

Action Agenda



KEY TOPICS

- Implementation Tasks
- Implementation Responsibilities
- Action Agenda



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Introduction

In order to implement the various recommendations contained in this Plan of Conservation and Development, an Action Agenda is included at the end of the Plan. The Action Agenda was formed as a result of the public participation process, and it identifies goals, objectives, recommendations and actions; the lead agencies proposed for implementation; and the timeframe for implementation.

While the State of Connecticut designates the Planning and Zoning Commission to adopt the Plan, the success of the Plan will depend upon the entire community. The Mayor, the Court of Common Council and all community stakeholders must join together in achieving the goals and objectives.

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.

Some objectives and associated action items may be listed under more than one of the five key goals due to their interdisciplinary nature.

Implementation Tasks

Timeframes are defined 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 activities 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 will be submitted to the Mayor, Common Council, the community stakeholders, and the Planning and Zoning Commission. The report will summarize the implementation status of the Action Agenda and note steps that need to be taken to facilitate implementation of the Plan.

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

CF– Capital Facilities, Office of the Mayor

CL&P– Connecticut Light & Power

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

DRB– City of Hartford Design Review Board

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– City of Hartford Historic 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

PO- Private Organization

PRAC- Parks Advisory Commission

P&Z– City of Hartford Planning & Zoning Commission

RR- Riverfront Recapture

WDP- Workforce Development Partners

The action agenda also includes a potential funding source or implementation mechanism for several items. They are:

CIP– Capital Improvement Program

CDBG– Community Development Block Grant

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	Goal
Goal 1: Promote Livable & Sustainable Neighborhoods									
1. Provide Quality Housing	Promote the development of new housing and redevelopment of existing housing that meets the affordability, size, ownership type, and locational needs of Hartford residents of today and tomorrow	DDS- L&I, Housing		●				14	1
	Complete an analysis of proposed reuses for abandoned residential properties	DDS-Planning			●			14	1
	Enhance and protect the character of existing residential areas through code enforcement & rehabilitation	DDS- L&I,		●				14	1
	Strategically market City-owned vacant lots in neighborhoods surrounding Downtown for new housing	DDS-Housing, Econ Dev		●				14	1
	Combine City-owned vacant lots to create larger developable sites to attract private housing developers	DDS		●				14	1
	Offer remaining vacant City-owned lots to adjacent property owners	DDS		●				14	1
2. Promote Maintenance of Housing & Neighborhoods	Develop a residential rehabilitation program to assist Hartford homeowners in improving and maintaining the facades of their homes	DDS-Housing			●			14	1
	Advance the concept of stewardship to encourage renters to maintain their neighborhoods	CDCs, NRZs		●				14	1
	Promote on-site ownership to limit the impacts of absentee property management	DDS-Housing, CDCs		●				14	1
	Make repairing, replacing & maintaining public infrastructure components in residential neighborhoods a top priority	DPW, Council	CIP	●				14	1
	Ensure that the building code and blight-related ordinances are strictly enforced	DDS-L&I, CC		●				14	1

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Goal 1: Promote Livable & Sustainable Neighborhoods									
	Eliminate unsightly vacant lots through re-use, e.g. green space, community gardens, construction							14	
3. Ensure Affordability of Housing	Use federal and state programs to facilitate home ownership opportunities	DDS- Housing, HHA		●				14	1
	Promote employer-based incentives for home purchases in the City	DDS-EconDev, Council		●				14	1
4. Improve Schools	Continue school reform efforts to improve student achievement	BOE		●	●	●	●	11	1
	Offer school choice in keeping with strong neighborhoods	BOE		●	●	●	●	11	1
	Improve & better utilize school facilities	BOE, Mayor, Council	CIP	●	●	●	●	11	1
	Continue to review school facilities with the goal of reducing the number of buildings	BOE		●	●	●	●	11	1
	Align school facilities with enrollment projections	BOE		●	●	●	●	11	1
	Promote schools as a community resource	BOE, HHS		●	●	●	●	11	1
5. Improve Community Facilities	Improve facilities as identified in the Community Facilities and Neighborhoods chapters	CF, DPW, CC	CIP	●				11	1
6. Consolidate Municipal Facilities	Implement Board of Education and municipal recommendations as contained in the POCD and background studies	DPW, DDS			●	●	●	11	1

