that all schools are in good physical condition with good curriculum & resources
- Assure that schools look and feel welcoming and are open for community use
- Integrate the people and resources of Trinity College into the neighborhood
- Assure that there are after-school and summer programs for neighborhood children

Transportation Committee

- Create and implement transportation goals for the neighborhood that address walking, biking, driving, and bus use

Executive Committee of Board

- Maintain a strong, active NRZ
- Assure that Behind the Rocks and Southwest sections of the neighborhood interact as one neighborhood
- Encourage the faith community to be active in the community (6)
- Involve nonprofit organizations in the life of the neighborhood (o)
- Assure that City government is accessible and responsive to neighborhood issues and concerns

The following goals did not seem to fall within the purview of any existing committee.

Economic Development

- Create a business association (4)
- Attract new businesses (1)

Housing

- Increase the percentage of homeowners
- Assure that there is a variety of housing sizes, types, and prices that are affordable to individuals and families of all income-levels

Neighborhood People

- Encourage residents and others to be civically engaged
- Increase and celebrate resident diversity (age, background, ethnicity, income level)
- Increase the sense of community
- Increase the average income of households

Attachment 1

SOUTHWEST & BEHIND THE ROCKS REVITALIZATION ZONE ASSOCIATION BY-LAWS

ARTICLE I NAME

Section 1. Name. The name of this organization shall be ‘**Southwest & Behind the Rocks Revitalization Zone Association**’, sometimes hereinafter referred to as the “Association”.

ARTICLE II MISSION AND OBJECTIVES

Section 1. Mission. The Mission of the Association is to improve and preserve the Southwest and Behind the Rocks (SW&BR) neighborhood.

Section 2. Objective. The objective of the Association is to improve the quality of life in the neighborhood by addressing issues such as education, housing, economic development, safety, beautification and other related matters. Improvement shall be made through the cooperative efforts of residents and other stakeholders, including religious and educational institutions, businesses, cultural groups, property owners, and non-profit organizations.

Section 3. Purposes. The Association shall plan and implement neighborhood revitalization activities in accordance with the establishment and implementation of a Neighborhood Revitalization Zone (NRZ). This shall be done in accordance with Chapter 118, Neighborhood Revitalization Zones, Section 7-600 et seq. of the Connecticut State Statutes, and in accordance with Sec. 28-196 of the Hartford Municipal Code entitled “Neighborhood revitalization zone committees”. Such activities may include adoption and implementation of an NRZ Strategic Plan. It is not the purpose of the Association to be affiliated with any political party, group, or organization.

Section 4. Neighborhood Definition. The Southwest & Behind the Rocks neighborhood is defined as that area bounded on the north by the center of Hamilton Street, on the west by Interstate 84, the railroad right of way, and the boundary of Hartford and West Hartford, on the south by the border of Hartford and Newington, and on the east by the western periphery of Goodwin Park, the rear property lines of properties on the east side of Fairfield Avenue, and the center of Summit Street to the intersection with Hamilton Street.

Section 5. Boundary Changes. Changes to the neighborhood boundaries may be requested through a petition by the residents of any contiguous area who wish to be included within the boundaries of the Southwest & Behind the Rocks neighborhood as defined in these bylaws. Such petition will be considered by the Association’s Board of Directors. It is understood that changes to the neighborhood that affect the boundaries of another NRZs must be agreed to by that NRZ and the City of Hartford. In such a case, the Board will discuss the request for a boundary change with the affected NRZ(s), with the goal of achieving a mutually acceptable agreement on any boundary changes. Should such an agreement not be reached with the affected NRZ, the issue shall be brought to the Mayor of the City of Hartford for resolution. Boundary changes shall be approved by a majority vote at an Association membership meeting as an amendment to these bylaws and then presented to the City of Hartford for approval.

ARTICLE III MEMBERSHIP

Section 1. Eligibility. Those qualified for membership in the Association shall include neighborhood residents (including both owners and renters), owners of property and businesses located within the neighborhood boundaries, and representatives of businesses, cultural organizations, educational institutions, social service

agencies, faith communities, and citizen groups located within and/or having a significant impact on the neighborhood. Any qualified individual wishing to become a Member shall file a membership registration with the Secretary of the Board of Directors.

Section 2: Voting Members. Any Member of the Association is entitled to vote on any matter presented for action at any membership meeting of the Association, provided that s/he has attended at least two membership or Board of Director meetings in the twelve months prior to the date of the meeting at which a vote is being taken.

Section 3. Removal of Members. Membership status of any individual may be terminated for cause at any time, by a two-thirds vote of the Board of Directors of the Association. Such removal shall be voted on at a meeting of the Board of Directors called for that purpose and with the affected Member notified verbally, by certified mail, or by electronic notification at least seven days prior to the meeting. The affected member may attend and speak at the meeting at which his/her termination is discussed.

