

One City, One Plan

# Action Agenda

Chapter 15



## KEY TOPICS

- Implementation Tasks
- Implementation Responsibilities
- Action Agenda



DRAFT 2/1/10



## Introduction

In order to implement the various recommendations contained in this Plan of Conservation and Development, the following Action Agenda is proposed. The Action Agenda identifies goals, objectives, recommendations and actions; the lead agencies proposed for implementation; and the priority for implementation during the time-frame of this Plan.

The lead agency is the agency which, by the nature of its mission and authority, is the logical party to spearhead the implementation of a particular proposal. Many proposals will of course involve multiple agencies. The nature of activity required of a lead agency will vary depending on the type of recommendation. Some activities involve budget commitments and capital expenses and some require advocacy and promotion, while others call for administrative action.

## Implementation Tasks

Action items are classified as ongoing, short term (1-3 years), mid-term (4-6 years) and long-term (7-10 years). Many of the short-term items may already be scheduled into the City's Capital Improvement Program or may be activities and policies that are in place and need to be continued. Some short-term recommendations may have evolved as part of the planning process and need to be inserted into the Capital Improvement Program.

Mid-term and Long-term priorities are activities which are considered important, but placed "down the road" in recognition of the fact that limited resources are available both in terms of time and money to implement the Plan. Mid-term and long-term capital projects may also require some intermediate planning and design activity before project implementation can take place.

The Department of Development Services will prepare annually a report that would be submitted to the Mayor, Common Council, and the Planning and Zoning Commission summarizing the implementation status of the Action Agenda of the adopted Plan of Conservation and Development. The report would discuss the status of each of the Action Items and recommend actions that need to be taken to assure implementation of the Plan of Conservation and Development.

## Implementing Responsibilities

The efforts of a number of public and private agencies and organizations will be needed in order to implement One City, One Plan. They are:

**ACOTE-** Advisory Commission On The Environment

**BOE** - Board of Education

**BID-** Hartford Business Improvement District

**CC-** Corporation Counsel

**CDC-** Community Development Corporations

**Council**– Court of Common Council

**CRCOG** - Capitol Region Council of Governments

**CTT**-Connecticut Transit

**CVB**- Convention & Visitors Bureau

**DEP**- Connecticut Department of Environmental Protection

**DPW** - Department of Public Works

**DDS** - Department of Development Services

- Housing
- Planning
- L&I (Licenses & Inspections)
- Economic Development

**DOT**- Connecticut Department of Transportation

**ED**- Energy Director

**GHAC**- Greater Hartford Arts Council

**HHA** – Hartford Housing Authority

**HHS** – Health & Human Services

**HFD** - Hartford Fire Department

**HPA**- Hartford Parking Authority

**HPC**- Hartford Preservation Commission

**HPD** - Hartford Police Department

**HPL** - Hartford Public Library

**HRA**- Hartford Redevelopment Agency

**MDC**- Metropolitan District

**MHA**- Metro Hartford Alliance

**NRZ**- Neighborhood Revitalization Zone Committees

**PAC**- Parks Advisory Commission

**PO**- Private Organization

**P&Z**- Planning & Zoning Commission

**RR**- Riverfront Recapture

**WDP**- Workforce Development Partners

Objective	Action Item	Responsibility (Lead, Support)	Potential Funding Source/ Implementation Mechanism	Ongoing	Short Term (2010-2013)	Mid Term (2013-2016)	Long Term (2016-2020)	Chapter
<b>Goal 1: Promote Livable &amp; Sustainable Neighborhoods</b>								
1. Provide Quality Housing	Complete an analysis of proposed reuses for abandoned residential properties	<b>DDS-Planning</b>			●			5
	Enhance and protect the character of existing residential areas through code enforcement & Rehabilitation	<b>DDS- L&amp;I, Planning</b>		●				5
	Promote the development of new housing that meets the needs of today's buyers and renters	<b>DDS- L&amp;I, Housing</b>		●				5
	Strategically market City-owned vacant lots in neighborhoods surrounding Downtown for new housing	<b>DDS-Housing</b>		●				5
	Combine City-owned vacant lots to create larger developable sites to attract private housing developers	<b>DDS</b>		●				5
	Offer remaining vacant City-owned lots to adjacent property owners	<b>DDS</b>		●				5
2. Promote Maintenance of Housing & Neighborhoods	Create a "mini repair" program that provides low-income and elderly residents with free labor for completing small home repairs	<b>DDS-Housing</b>			●			5
	Develop a residential rehabilitation program to assist Hartford homeowners in improving and maintaining the facades of their homes	<b>DDS-Housing</b>			●			5
	Advance the concept of stewardship to encourage renters to maintain their neighborhoods	<b>CDCs</b>		●				5
	Promote on-site ownership to limit the impacts of absentee property management	<b>DDS-Housing, CDCs</b>		●				5
	Make repairing, replacing & maintaining public infrastructure components in residential neighborhoods a top Priority	<b>DPW</b>	CIP	●				5