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Goal 1: Promote Livable & Sustainable Neighborhoods									
7. Increase Park Programming & Educational Activities	Renew investment in the City's organized athletic leagues	HHS, Council			●	●	●	10	1
8. Update the Parks Master Plan	Market existing parks and invest in park website improvements	Mayor, DPW			●			10	1
9. Improve Communication Regarding Recreation Programs	Create digital and print inventories of all programs	HHS			●	●	●	10	1
	Promote recreation programs in community facilities	HHS			●	●	●	10	1
10. Enhance Public Safety	Improve community policing	HPD		●				11	1
	Use incident data & mapping to efficiently deploy resources	HPD		●				11	1
	Involve police in community revitalization efforts	HPD, NRZs, DDS			●	●	●	11	1
11. Focus on the Built Environment to Improve Safety	Ensure adequate street and facility lighting	DPW, CL&P		●				4	1
	Keep "eyes on the street" by designing new buildings with safety in mind	DDS-Planning		●				14	1
12. Emphasize Complete Streets	Adopt a complete streets roadway design policy at the City level	DPW, DDS-Planning, P&Z, Council			●			8	1
	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	1

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	Goal
Goal 1: Promote Livable & Sustainable Neighborhoods									
13. Implement the New Britain-Hartford Bus Rapid Transit (BRT) plan	Ensure that the existing bus system connects to the new BRT system	CTT		●		●	●	8	1
14. Improve Roadway Connectivity, Efficiency & Safety	Employ traffic calming techniques in residential areas where appropriate	DPW	CIP	●				8	1
15. Improve Existing Bus Service	Study routes to determine how to integrate new cross-town routes	CRCOG, CTT				●		8	1
16. Help Existing Businesses to Remain in Hartford	Utilize the Façade Program to improve business's appearance	DDS-EconDev, Planning	CDBG	●				6	1
	Increase access to capital financing to support business development, retention & expansion	DDS-EconDev	CDBG	●				6	1
17. Make Specific Corridor and Area Improvements	Develop Urban Design Standards for Downtown North	DDS-Planning, P&Z			●			7	1
	Implement the Downtown North Redevelopment Plan	DDS, DPW			●	●	●	7	1
18. Ensure a Skilled and Growing Workforce	Provide training to residents for emerging jobs	WDP, BOE, DDS-EconDev, HPL		●				6	1
	Attract new skilled workers to become residents	WDP, BOE, DDS-EconDev		●				6	1
	Encourage development of youth employment placement programs	WDP, BOE, DDS-EconDev, HPL		●				6	1
	Address transportation & child care related issues of trainees & job seekers	WDP, DDS		●				6	1

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Goal 1: Promote Livable & Sustainable Neighborhoods									
	Align job training with employer needs	DDS-EconDev, HPL		●				6	1
19. Improve Access to Jobs	Develop job opportunities for neighborhood residents	DDS-EconDev		●				6	1
	Ensure access to job-funding programs for residents & businesses	DDS-EconDev, WDP		●				6	1
20. Attract New Businesses	Market Hartford as an attractive place for high-tech business	DDS-EconDev, HPL		●				6	1
	Build the City's Grand List by promoting and encouraging commercial infill in identified corridors	DDS		●				6	1
	Develop a recruitment plan that identifies target areas and industries	DDS-EconDev		●				6	1
	Work with regional bodies to market the region as a location for high growth industries	DDS-EconDev		●				6	1
	Rehabilitate or reconfigure abandoned or under-utilized industrial and commercial buildings for new commercial development	DDS-EconDev		●				6	1
21. Help Existing Businesses to Remain in Hartford	Provide technical assistance in real estate referral, financial counseling, and business plan development	DDS-EconDev, HPL	CDBG	●				6	1
22. Reduce Waste	Coordinate with MDC to collect & reuse hazardous household materials	DPW, MDC		●				9	1
23. Sustain Public Health	Improve air quality by reducing vehicle emissions	DPW		●				9	1

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Goal 1: Promote Livable & Sustainable Neighborhoods									
	Improve air quality by planting trees	DPW		●				9	1
24. Support a dynamic public library system	Continue to develop adult and family literacy services to improve literacy levels throughout the City	HPL		●				9	1
	Provide civic integration services for growing immigrant and refugee population	HPL		●				11	1
	Improve service delivery throughout the neighborhoods through smart and innovative use of facilities	HPL		●				11	1
	Explore placing branches in multi-use facilities and/or schools	HPL		●				11	1
	Improve capacity and capability as a source of job and career services within the City	HPL		●				11	1
	Promote libraries as community centers	HPL		●				11	1