Section 4. Membership Meetings. Regular membership meetings shall be held monthly on the third Tuesday of each month at a location within the SW&BR neighborhood, unless otherwise determined by the Board of Directors. The schedule of meetings for the year shall be made available to Members and the public by the Board prior to the start of each calendar year. Notice of regular membership meetings and the meeting agenda shall be sent to Members via email, U.S. Mail, or any reasonable means of distribution so as to arrive at least three days prior to the meeting. Special membership meetings may be scheduled by the Board of Directors as needed. Notice of special meetings shall be sent to Members via email, U.S. Mail, or any reasonable means of distribution so as to arrive at least three days prior to the meeting. All membership meetings are open to the public.

Section 5. Annual Meeting. The annual membership meeting of the Association shall take place in February of each year or at such time as the Board of Directors shall determine. Members shall elect members of the Board of Directors at the Annual Meeting and may take action on any other matters as necessary.

Section 6. Compensation. Members of the Association shall not receive compensation. Reimbursement for necessary and reasonable expenses incurred in the performance of Association business and operations may be approved by the Board of Directors.

Section 7. Decision-Making. The intent of the Association's decision-making process is to foster consensus building among the varied neighborhood interests represented in the Membership. Decisions shall be made by a consensus of the Voting Members present. A consensus shall be reached when no Voting Member states a formal objection to the action being considered. Should a formal objection be made by a Voting Member, efforts shall be made to address the objection. Such efforts may include, but shall not be limited to, further discussion at the present meeting, referral of the matter to a committee for further discussion, scheduling of a special membership meeting, or postponement of a decision until a future regular membership meeting. Should those efforts not result in a consensus being reached, or if the matter being considered is an emergency and a delay would adversely affect the interests of the Association, a vote shall be taken and a 2/3 majority shall be required for approval of the action.

ARTICLE IV BOARD OF DIRECTORS

Section 1. Purpose. There shall be a Board of Directors (Board) of the Southwest & Behind the Rocks Revitalization Zone Association. The Board shall coordinate and guide the activities of the Association and

shall function as a neighborhood revitalization zone strategic planning committee in accordance with CGS Section 7-600 et seq.

Section 2. Composition. The Board of Directors shall consist of 25 directors. The composition of the Board shall reflect the composition of the neighborhood and shall include two representatives of educational institutions, two representatives of businesses, one representative of faith-based organizations, one representative of nonprofit organizations, two owners of rental housing, two youth between the ages of fourteen and eighteen, and fourteen residents (whose make-up shall be roughly proportional to the proportion of homeowners and renters in the neighborhood and shall be generally equally divided between residents of the Behind the Rocks and Southwest areas of the neighborhood). In addition, there shall be one representative of the City of Hartford appointed by the Mayor's Office. At all times, more than half of the Directors shall personally reside in the Southwest & Behind the Rocks neighborhood.

Section 3. Terms and Elections. The term of office of a Director shall be two years. Directors may serve no more than two consecutive terms. Terms shall be staggered, i.e. approximately half of the terms shall expire each year. Directors are elected by the Membership at the Annual meeting of the Association. Voting Members who have attended at least three Membership or Board meetings during the twelve months prior to the election are eligible to be elected to the Board of Directors. A nominating committee established by the Board of Directors shall recruit and recommend individuals to serve on the Board of Directors in accordance with the composition outlined in Section 2 above. The nominating committee shall place in nomination a slate of nominees at the Annual Meeting. Nominations from the floor shall also be accepted. A majority vote of the Voting Members present at the Annual Meeting shall be required to elect Directors.

Section 4. Vacancies. Vacancies in elected positions on the Board of Directors that occur during the year may be filled by the Membership at a regular or duly called and noticed special Membership Meeting. Each person elected to fill a vacancy shall remain a director for the unexpired portion of the term that s/he has filled.

Section 5. Removal of Directors. Any Director may be removed by a decision of the Board of Directors with or without cause. Removals shall occur at a special meeting called for such purpose or at a regular meeting of the Board provided that written notice of such proposed action has been given to each Director at least seven days in advance of the meeting.

Section 6. Board Meetings. The Board of Directors shall meet on the first Tuesday of each month unless otherwise determined by the Board. The Board shall establish the schedule of Board meetings for the year and shall make the schedule available to Members, Board Members, and the public prior to the start of each calendar year. Notice of regular Board meetings and the meeting agenda shall be sent to Board Members via email, U.S. Mail, or any reasonable means of distribution so as to arrive at least three days prior to the meeting. Special Board meetings may be scheduled by the Board of Directors as needed. Notice of special meetings shall be sent to Members and Board Members via email, U.S. Mail, or any reasonable means of distribution so as to arrive at least three days prior to the meeting. All Board meetings are open to the public. A quorum of the Board of Directors shall consist of a majority of the number of Board Members currently serving. Meetings shall be conducted in accordance with Roberts Rules of Order.

ARTICLE V OFFICERS

Section 1. Officers. The officers of the Association, all of whom shall be Members of the Association and members of the Board of Directors, shall consist of a president, vice president, secretary, and treasurer. The Board of Directors, from time to time, may create such other offices as, in its discretion, it may deem necessary and proper for the carrying on of the business of the Association.