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	Ensure that the building code and blight-related ordinances are strictly enforced	<b>DDS-L&amp;I</b>		●				5
3. Ensure Affordability of Housing	Use federal and state programs to facilitate home ownership opportunities	<b>DDS- Housing, HHA</b>		●				5
	Promote employer-based incentives for home purchases in the City	<b>DDS-EconDev</b>		●				5
4. Revise Housing-Related Regulations	Revise the zoning code to change the measurement of residential density from "persons per acre" and "families per acre" to "dwelling units per acre"	<b>DDS- Planning</b>			●			6
5. Improve Schools	Continue school reform efforts to improve student achievement	<b>BOE</b>		●	●	●	●	9
	Offer school choice in keeping with strong neighborhoods	<b>BOE</b>		●	●	●	●	9
	Improve & better utilize school facilities	<b>BOE</b>	CIP	●	●	●	●	9
	Continue to review school facilities with the goal of reducing the number of buildings	<b>BOE</b>		●	●	●	●	9
	Align school facilities with enrollment projections	<b>BOE</b>		●	●	●	●	9
	Promote schools as a community resource	<b>BOE, HHS</b>		●	●	●	●	9
6. Improve Community Facilities	Improve facilities as identified in the Community Facilities and Neighborhoods chapters		CIP	●				9
7. Consolidate Municipal Facilities	Implement Board of Education and Munciple Recommendations	<b>DPW, DDS</b>			●	●	●	9

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8. Increase Park Programming & Educational Activities	Renew investment in the City's organized athletic leagues	HHS			●	●	●	11
9. Update the Parks Master Plan	Market existing parks and invest in park website improvements	HHS			●			11
10. Improve Communication Regarding Recreation Programs	Create digital and print inventories of all programs	HHS			●	●	●	11
	Promote recreation programs in community facilities	HHS			●	●	●	11
11. Enhance Public Safety	Improve community policing	HPD		●				9
	Use incident data & mapping to efficiently deploy resources	HPD		●				9
	Involve police in community revitalization efforts	HPD			●	●	●	9
12. Focus on the Built Environment to Improve Safety	Ensure adequate street and facility lighting	DDS-Planning		●				6
	Keep "eyes on the street" by designing new buildings with safety in mind	DDS-Planning		●				5
13. Emphasize Complete Streets	Adopt a complete streets highway design policy at the City-level	DPW, DDS-Planning			●			8
	Encourage ConnDOT to revise their Highway Design manual to provide balanced guidance on public right-of-way design to serve non-motorized and motorized travel	Legislative Delegation			●			8
14. Implement the New Britain-Hartford Bus Rapid Transit (BRT) plan	Ensure that the existing bus system connects to the new BRT system	CTT				●	●	8

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15. Improve Roadway Connectivity, Efficiency & Safety	Employ traffic calming techniques in residential areas	DPW	CIP	●				8
16. Improve Existing Bus Service	Study routes to determine how to integrate new cross-town routes	CRCOG, CTT				●		8
17. Help Existing Businesses to Remain in Hartford	Utilize the Façade Program to improve business's appearance	DDS-EconDev, Planning	CDBG	●				7
	Increase access to capital financing to support business development, retention & expansion	DDS-EconDev	CDBG	●				7
18. Make Specific Corridor and Area Improvements	Develop Urban Design Standards for Downtown North	DDS-Planning			●			10
	Implement the Downtown North Redevelopment Plan	DDS, DPW			●	●	●	10
19. Ensure a Skilled and Growing Workforce	Make sure residents are qualified to fill positions	WDP, BOE		●				7
	Attract new skilled workers to become residents	WDP, BOE		●				7
	Encourage development of youth employment placement programs	WDP, BOE		●				7
	Address transportation & child care related issues of trainees & job seekers	WDP		●				7
	Align job training with employer needs	DDS-EconDev		●				7
20. Improve Access to Jobs	Develop job opportunities for neighborhood residents	DDS-EconDev		●				7