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Goal 2: Protect the City's Natural and Built Environment									
1. Protect Historic Resources	Designate Hartford as a Certified Local Government to qualify for Federal Historic Preservation Grants	HPC, DDS- Planning, HPL			●			12	2
	Proactively identify Hartford's most vital historic properties and designate them individually	HPC, DDS- Planning			●			12	2
	Utilize Local District Designation to maximize property owner input and participation	HPC		●				2	2
	Examine advances in building materials to determine what may be most appropriate for historic renovations	HPC, DDS- Planning		●				2	2
	Install historic markers throughout the city to encourage walking tours and other forms of history-related tourism	HPA			●			12	2
2. Update Historic Standards & Regulations	Update Hartford's Historic Preservation Ordinance to clarify procedures involving demolition of historic properties	DDS-Planning, CC, Council			●			12	2
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		●				12	2
	Identify funding sources to help property owners make historically appropriate alterations	DDS-Housing, HPL		●				12	2
	Promote the use of Hartford's "Guidelines for Renovations and Additions to Historic Buildings"	DDS-Planning, Housing, HPL		●				12	2
	Build upon the successes of the historic preservation ordinance to protect all historically significant properties	HPC		●				12	2
4. Promote Mixed Use Development Downtown	Develop a "Green Print" plan for vacant and underutilized buildings and surface parking lots	DDS				●		7	2

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Goal 2: Protect the City's Natural and Built Environment									
5. Make Specific Corridor and Area Improvements	Develop Urban Design Standards for Downtown North	DDS-Planning			●			7	2
6. Update the Parks Master Plan	Review the existing park system for potential additions/deletions (including Batterson Park)	DPW, DDS				●		10	2
	Link open spaces to provide safe pedestrian walking & bike paths	DPW, DDS			●			10	2
	Review availability of neighborhood parks in all neighborhoods	HHS, DDS-Planning, DPW				●		10	2
7. Plan for Park Maintenance & Improvements	Implement specific park improvements as identified in the Parks & Open Space chapter	DPW, HHS	CIP		●	●	●	10	2
	Prepare an annual Parks maintenance plan	HHS, DPW			●	●	●	10	2
	Create a program to promote park maintenance by residents	HHS, DPW			●			10	2
	Seek partners to sponsor parks	HHS, MHA, MDC			●			10	2
8. Protect Existing Open Space	Designate existing parks as "Green Space/Open Space/Conservation" in the City's Generalized Land Use Plan	P&Z			●			10	2
	Develop clear standards for commercial uses and activities in City Parks	PRAC, P&Z, CC, HPL			●			10	2
	Renew the scenic vistas into parks and open space from the surrounding neighborhoods	DPW		●				10	2

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Goal 2: Protect the City's Natural and Built Environment									
	Protect the historic nature of Hartford's parks	P&Z, DDS- Planning, Council, HPC		●				10	2
9. Increase Park Programming & Educational Activities	Develop environmental education programs linked to the CT DEP "No Child Left Inside" program	HHS, HPL			●			10	2
10. Manage the Tree Canopy	Complete a City-wide tree canopy assessment and create a targeted tree planting program	DPW, DDS- Planning				●		9	2
	Monitor, maintain, replace and enhance existing trees as part of the City's maintenance plan	DPW		●				9	2
	Promote the benefits of trees	HHS		●				9	2
11. Improve Storm water Management	Complete the FEMA-mandated Dike Rehabilitation & Improvement Plan	DPW			●			9	2
	Conduct a city-wide stormwater management study	MDC, DDS- Planning, DPW			●			9	2
	Resolve the issue of shared storm water responsibility between the City and the MDC	MDC, DDS- Planning, DPW			●			9	2
	Utilize NEMO stormwater best practices	DDS-Planning, L&I		●				9	2
	Implement the NPDES Phase II stormwater management plan	DDS-Planning, DPW		●				9	2
12. Protect the Connecticut River	Implement an environmentally sensitive reuse plan for the landfill	DPW				●		9	2