Section 2. Elections and Terms. Officers shall be elected by a majority vote of the Board of Directors at the next regular meeting following the Annual Meeting of the Association. The term of each officer shall be one year. Officers may serve no more than two consecutive terms in one office. Vacancies may be filled by a majority vote of the Board of Directors for the unexpired portion of the term. Officers serve until their replacements are elected or they resign. In electing officers, the Board shall make every effort to assure that both the Behind the Rocks area and the Southwest area are equally represented. At no time shall both the President and Vice President be residents of the same area of the neighborhood.

Section 3. Removal. Any officer may be removed by a decision of the Board of Directors with or without cause. Removals shall occur at a special meeting called for such purpose or at a regular meeting provided that written notice of such proposed action has been given to each Director at least seven days in advance of the meeting.

Section 4. Powers and Duties

- (a) **President.** The President shall serve as the spokesperson for the NRZ and shall represent the NRZ in public. S/he shall preside at all meetings of the Membership and the Board of Directors. S/he shall present, at each Annual Meeting of the Directors, a report of the state and condition of the affairs of the Association. Should the execution of documents on behalf of the Association be necessary, the President shall sign such documents in the name of the Association. The President shall assure that the books, reports, statements and certificates required by law are properly kept, made, and filed according to law. S/he shall perform all the duties instant to his/her office and such other duties as are, from time to time, required of him/her by the Board of Directors. The President may delegate these duties to other members of the Board of Directors. The President shall be an ex-officio member of all Association committees.
- (b) **Vice-President.** The Vice-President, in the absence of the President, shall perform the duties of that office and shall also perform such duties as from time to time may be delegated by the President or directed by the Board of Directors.
- (c) **Secretary.** The Secretary shall keep accurate records of all meetings of the Board of Directors and the Membership. S/he shall issue notices of meetings as required under these bylaws and shall keep an accurate list of the Membership and the Board of Directors and the place where they reside. The Secretary shall perform such other duties as may be delegated by the President or directed by the Board of Directors.
- (d) **Treasurer.** The Treasurer shall keep, or cause to be kept, accurate books of account, which shall be the property of the Association. S/he shall present accurate and timely financial reports to the Board of Directors on a regular basis and shall perform such other duties as shall be delegated by the President or directed by the Board of Directors.

ARTICLE VI COMMITTEES

Section 1. Executive Committee. There shall be an Executive Committee, which is a standing committee, consisting of the President, Vice-President, Secretary, Treasurer, and the chairs of committees established by the Board. The Executive Committee shall create the agenda for meetings of the Board of Directors and the Membership and shall be empowered to take action on behalf of the Board of Directors as determined by the Board. The Executive Committee shall keep a record of its proceedings, which record shall be open to

inspection by any Director, and shall report on its activities at each regular or special meeting of the Board of Directors. The Executive Committee shall meet as often as necessary to fulfill its duties and responsibilities. Meetings of the Executive Committee may be called by the President and must be called upon the written request of two members of the Executive Committee. Any Director may attend a meeting of the Executive Committee.

Section 2. Nominating Committee. The Board of Directors shall establish a Nominating Committee each year in advance of the Annual Meeting. The Nominating Committee shall recruit and recommend individuals to serve on the Board of Directors in accordance with Article IV, Section 2 of these bylaws and shall place in nomination a slate of nominees at the Annual Meeting.

Section 3. Other Committees. The Board may from time to time create such other committees as they may deem necessary or proper in carrying out the purposes of the Association. Such committees shall consist of at least one member of the Board of Directors and other Members of the Association. Each committee shall choose a chair. If they cannot agree upon a chair, the President shall appoint a chair. Each committee shall report on its activities at regular and special meetings of the Board of Directors.

ARTICLE VII AMENDMENTS

Section 1. Action by Board of Directors. To amend these bylaws, discussion of proposed amendments to the bylaws must be on the agenda of a regular or duly called and noticed special meeting of the Board of Directors and the text of the proposed amendments must be distributed and discussed at such Board meeting. Proposed amendments must be on the agenda of the subsequent regular or duly called and noticed special meeting of the Board of Directors. At this second meeting, the Board of Directors may vote to recommend amendments to the bylaws to the Membership. A two-thirds vote of a quorum of Directors shall be required for approval of the recommendation.

Section 2. Action by Membership. Upon a vote by the Board of Directors to recommend amendments to these bylaws, discussion of proposed amendments must be on the agenda of a regular or duly called and noticed special meeting of the Membership and the text of the proposed amendments must be distributed to all Members at least seven days prior to such Membership meeting. A two-thirds vote of the Voting Members present at such meeting is required for adoption of the amendments.

ARTICLE VIII EFFECTIVE DATE

These bylaws shall take effect immediately upon approval by a two-thirds (2/3) vote of a quorum of the Association Membership at a meeting duly called and noticed.

Adopted on Feb 19, 2013

Attachment 2

Membership List

Name

Jeremy Baver
Collin Billings
Kelly Bilodeau
Joyce Bosco
James Boucher
Kathy Evans
Melvin Jones
Riberia Jones
Karolina Kwiecinska
Gene Mayfield
Capucine McDowell
Eileen Noonan
Elizabeth O'Leary
Gerry Pleasant
Susan Pleasant
Debra St.Germain
David Thomas