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	Ensure access to job-funding programs for residents & businesses	<b>DDS-EconDev</b>		●				7
21. Attract New Businesses	Market Hartford as an attractive place for hi-tech business	<b>DDS-EconDev</b>		●				7
	Build the City's Grant List by promoting and encouraging commercial infill in identified corridors	<b>DDS-EconDev</b>		●				7
	Develop a recruitment plan that identifies target areas and industries	<b>DDS-EconDev</b>		●				7
	Work with regional bodies to market the region as a location for labor-intensive manufacturing and high growth industries	<b>DDS-EconDev</b>		●				7
22. Help Existing Businesses to Remain in Hartford	Provide technical assistance in real estate referral, financial counseling, and business plan development	<b>DDS-EconDev</b>	CDBG	●				7
23. Reduce Waste	Coordinate with MDC to collect & reuse hazardous household materials	<b>DPW, MDC</b>		●				12
24. Sustain Public Health	Improve air quality by reducing vehicle emissions and planting trees	<b>DPW</b>		●				12
<b>Goal 2: Protect the City's Natural and Built Environment</b>								
1. Protect Historic Resources	Designate Hartford as a Certified Local Government to qualify for Federal Historic Preservation Grants	<b>HPC, DDS-Planning</b>			●			3
	Proactively identify Hartford's most vital historic properties and designate them individually	<b>HPC, DDS-Planning</b>			●			3
	Utilize Local District Designation to maximize property owner input and participation	<b>HPC</b>		●				2

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	Examine advances in building materials to determine what may be most appropriate for historic renovations	HPC, DDS- Planning		●				2
2. Update Historic Standards & Regulations	Update Hartford's Historic Preservation Ordinance to clarify procedures involving demolition of historic properties	DDS-Planning, CC, Council			●			3
3. Ensure Appropriate Redevelopment, Restoration and Rehabilitation	Utilize design standards & incentives to protect and enhance the character of existing buildings and neighborhoods	DDS-Planning, Housing		●				3
	Identify funding sources to help property owners make historically appropriate alterations	DDS-Housing		●				3
	Promote the use of Hartford's "Guidelines for Renovations and Additions to Historic Buildings"	DDS-Planning, Housing		●				3
	Build upon the successes of the historic preservation ordinance to protect all historically significant properties	HPC		●				3
4. Promote Mixed Use Development Downtown	Develop a "Green Print" plan for vacant and underutilized buildings and surface parking lots	DDS-Planning				●		10
5. Make Specific Corridor and Area Improvements	Develop Urban Design Standards for Downtown North	DDS-Planning			●			10
6. Update the Parks Master Plan	Review the existing park system for potential additions/deletions (including Batterson Park)	DPW, DDS				●		11
	Link open spaces to provide safe pedestrian walking & bike paths	DPW, DDS			●			11
	Review availability of neighborhood parks in all neighborhoods	HHS, DDS- Planning, DPW				●		11

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7. Plan for Park Maintenance & Improvements	Implement specific park improvements as identified in the Parks & Open Space chapter	DPW, HHS	CIP		●	●	●	11
	Prepare an annual maintenance plan	HHS, DPW			●	●	●	11
	Create a program to promote park maintenance by residents	HHS			●			11
	Seek partners to sponsor parks	HHS			●			11
8. Protect Existing Open Space	Designate existing parks as "Green Space/Open Space/Conservation" in the City's Generalized Land Use Plan	P&Z			●			11
	Develop clear standards for commercial uses and activities in City Parks	PAC, P&Z			●			11
	Renew the scenic vistas into parks and open space from the surrounding neighborhoods	DPW		●				11
	Protect the historic nature of Hartford's parks	P&Z, DDS- Planning, Council		●				11
9. Increase Park Programming & Educational Activities	Develop environmental education programs linked to the CT DEP "No Child Left Inside" program	HHS			●			11
10. Manage the Tree Canopy	Allocate money to maintain trees	Council			●	●	●	12
	Complete a City-wide tree canopy assessment and create a targeted tree planting program	DPW, DDS- Planning				●		12
	Monitor, maintain, replace and enhance existing trees as part of the City's maintenance plan	DPW		●				12