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Goal 2: Protect the City's Natural and Built Environment									
	Utilize the river for recreation to help increase awareness of water quality issues	RR		●				9	2
	Work with the MDC on the Clean Water Project to reduce sewage discharges	DPW, MDC		●				9	2
13. Enhance Environmental Education Efforts	Increase awareness of the watershed & water systems	HHS, DEP		●				9	2
14. Improve Water Quality	Regulate the use of herbicides and pesticides in maintenance of municipal facilities	DPW		●				9	2
	Work with the State to evaluate expanding DEP's Urban Fishing program to include Goodwin Park	DPW, DEP				●		9	2
	Improve water quality in all park ponds and the Park River	DEP		●				10	2
	Fund Clean Water Projects	Council		●				9	2
	Work with the MDC on the Clean Water Project and a comprehensive stormwater management program	DPW, MDC		●				9	2
	Support the efforts of existing organizations to expand public awareness of the watershed boundaries and to improve water quality within them	HHS		●				9	2
	Use regulatory site plan review as a tool to ensure stormwater quality measures are implemented in new developments	DDS-Planning		●				9	2
15. Reduce Development Impacts	Ensure that development is limited in floodplains and riparian corridors	DDS-EconDev, HPL		●				10	2

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Goal 2: Protect the City's Natural and Built Environment									
	Encourage the construction of "net zero" buildings to limit impacts and use of natural resources	DDS-Planning, P&Z		●				10	2
16. Promote Good Urban Design	Update design guidelines to promote rain gardens, green roofs and permeable paving to reduce storm water runoff	DDS-Planning, HPL			●			9	2

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
1. Improve Pedestrian Connections, Conditions & Level of Service	Hold events which encourage individuals to try biking and walking for transportation purposes	HHS, MHA, HPL			●	●	●	8	3
	Improve pedestrian connections to Downtown	DDS-Planning, DOT, DPW				●		8	3
	Create a pedestrian wayfinding system with kiosks, signage & markers	MHA, BID, GHAC				●		8	3
	Improve streetscapes in key corridors & in Downtown	DDS-Planning, DPW	CIP	●				8	3
	Improve signal timing at crosswalks to promote pedestrian safety & convenience	DPW		●				8	3
	Increase pedestrian level of service by redesigning key intersections Downtown	DPW, DDS-Planning		●				7	3
	Develop a wayfinding plan to Improve connects among existing cultural activity centers & entertainment areas Downtown	DDS-Planning, DPW, MHA, HPL		●				7	3
2. Improve Bicycle Infrastructure	Provide bicycle parking facilities with a mix of lockers and racks	HPA			●	●	●	8	3
	Print & promote maps showing safe and convenient bicycle routes	CRCOG			●	●	●	8	3
	Provide education on safe riding skills, as well as sharing the road for bicyclists, pedestrians & motorists	CRCOG			●	●	●	8	3
	Provide shower facilities convenient to employment locations	MHA, PO			●	●	●	8	3

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
	Connect regional & National trails	CRCOG		●				8	3
	Connect neighborhoods to employment centers, shopping centers & parks	CRCOG		●				8	3
	Invest in sidewalks, bike lanes, wide shoulders, wide outside lanes, and multi use trails	DDS, DPW	CIP	●				8	3
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	Legislative Delegation			●			8	3
	Adopt a complete streets highway design policy at the City-level	DPW, DDS-Planning, P&Z, Council			●			8	3
	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	3
	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	3
4. Reduce Dependence on Single Occupancy Vehicles	Promote carpooling and ridesharing	MHA, HPA, PO		●				8	3
	Expand car-sharing (Zipcar)	MHA, BID, PO		●				8	3
	Establish a goal to allow for 4,500 additional housing units Downtown	DDS, P&Z			●			7	3
	Pursue & encourage additional residential development in the area surrounding the Front Street retail area.	State of CT, MHA				●		7	3

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
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	3
	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	3
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	3
	Focus on public transit to reduce the number of vehicles traveling on the interstate highways	DOT				●		8	3
7. Improve Downtown Vehicular Circulation & Connectivity	Implement the Downtown Circulation Study recommendation to enhance the founders bridge gateway;	DDS-Planning, DPW			●			10	3
	Convert the following to two-way streets: Columbus Blvd between State St and Talcott St and Market St between Kinsley St and State St	DDS-Planning, DPW			●			8	3
	Convert the following to two-way streets: Asylum St between Ford St & Trumbull St	DDS-Planning, DPW			●			8	3
	Convert the following to two-way streets: North Chapel St between High St and Pleasant St	DDS-Planning, DPW			●			8	3
	Modify the intersection of Market, Morgan and North Chapel Sts	DDS-Planning, DPW			●			8	3
	Optimize signal operations to increase pedestrian LOS	DDS-Planning, DPW							
	Implement a wayfinding signage program;	DDS-Planning, DPW			●			8	3

