

IV. Performance Measures and Monitoring Plan

A. Implementation Plan

In order to implement this neighborhood strategic plan, the South Green Neighborhood Revitalization Zone Committee must identify sources of funding to carry out specific actions and either forge alliances with entities having the technical expertise and capacity to undertake each plan element or develop the capacity for plan implementation internally.

1. Barnard/South Green Park Component

The Barnard/South Green Park component of the neighborhood strategic plan involves park improvement and park maintenance activities as well as the rehabilitation or redevelopment of several large properties immediately adjacent to the park. Initial park improvement activities and the completion of full park improvement designs will be financed through a combination of City of Hartford CDBG funds, the Parks Trust Fund and Urban Act funds. Federal ISTEA funds will be sought to complete overall park improvements. An entity such as the City of Hartford or SINA, which has the ability to coordinate large-scale public improvements, would be the most appropriate facilitator of this element of the plan.

Once park improvements are in place, coordination of on-going park maintenance and events programming will be required. These activities could be carried out either by a new Friends of the Park organization formed by the South Green Neighborhood Revitalization Zone Committee or by one of the community organizations, such as the Hispanic Health Council or La Casa de Puerto Rico, whose offices are adjacent to the Park.

The remainder of rehabilitation and redevelopment activities recommended for the Barnard/South Green Park area will likely require the participation of private developers and the assistance of the City of Hartford's Redevelopment Authority in assembling parcels for development.

2. Franklin Avenue Component

Activities involved in the Franklin Avenue component of the neighborhood strategic plan include streetscape upgrades, commercial expansion and the rehabilitation and redevelopment of the area's deteriorated residential properties to create greater affordable homeownership opportunities in the community. The implementation of streetscape improvements would be an appropriate activity for the Franklin Avenue Merchants' Association (FAMA), if that organization felt it had the capacity to undertake such a project. If FAMA does not wish to be responsible for the streetscape improvement project, the South Green Neighborhood Revitalization Zone Committee will need to develop the capacity to undertake this plan element.

Similarly, the creation of a compact retail district between Shultas Place and Warner Street should be led by either FAMA or the South Green Neighborhood Revitalization Zone Committee.

The demolition of the vacant and deteriorated property at 169 Franklin Avenue (plan element #8) has recently been completed. The rehabilitation of 105-107 Franklin is being undertaken by a private developer.

Other residential rehabilitation activities called for in the Franklin Avenue component of the plan are appropriate projects for one or more experienced non-profit developer(s). The South Green Neighborhood Revitalization Zone Committee will work with the City of Hartford to acquire these properties so that they can be made available for rehabilitation. The South Green NRZ Committee will discuss these projects with the area community development corporations identified in the Community Resources section above and determine whether any have interest in involvement in these homeownership development opportunities. The selected non-profit(s) would then be responsible for acquiring any properties which the City of Hartford is unable to secure, arranging financing for these properties, managing their rehabilitation, and completing resale of these properties to new residents.

The 118-136 Franklin Avenue model -- which involves the development of four owner/investor properties with each property containing a larger third floor owner's unit, two second floor apartments and two first floor commercial spaces -- would also receive retailer recruitment support from the Spanish American Merchants Association.

3. Wethersfield Avenue Component

The Wethersfield Avenue component of the neighborhood strategic plan involves the expansion of convenience good retailing within the area to serve the community and to increase employment opportunities for area residents. This plan component requires upgrading the Wethersfield Avenue streetscape and demolition and rehabilitation of targeted problem properties in the area. Additionally, the component requires the development of neighborhood-serving retail uses within the Wethersfield Avenue area and the establishment of an educational training facility at the soon-to-be-vacated Academy of Performing Arts complex.

Implementation of this plan component will require the participation of several organizational entities. The South Green Neighborhood Revitalization Zone Committee will take responsibility for coordination of Wethersfield Avenue streetscape improvements and will work with the Wethersfield Avenue Area Coalition to recruit retail/commercial users or educational/social service organizations to available spaces at 383 and 393-395 Wethersfield Avenue. (The Community Renewal Team has recently indicated that it would locate day care and Head Start programs in a large portion of the 393-395 Wethersfield Avenue property.)