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	Promote the benefits of trees	HHS		●				12
11. Improve Storm water Management	Complete the FEMA-mandated Dike Rehabilitation & Improvement Plan	DPW			●			12
	Conduct a city-wide stormwater management study	MDC, DDS- Planning, DPW			●			12
	Resolve the issue of shared storm water responsibility between the City and the MDC	MDC, DDS- Planning, DPW			●			12
	Utilize NEMO stormwater best practices	DDS-Planning, L&I		●				12
	Implement the NPDES Phase II stormwater management plan	DDS-Planning, DPW		●				12
12. Protect the Connecticut River	Implement an environmentally sensitive reuse plan for the landfill	DPW				●		12
	Utilize the river for recreation to help increase awareness of water quality issues	RR		●				12
	Work the MDC on the Clean Water Project to reduce sewage discharges	DPW, MDC		●				12
13. Enhance Environmental Education Efforts	Increase awareness of the watershed & water systems	HHS		●				12
14. Improve Water Quality	Regulate the use of herbicides and pesticides in maintenance of municipal facilities	DPW		●				12
	Work with the State to evaluate expanding DEP's Urban Fishing program to include Goodwin Park	DPW, DEP				●		12

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	Improve water quality in all park ponds and the Park River	DEP		●				11
	Fund Clean Water Projects	Council		●				12
	Work with the MDC on the Clean Water Project and a comprehensive stormwater management program	DPW, MDC		●				12
	Support the efforts of existing organizations to expand public awareness of the watershed boundaries and to improve water quality within them	HHS		●				12
	Use regulatory site plan review as a tool to ensure stormwater quality measures are implemented in new developments	DDS-Planning		●				12
15. Reduce Development Impacts	Ensure that development is limited in floodplains and riparian corridors	DDS-Planning, P&Z		●				11
	Encourage the construction of "net zero" buildings to limit impacts and use of natural resources	DDS-Planning, P&Z		●				11
16. Promote Good Urban Design	Update design guidelines to promote rain gardens, green roofs and permeable paving to reduce storm water runoff	DDS-Planning			●			12
<b>Goal 3: Enhance Mobility through Transit, Pedestrian and Bike Systems City-Wide</b>								
1. Improve Pedestrian Connections, Conditions & Level of Service	Hold events which encourage individuals to try biking and walking for transportation purposes	HHS			●	●	●	8
	Improve pedestrian connections to Downtown	DDS-Planning, DOT, DPW				●		8
	Create a pedestrian wayfinding system with kiosks, signage & markers	MHA, BID, GHAC				●		8

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	Improve streetscapes in key corridors & in Downtown	<b>DDS-Planning,</b> <i>DPW</i>	CIP	●				8
	Improve signal timing at crosswalks to promote pedestrian safety & convenience	<b>DPW</b>		●				8
	Increase pedestrian level of service by redesigning key intersections Downtown	<b>DPW, DDS-</b> <i>Planning</i>		●				10
	Develop a wayfinding plan to Improve connects among existing cultural activity centers & entertainment areas Downtown	<b>DDS-Planning,</b> <i>DPW, MHA</i>		●				10
2. Improve Bicycle Infrastructure	Provide bicycle parking facilities with a mix of lockers and racks	<b>HPA</b>			●	●	●	8
	Print & promote maps showing safe and convenient bicycle routes	<b>CRCOG</b>			●	●	●	8
	Provide education on safe riding skills, as well as sharing the road for bicyclists, pedestrians & motorists	<b>CRCOG</b>			●	●	●	8
	Provide shower facilities convenient to employment locations	<b>MHA, PO</b>			●	●	●	8
	Connect regional & National trails	<b>CRCOG</b>		●				8
	Connect neighborhoods to employment centers, shopping centers & parks	<b>CRCOG</b>		●				8
	Invest in sidewalks, bike lanes, wide shoulders, wide outside lanes, and multi use trails	<b>DDS-Planning,</b> <i>DPW</i>	CIP	●				8
3. Emphasize Complete Streets	Encourage ConnDOT to revise their Highway Design manual to provide balanced guidance on public right-of-way design to serve non-motorized and motorized travel	<b>Legislative Delegation</b>			●			8