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
8. Improve Existing Bus Service	Study routes to determine how to integrate new cross-town routes	CRCOG, CTT				●		8	3
	Work with CT Transit to develop user-friendly system maps and install signage with bus route and schedule information throughout the City	CRCOG, CTT			●			8	3
	Expand bus hours & routes to match activities, particularly Downtown	CTT, MHA			●	●	●	7	3
	Explore the installation of "smart buses" and "smart bus stops" that integrate Geographic Positioning Systems (GPS)	CTT, CRCOG			●			7	3
9. Make Specific Corridor and Area Improvements	Implement the Downtown North Redevelopment Plan	DDS, DPW			●	●	●	7	3
	Improve Main Street by implementing the 2010 Downtown Convergence recommendations	DDS, DPW	CIP, Grants		●	●	●	7	3
	Improve Main Street by studying alternate design concepts to improve functionality, aesthetics, pedestrian accessibility and circulation	DDS-Planning, MHA				●		7	3
	Improve the Capitol Avenue Corridor by creating a mixed-use neighborhood, replacing surfacing parking with structured parking, and developing available land with new buildings	DDS, DPW	LU Map, Zoning Ord, CIP		●			7	3
10. Promote Transit Oriented Development	Include TOD concepts in revised zoning code	DDS-Planning, P&Z			●			8	3
11. Rationalize Downtown Parking	Create a comprehensive parking strategy for Downtown and the neighborhoods	HPA, DDS-EconDev, Planning, MHA				●		10	3
12. Improve Roadway Connectivity, Efficiency & Safety	Synchronize signals to reduce idling & improve pedestrian LOS	DPW		●				8	3

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
	Develop an "access management" plan to combine driveways and reduce curb cuts in commercial corridors	DDS-Planning		●				8	3
13. Improve Passenger Rail	Improve regional and commuter rail options	DOT		●				8	3
14. Improve Regional Connectivity	Implement BRT, Commuter Rail, & Union Station upgrades	DOT		●				7	3
15. Update the Parks Master Plan	Link open spaces to provide safe pedestrian walking & bike paths	DPW			●			10	3
16. Revise Transportation Policies & Regulations	Offer discounted parking rates for multiple occupant vehicles at HPA facilities	HPA			●			8	6
	Review parking regulations to ensure they are consistent with smart growth & sustainability	DDS-EconDev, HPL			●			8	6
	Provide discounted rates or preferred parking for private alternative fuel & high mileage fuel vehicles	HPA, BID		●				8	6
17. Improve Roadway Connectivity, Efficiency & Safety	Review one-way street patterns city-wide	DDS-Planning		●				8	6
	Update traffic control devices	DPW		●				8	6
18. Improve Capacity of and Connections to Airports	Implement service improvements to Bradley International Airport	MHA, DOT		●				8	6
	Support a study of the governing structure of Bradley International Airport	DOT				●		8	6

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Goal 3: Enhance Mobility through Transportation, Transit, Pedestrian and Bike Systems City-Wide									
	Support the development of a transit connection to Bradley International Airport via the Griffin Corridor.	Mayor, MHA, DOT					●	8	6
19. Implement Hartford 2010 recommendations for the six Tridents	Make improvements to South Green-Barnard Park traffic flow- see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
	Implement the Terry Square Trident recommendations-see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
	Implement the Albany-Main Street Trident recommendations-see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
	Implement the Asylum Farmington Trident recommendations-see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
	Implement the Downtown Convergence Trident recommendations-see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
	Implement the Upper Albany Trident recommendations-see Hartford 2010 Plan	DDS, Various			●	●	●	13	6
20. Improve Air Quality	Focus on public transit to reduce the number of vehicles traveling on the interstate highways	DPW		●				9	3

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Goal 4: Advance Downtown's Role as the Region's Center for Commerce, Culture and City Living									
1. Create New Housing Units Downtown	Ensure new housing is affordable for a variety of income groups by creating set-aside requirements	P&Z				●		7	4
	Establish a goal to allow for 4,500 additional housing units	DDS			●			7	4
	Pursue & encourage additional residential development in the area surrounding Front Street	State of CT				●		7	4
	Ensure new housing is appropriate for the following market segments: students, active adult/empty nesters, young professionals	P&Z		●				7	4
2. Promote Mixed Use Development Downtown	Address potential conflicts between entertainment & residential uses	DDS-Planning			●			7	4
	Incentivize development with a housing component	DDS-Housing, Council, Tax Dept		●				7	4
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	4
	Develop a wayfinding and sidewalk route plan to specifically to improve connections among existing cultural activity centers & entertainment areas	DDS-Planning, DPW, MHA, HPL		●				7	4
	Hold events which encourage individuals to try biking and walking for transportation purposes	HHS, HPL			●	●	●	8	4
	Improve pedestrian connections to Downtown	DDS-Planning, DOT, DPW				●		8	4
	Increase pedestrian level of service by redesigning key intersections	DPW, DDS-Planning		●				7	4

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Goal 4: Advance Downtown's Role as the Region's Center for Commerce, Culture and City Living									
	Improve the pedestrian experience by implementing streetscapes	DPW, DDS- Planning		●				7	4
	Install trash and recycling bins, together, throughout Downtown	BID		●				7	4
4. Encourage 24/7 Activity Downtown	Create public spaces that can serve as spontaneous gathering points	MHA, DDS- EconDev, Planning, DPW, HPL				●		7	4
	Develop businesses with evening and weekend peak uses	MHA, DDS- EconDev, HPL			●			7	4
	Encourage family-friendly establishments	MHA, BID		●				7	4
5. Develop Hartford's "Creative Economy"	Coordinate existing arts assets and address needs of the creative community	MHA, GHAC, DDS- EconDev, HPL			●	●	●	6	4
	Encourage development of gallery & studio space	MHA, GHAC, DDS- EconDev, HPL			●	●	●	6	4
	Encourage new residential development that is attractive to artists and young business professionals	MHA, GHAC, DDS- EconDev			●	●	●	6	4
	Promote the continued development and expansion of assets such as the Capitol Community College	MHA, GHAC, DDS- EconDev			●	●	●	6	4
	Strengthen the portion of Hartford's economy centered around arts, culture, education and entrepreneurship	MHA, GHAC, DDS- EconDev, HPL			●	●	●	6	4
6. Diversify Downtown's Economic Base	Establish a taskforce to attract scientific/technical services, medical, arts & entertainment sectors	Mayor, MHA, HPL			●			7	4

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Goal 4: Advance Downtown's Role as the Region's Center for Commerce, Culture and City Living									
	Encourage the creation of an indoor, year-round venue for vendors	MHA		●				7	4
7. Help Existing Businesses to Remain in Hartford	Increase access to capital financing to support business development, retention & expansion	DDS-EconDev	CDBG	●				6	4
8. Pursue Already Identified Economic Development Initiatives	Implement Economic Development Plans for Downtown North, Downtown West II, and Constitution Plaza East	DDS-EconDev, HRA, DDS-Planning			●			6	4
	Work with the State of Connecticut to determine the appropriate course of action regarding the future of the XL Center and the potential for a new arena that meets the needs of the City, region and State.	DDS, Mayor, Council				●		6	4
9. Increase Occupancy & Improve Appearance of Existing Commercial Buildings	Establish a taskforce to create a retail marketing strategy with aggressive performance measures	MHA, Mayor, DDS-EconDev			●			7	4
10. Improve Downtown Transit Options	Expand bus hours & routes to match activities	CTT, MHA			●	●	●	7	4
11. Improve Downtown Vehicular Circulation & Connectivity	Implement the Downtown Circulation Study recommendation to enhance the founders bridge gateway;	DDS-Planning, DPW			●			7	4
	Convert the following to two-way streets: Columbus Blvd between State St and Talcott St and Market St between Kinsley St and State St	DDS-Planning, DPW						8	
	Convert the following to two-way streets: Asylum St between Ford St & Trumbull St	DDS-Planning, DPW						8	
	Convert the following to two-way streets: North Chapel St between High St and Pleasant St	DDS-Planning, DPW						8	
	Modify the intersection of Market, Morgan and North Chapel Sts	DDS-Planning, DPW						8	