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	Adopt a complete streets highway design policy at the City-level	DPW, DDS- Planning			●			8
	Encourage ConnDOT to revise their Highway Design manual to provide balanced guidance on public right-of-way design to serve non-motorized and motorized travel	Legislative Delegation			●			8
	Encourage ConnDOT to revise their Highway Design manual to provide balanced guidance on public right-of-way design to serve non-motorized and motorized travel	Legislative Delegation			●			8
4. Reduce Dependence on Single Occupancy Vehicles	Promote carpooling and ridesharing	MHA, HPA, PO		●				8
	Expand car-sharing (Zipcar)	MHA, BID, PO		●				8
	Establish a goal to allow for 4,500 additional housing units Downtown	DDS			●			10
	Pursue & encourage additional residential development in the area surrounding Front Street	State of CT				●		10
5. Implement the Hartford Transportation Pathways Strategy & Make Improvements to the Union Station Area	Develop a design concept for Amtrak to follow in the replacement of the Asylum & Church rail bridges	DOT, DDS- Planning, DPW			●			8
	Make improvements to the following: Farmington/Asylum intersection, Sumner St, Flower St, Garden St, Myrtle St, & Trinity St	DOT, DDS- Planning, EconDev, DPW	CIP, Grants		●	●	●	8
6. Implement the New Britain-Hartford Bus Rapid Transit (BRT) plan	Ensure that the existing bus system connects to the new BRT system	CTT				●	●	8
	Establish four (4) new transit stations in Hartford	DOT				●		8

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7. Improve Downtown Vehicular Circulation & Connectivity	Implement the Downtown Circulation Study	<b>DDS-Planning, DPW</b>			●			10
8. Improve Existing Bus Service	Study routes to determine how to integrate new cross-town routes	<b>CRCOG, CTT</b>				●		8
	Work with CT Transit to develop user-friendly system maps	<b>CRCOG, CTT</b>			●			8
	Expand bus hours & routes to match activities, particularly Downtown	<b>CTT, MHA</b>			●	●	●	10
9. Make Specific Corridor and Area Improvements	Implement the Downtown North Redevelopment Plan	<b>DDS, DPW</b>			●	●	●	10
	Improve Main Street by implementing the 2010 Downtown Convergence recommendations	<b>DDS-Planning, DPW</b>	CIP, Grants		●	●	●	10
	Improve Main Street by studying alternate design concepts to improve functionality, aesthetics, pedestrian accessibility and circulation	<b>DDS-Planning, MHA</b>				●		10
	Improve the Capitol Avenue Corridor by creating a mixed-use neighborhood, replacing surfacing parking with structured parking, and developing available land with new buildings	<b>DDS-Planning</b>	LU Map, Zoning Ord, CIP		●			10
10. Promote Transit Oriented Development	Include TOD concepts in revised zoning code	<b>DDS-Planning</b>			●			8
11. Rationalize Downtown Parking	Create a comprehensive parking strategy for Downtown and the neighborhoods	<b>HPA, DDS-EconDev, Planning, MHA</b>				●		10
12. Improve Roadway Connectivity, Efficiency & Safety	Synchronize signals to reduce idling & improve pedestrian LOS	<b>DPW</b>		●				8
	Develop an "access management" plan to combine driveways and reduce curb cuts in commercial corridors	<b>DDS-Planning</b>		●				8