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Goal 4: Advance Downtown's Role as the Region's Center for Commerce, Culture and City Living									
	Optimize signal operations to increase pedestrian LOS	DDS-Planning, DPW						8	
	Implement a wayfinding signage program;	DDS-Planning, DPW						8	
12. Improve Regional Connectivity	Implement BRT, Commuter Rail, & Union Station upgrades	DOT			●	●	●	8	4
13. Rationalize Downtown Parking	Create a comprehensive parking strategy for Downtown and the neighborhoods	HPA, DDS-EconDev, Planning, MHA				●		7	4
14. Make Specific Corridor and Area Improvements	Implement the Downtown North Redevelopment Plan	DDS, DPW			●	●	●	7	4
	Improve Main Street by implementing the 2010 Downtown Convergence recommendations	DDS-Planning, DPW	CIP, Grants		●	●	●	7	4
	Improve Main Street by studying alternate design concepts to improve functionality, aesthetics, pedestrian accessibility and circulation	DDS-Planning, MHA				●		7	4
	Improve the Capitol Avenue Corridor by creating a mixed-use neighborhood, replacing surfacing parking with structured parking, and developing available land with new buildings	DDS-Planning	LU Map, Zoning Ord, CIP		●			7	4
15. Promote Hartford Through Marketing	Highlight and promote Hartford's cultural assets as a collective unit	MHA, GHAC, CVB, HPL			●			7	4
	Develop a Green Print plan for vacant and underutilized buildings and surface parking lots	DDS-Planning				●		7	4
16. Pursue Already Identified Economic Development Initiatives	Continue support of Adriaen's Landing	DDS-EconDev, HPL		●				6	6

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Goal 5: Promote and Encourage the Integration of Sustainable Practices									
1. Emphasize Clean & Renewable Energy Management	Adopt a goal for the City government to achieve 100% attainment from clean energy sources by 2030	Council			●			9	5
	Complete an energy audit of municipal buildings	ED, DPW			●			9	5
	Encourage employee energy conservation through a Conservation Awareness Program	ED			●			9	5
	Reduce the City's annual energy use and Greenhouse Gas profile by 20%, and building energy expense by 10% by 2013	ED, DPW				●		9	5
	Obtain new clean energy systems via the Connecticut Clean Energy Communities Program	ED			●			9	5
	Encourage installation of renewable energy systems for commercial & residential properties	ED, DDS-Planning, L&I			●			9	5
	Retrofit municipal buildings with energy efficient equipment	ED, DPW			●			9	5
	Promote energy conservation practices at Hartford schools	BOE			●			9	5
	Replace incandescent traffic signals & street lights with LEDs	DPW			●			9	5
2. Enhance Environmental Education Efforts	Create a city-wide anti-littering program	HHS			●			9	5
	Increase awareness of the watershed & water systems	HHS			●			9	5

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Goal 5: Promote and Encourage the Integration of Sustainable Practices									
	Work to educate residents about recycling	HHS, DPW			●			9	5
3. Evaluate the City's Energy Use	Develop and implement a comprehensive energy management plan	ED			●	●	●	11	5
4. Reduce Environmental Impacts	Conduct environmental reviews prior to building	DDS-Planning		●				9	5
	Support Brownfield remediation	DPW		●				9	5
5. Improve Air Quality	Evaluate the synchronization of traffic signals to reduce idling	DPW			●			9	5
	Focus on public transit to reduce the number of vehicles traveling on the interstate highways	DPW		●				9	5
6. Improve Stormwater Management	Utilize NEMO stormwater best practices	DDS-Planning, L&I		●				9	5
	Implement the NPDES Phase II stormwater management plan	DDS-Planning, DPW		●				9	5
7. Improve Water Quality	Regulate the use of herbicides and pesticides in maintenance of municipal facilities	DPW			●			9	5
	Work with the State to evaluate expanding DEP's Urban Fishing program to include Goodwin Park	DPW, DEP				●		9	5
	Use regulatory site plan review as a tool to ensure stormwater quality measures are implemented in new developments	DDS-Planning		●				9	5

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Goal 5: Promote and Encourage the Integration of Sustainable Practices									
8. Make Hartford the Center for Energy Technology Innovation	Create a task force to explore how to make Hartford the Regional Energy Efficiency Capitol	Mayor, MHA, DDS-EconDev			●			6	5
	Create new green jobs utilizing existing skill sets	MHA, DDS-EconDev				●	●	6	5
	Leverage Hartford's workforce, area colleges & universities, infrastructure, and underutilized manufacturing space	MHA, DDS-EconDev, HPL				●	●	6	5
	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				●	●	6	5
9. Manage the Tree Canopy	Complete a City-wide tree canopy assessment and create a targeted tree planting program	DPW, DDS-Planning				●		9	5
10. Promote Good Urban Design	Update design guidelines to promote rain gardens, green roofs and permeable paving to reduce storm water runoff	DDS-Planning			●			9	5
11. Promote Green Building Practices	Develop Green Building and Green Renovation Guidelines	DDS-Planning, L&I				●		9	5
	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				●		9	5
	Promote LEED standards to address energy savings, water efficiency, carbon emissions reduction, and improved indoor air quality	DDS-Planning, L&I, DPW			●	●	●	9	5
	Provide incentives for the inclusion of sustainable design elements	DDS, L&I, DPW, ED			●	●	●	9	5
	Require that all new commercial construction over 100,000 SF and all new municipal buildings over 100,000 sf be LEED Certified	DDS-Planning, Council			●			9	5

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Goal 5: Promote and Encourage the Integration of Sustainable Practices									
12. Promote Mixed Use Development Downtown	Develop a Green Print plan for vacant and underutilized buildings and surface parking lots	DDS-Planning				●		7	5
13. Promote Transit Oriented Development	Include TOD concepts in revised zoning code	DDS-Planning			●			8	5
14. Protect the Connecticut River	Implement an environmentally sensitive reuse plan for the landfill	DPW			●			9	5
	Work the MDC on the Clean Water Project to reduce sewage discharges	DPW, MDC		●				9	5
15. Reduce Waste	Consider a plastic bag surcharge	DPW, Council				●		9	5
	Develop a backyard composting program	DPW				●		9	5
	Evaluate Pay-As-You-Throw programs	DPW				●		9	5
	Require recycling in all City offices and agencies	Mayor			●			9	5
	Continue the following programs: Single Stream Recycling, "Hartford Gold" leaf composting program, Waste & Recycling Academy	DPW		●				9	5
	Coordinate with MDC to collect & reuse hazardous household materials	DPW, MDC		●				9	5
	Install trash and recycling bins, together, throughout Downtown	DDS-EconDev, HPL		●				9	5

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Goal 5: Promote and Encourage the Integration of Sustainable Practices									
	Promote deconstruction, rather than demolition, of buildings that cannot be rehabilitated	DDS-L&I		●				9	5
	Encourage the creation of a Materials Exchange	MHA			●			9	5
16. Sustain Public Health	Fund lead abatement programs	HHS		●				9	5
	Remediate asbestos in residential structures	HHS	CDBG	●				9	5
	Support initiatives to monitor, track & manage asthma	HHS		●				9	5
	Remediate brownfields	DPW		●				9	5
	Support the Healthy Hartford Initiative	HHS, HPL		●				9	5
	Reduce littering and illegal dumping through aggressive enforcement and fines for violators	DDS-L&I		●				9	5

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Land Use Goals									
1. Ensure compatibility between Land Use and Zoning maps	Review and revise zoning regulations and map to reflect adopted Land Use map	DDS-Planning			●			5	6
2. Revise the Zoning Code	Streamline the number of permitted uses	DDS-Planning			●			5	6
	Organize zoning regulations around concepts of form, scale, design and performance standards	DDS-Planning			●			5	6
	Redefine density as “units per acre” rather than “people per acre” and “families per acre”	DDS-Planning			●			5	6
	Provide incentives for green and sustainable practices	DDS-Planning			●			5	6
	Develop specific design districts to accomplish identified goals	DDS-Planning			●			5	6
	Stimulate adaptive reuse of buildings and land	DDS-Planning			●			5	6
	Provide incentives for Transit Oriented Development around BRT stations and other transportation hubs.	DDS-Planning			●			5	6
	Address parking issues in the Central Business District	HPA, DDS-Planning, DPW			●			5	6
	Increase residential density in the central business district	DDS-Planning			●			5	6
3. Implement Neighborhood Plans consistent with One City, One Plan	Work with neighborhood groups to pursue neighborhood plans	DDS, <i>Constituent Services, DPW</i>			●	●	●	13	6

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	Goal
General Goals									
1. 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	MHA, Council		●				6	6
2. Ensure consistency with POCD	Review all Federal and State funding requests to ensure that they are consistent with the POCD	DDS			●	●	●	3	6