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13. Improve Passenger Rail	Improve regional and commuter rail options	DOT		●				8
14. Improve Regional Connectivity	Implement BRT, Commuter Rail, & Union Station upgrades	DOT		●				10
15. Update the Parks Master Plan	Link open spaces to provide safe pedestrian walking & bike paths	DPW			●			11
16. Improve Air Quality	Focus on public transit to reduce the number of vehicles traveling on the interstate highways	DPW		●				12
<b>Goal 4: Advance Downtown's Role as the Region's Center for Commerce, Culture and City Living</b>								
1. Create New Housing Units Downtown	Ensure new housing is affordable for a variety of income groups by creating set-aside requirements	P&Z			●			10
	Establish a goal to allow for 4,500 additional housing units	DDS			●			10
	Pursue & encourage additional residential development in the area surrounding Front Street	State of CT				●		10
	Ensure new housing is appropriate for the following market segments: students, active adult/empty nesters, young professionals, families	P&Z		●				10
2. Promote Mixed Use Development Downtown	Address potential conflicts between entertainment & residential uses	DDS-Planning			●			10
	Incentivize development with a housing component	DDS-Housing, Council, Tax Dep t		●				10
3. Improve Pedestrian Connections, Conditions & Level of Service	Create a pedestrian wayfinding system for the entire Downtown with kiosks, signage & markers	MHA, BID, GHAC				●		8

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	Develop a wayfinding plan to specifically to improve connections among existing cultural activity centers & entertainment areas	<b>DDS-Planning, DPW, MHA</b>		●				10
	Hold events which encourage individuals to try biking and walking for transportation purposes	<b>HHS</b>			●	●	●	8
	Improve pedestrian connections to Downtown	<b>DDS-Planning, DOT, DPW</b>				●		8
	Increase pedestrian level of service by redesigning key intersections	<b>DPW, DDS-Planning</b>		●				10
	Improve the pedestrian experience by implementing streetscapes	<b>DPW, DDS-Planning</b>		●				10
4. Encourage 24/7 Activity Downtown	Create public spaces that can serve as spontaneous gathering points	<b>MHA, DDS-EconDev, Planning, DPW</b>				●		10
	Develop businesses with evening and weekend peak uses	<b>MHA, DDS-EconDev</b>			●			10
5. Develop Hartford's "Creative Economy"	Coordinate existing arts assets and address needs of the creative community	<b>MHA, GHAC, DDS-EconDev</b>			●	●	●	7
	Encourage development of gallery & studio space	<b>MHA, GHAC, DDS-EconDev</b>			●	●	●	7
	Encourage new residential development that is attractive to artists and young business professionals	<b>MHA, GHAC, DDS-EconDev</b>			●	●	●	7
	Promote the continued development and expansion of assets such as the Capitol Community College	<b>MHA, GHAC, DDS-EconDev</b>			●	●	●	7
	Strengthen the portion of Hartford's economy centered around arts, culture, education and entrepreneurship	<b>MHA, GHAC, DDS-EconDev</b>			●	●	●	7

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6. Diversify Downtown's Economic Base	Establish a taskforce to attract scientific/technical services, medical, arts & entertainment sectors	<b>MHA</b>			●			10
7. Help Existing Businesses to Remain in Hartford	Increase access to capital financing to support business development, retention & expansion	<b>DDS-EconDev</b>	CDBG	●				7
8. Pursue Already Identified Economic Development Initiatives	Implement Economic Development Plans for Downtown North, Downtown West II, and Constitution Plaza East	<b>DDS-EconDev</b>						
9. Increase Occupancy & Improve Appearance of Existing Commercial Buildings	Establish a taskforce to create a retail marketing strategy with aggressive performance measures	<b>MHA, DDS-EconDev</b>			●			10
10. Improve Downtown Transit Options	Expand bus hours & routes to match activities	<b>CTT, MHA</b>			●	●	●	10
11. Improve Downtown Vehicular Circulation & Connectivity	Implement the Downtown Circulation Study	<b>DDS-Planning, DPW</b>			●			10
12. Improve Regional Connectivity	Implement BRT, Commuter Rail, & Union Station upgrades	<b>DOT</b>						
13. Rationalize Downtown Parking	Create a comprehensive parking strategy for Downtown and the neighborhoods	<b>HPA, DDS-EconDev, Planning, MHA</b>				●		10
14. Make Specific Corridor and Area Improvements	Implement the Downtown North Redevelopment Plan	<b>DDS, DPW</b>			●	●	●	10
	Improve Main Street by implementing the 2010 Downtown Convergence recommendations	<b>DDS-Planning, DPW</b>	CIP, Grants		●	●	●	10
	Improve Main Street by studying alternate design concepts to improve functionality, aesthetics, pedestrian accessibility and circulation	<b>DDS-Planning, MHA</b>				●		10

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	Improve the Capitol Avenue Corridor by creating a mixed-use neighborhood, replacing surfacing parking with structured parking, and developing available land with new buildings	<b>DDS-Planning</b>	LU Map, Zoning Ord, CIP		●			10
15. Promote Hartford Through Marketing	Highlight and promote Hartford's cultural assets as a collective unit	<b>MHA, GHAC, CVB</b>			●			10
	Develop a Green Print plan for vacant and underutilized buildings and surface parking lots	<b>DDS-Planning</b>				●		10
<b>Goal 5: Promote and Encourage the Integration of Sustainable Practices</b>								
1. Emphasize Clean & Renewable Energy Management	Adopt a goal for the City government to achieve 100% attainment from clean energy sources by 2030	<b>Council</b>			●			12
	Complete an energy audit of municipal buildings	<b>ED, DPW</b>			●			12
	Encourage employee energy conservation through a Conservation Awareness Program	<b>ED</b>			●			12
	Reduce the City's annual energy use and Greenhouse Gas profile by 20%, and building energy expense by 10% by 2013	<b>ED, DPW</b>				●		12
	Obtain new clean energy systems via the Connecticut Clean Energy Communities Program	<b>ED</b>		●				12
	Encourage installation of renewable energy systems for commercial & residential properties	<b>ED, DDS-Planning, L&amp;I</b>		●				12
	Retrofit municipal buildings with energy efficient equipment	<b>ED, DPW</b>		●				12
	Promote energy conservation practices at Hartford schools	<b>BOE</b>		●				12

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	Replace incandescent traffic signals & street lights with LEDs	DPW		●				12
2. Enhance Environmental Education Efforts	Create a city-wide anti-littering program	HHS			●			12
	Increase awareness of the watershed & water systems	HHS			●			12
	Work to educate residents about recycling	HHS			●			12
3. Evaluate the City's Energy Use	Develop and implement a comprehensive energy management plan	ED			●	●	●	9
4. Reduce Environmental Impacts	Conduct environmental reviews prior to building	DDS-Planning		●				12
	Support Brownfield remediation	DPW		●				12
5. Improve Air Quality	Evaluate the synchronization of traffic signals to reduce idling	DPW			●			12
	Focus on public transit to reduce the number of vehicles traveling on the interstate highways	DPW		●				12
6. Improve Stormwater Management	Utilize NEMO stormwater best practices	DDS-Planning, L&I		●				12
	Implement the NPDES Phase II stormwater management plan	DDS-Planning, DPW		●				12
7. Improve Water Quality	Regulate the use of herbicides and pesticides in maintenance of municipal facilities	DPW			●			12

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	Work with the State to evaluate expanding DEP's Urban Fishing program to include Goodwin Park	DPW, DEP				●		12
	Use regulatory site plan review as a tool to ensure stormwater quality measures are implemented in new developments	DDS-Planning		●				12
8. Make Hartford the Center for Energy Technology Innovation	Create a task force to explore how to make Hartford the Regional Energy Efficiency Capitol	MHA, DDS-EconDev			●			7
	Create new green jobs utilizing existing skill sets	MHA, DDS-EconDev				●	●	7
	Leverage Hartford's workforce, area colleges & universities, infrastructure, and underutilized manufacturing space	MHA, DDS-EconDev				●	●	7
	Work with the Connecticut Technology Council, United Technologies and others to explore how Hartford can become recognized as the center of energy efficient technology	MHA, DDS-EconDev				●	●	7
9. Manage the Tree Canopy	Allocate money to maintain trees	Council			●	●	●	12
	Complete a City-wide tree canopy assessment and create a targeted tree planting program	DPW, DDS-Planning				●		12
10. Promote Good Urban Design	Update design guidelines to promote rain gardens, green roofs and permeable paving to reduce storm water runoff	DDS-Planning			●			12
9. Promote Green Building Practices	Develop Green Building and Green Renovation Guidelines	DDS-Planning, L&I				●		12
	Ensure that 60% of City schools and municipal buildings score 75 or greater on the EPA Energy Star benchmarking tool by 2013	ED, BOE, DPW				●		12
	Promote LEED standards to address energy savings, water efficiency, carbon emissions reduction, and improved indoor air quality	DDS-Planning, L&I			●	●	●	12

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	Provide incentives for the inclusion of sustainable design elements	<b>DDS-Planning, L&amp;I</b>			●	●	●	12
	Require that all new commercial construction over 50,000 SF and all new municipal buildings over 5,00 sf be LEED Certified Silver	<b>DDS-Planning, Council</b>			●			12
11. Promote Mixed Use Development Downtown	Develop a Green Print plan for vacant and underutilized buildings and surface parking lots	<b>DDS-Planning</b>				●		10
12. Promote Transit Oriented Development	Include TOD concepts in revised zoning code	<b>DDS-Planning</b>			●			8
13. Protect the Connecticut River	Implement an environmentally sensitive reuse plan for the landfill	<b>DPW</b>			●			12
	Work the MDC on the Clean Water Project to reduce sewage discharges	<b>DPW, MDC</b>		●				12
14. Reduce Waste	Consider a plastic bag surcharge	<b>DPW</b>				●		12
	Develop a backyard composting program	<b>DPW</b>				●		12
	Evaluate Pay-As-You-Throw programs	<b>DPW</b>				●		12
	Require recycling in all City offices and agencies	<b>Mayor</b>			●			12
	Continue the following programs: Single Stream Recycling, "Hartford Gold" leaf composting program, Waste & Recycling Academy	<b>DPW</b>		●				12
	Coordinate with MDC to collect & reuse hazardous household materials	<b>DPW, MDC</b>		●				12

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15. Sustain Public Health	Fund lead abatement programs	Council		●				12
	Remediate asbestos in residential structures	HHS	CDBG	●				12
	Support initiatives to monitor, track & manage asthma	HHS		●				12
	Remediate brownfields	DPW		●				12
	Support the Healthy Hartford Initiative	HHS		●				12
	Reduce littering and illegal dumping through aggressive enforcement and fines for violators	DDS-L&I		●				12
<b>Additional Action Items</b>								
1. Ensure compatibility between Land Use and Zoning maps	Review and revise zoning regulations and map to reflect adopted Land Use map	DDS-Planning			●			14
2. Revise the Zoning Code	Streamline the number of permitted uses	DDS-Planning			●			14
	Organize zoning regulations around concepts of form, scale, design and performance standards	DDS-Planning			●			14
	Redefine density as “units per acre” rather than “people per acre” and “families per acre”	DDS-Planning			●			14
	Provide incentives for green and sustainable practices	DDS-Planning			●			14



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	Develop specific design districts to accomplish identified goals	<b>DDS-Planning</b>			●			14
	Stimulate adaptive reuse of buildings and land	<b>DDS-Planning</b>			●			14
	Provide incentives for Transit Oriented Development around BRT stations and other transportation hubs.	<b>DDS-Planning</b>			●			14
	Address parking issues in the Central Business District	<b>DDS-Planning</b>			●			14
	Increase residential density in the central business district	<b>DDS-Planning</b>			●			14
3. Implement Hartford 2010 recommendations for the six Tridents		<b>DDS, Various</b>			●	●	●	13
4. Implement NRZ Plans		<b>DDS, Various</b>			●	●	●	13
5. Pursue Already Identified Economic Development Initiatives	Continue support of Adriaen's Landing	<b>DDS-EconDev</b>		●				7
6. Address the Tax Structure	Advocate for State-wide property tax reform to reduce the burden on Homeowners and to encourage private investment in businesses and neighborhoods	<b>MHA, Council</b>		●				7
7. Revise Parking Policies & Regulations	Offer discounted parking rates for multiple occupant vehicles at HPA facilities	<b>HPA</b>			●			8
	Review parking regulations to ensure they are consistent with smart growth & sustainability	<b>DDS-Planning</b>			●			8
	Provide discounted rates or preferred parking for private alternative fuel & high mileage fuel vehicles	<b>HPA, BID</b>		●				8

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8. Improve Roadway Connectivity, Efficiency & Safety	Review one-way street patterns	<b>DDS-Planning</b>		●				8
	Update traffic control devices	<b>DPW</b>		●				8
9. Improve Capacity of and Connections to Airports	Implement service improvements to Bradley International Airport	<b>MHA, DOT</b>		●				8