The South Green Neighborhood Revitalization Zone Committee will coordinate the demolition of deteriorated properties on Wethersfield Avenue by the City of Hartford to provide additional parking to the adjacent commercial uses. The NRZ Committee will monitor the City of Hartford's acquisition and demolition of these properties and the interested adjacent property owners will construct the

parking lots.

The development of up to 40,000 SF of convenience retailing at the 159-165 Wethersfield Avenue site will require the participation of a private retail developer. Retailing recruitment support will be provided by the Spanish American Merchants Association. Targeted retailing for this location will include encouraging the current C-Town supermarket to expand and recruiting a chain drug store, a fast-food restaurant and a laundromat.

Finally, the establishment of educational training programs at the Academy of Performing Arts complex will be undertaken by the City of Hartford Public Schools leasing space from the Capitol Region Education Council (CREC). The South Green Neighborhood Revitalization Zone Committee will coordinate program development with the City of Hartford Public Schools to assure that the curriculum offered meets the educational and employment training needs of South Green's adult population.

4. South Green Housing Improvement Component

This component of the neighborhood strategic plan seeks to diminish the presence of vacant and deteriorated residential properties in the South Green community, reduce the housing density of the neighborhood through the reconfiguration of smaller housing units into larger units appropriate for families and encourage community stabilization through the provision of affordable homeownership and rental opportunities.

In order to implement the elements of this plan component, the South Green Neighborhood Revitalization Zone Committee will work with the City of Hartford to acquire these properties so that they can be made available for rehabilitation or other reuse. This housing improvement component also involves the demolition of targeted properties at 57 and 63-65 Benton Street to provide additional parking for adjacent non-automotive commercial uses. As with the Wethersfield Avenue component of the plan, the South Green Revitalization Zone Committee will monitor the City of Hartford's acquisition and demolition of these properties and the adjacent property owners will be responsible for development of the parking lots.

Initial housing rehabilitation activities will be concentrated on and near Benton Street. The South Green NRZ Committee will discuss this initial project with the area community development corporations identified in the Community Resources section above and will select one interested non-profit to undertake this effort. The selected non-profit will work with the South Green NRZ Committee to determine a rehabilitation strategy for each property. This developer will then be responsible for completing any acquisition not achieved by the City of Hartford, arranging financing and managing the rehabilitation and resale of these properties to homeowners at the completion of construction. This initial Benton Street effort will include 13-15, 14, 27-29 and 47 Benton Street and may also include 109-111 Franklin.

To complete rehabilitation of other residential properties in this area, the South Green NRZ Committee will discuss these projects with the area community development corporations identified in the Community Resources section above and determine whether any have interest in involvement

in these homeownership development opportunities. The selected non-profit(s) will work with the South Green NRZ Committee to determine a rehabilitation strategy for each property. These developers will then be responsible for completing any acquisition not achieved by the City of Hartford, arranging financing and managing the rehabilitation and resale of these properties to homeowners at the completion of construction.

Development of the “village” cluster of 10-12 single family detached homes off Shultas Place will likely be implemented in a similar manner to the housing rehabilitation activities: the South Green Neighborhood Revitalization Zone Committee will work with the City of Hartford to acquire these properties; then a selected non-profit housing developer will be responsible for arranging financing and constructing and selling the new homes.

B. Process for Modifying Plan and Further Planning Activities

The South Green Neighborhood Revitalization Zone Strategic Plan is not intended to act as a rigid guide for neighborhood improvement. As plan elements are completed, and as future issues arise within the community, the strategic plan should be modified to more accurately reflect South Green's needs and its vision for change. The South Green Neighborhood Revitalization Zone Committee must plan to regularly assess the plan's relevance to the community's needs and modify the plan to address these needs.

C. Recommendations for Establishing Multi-Agency Delivery Teams

As discussed in the Implementation Plan section above, implementation of the South Green Neighborhood Revitalization Zone Strategic Plan will require the assistance of many other individuals and organizations. The South Green Neighborhood Revitalization Zone Committee recognizes that it does not have the technical expertise or the capacity to undertake many of the plan elements. Rather than attempting to develop the skills and organizational breadth to carry out this plan on its own -- which would delay plan implementation and require the Neighborhood Revitalization Zone Committee to compete against existing organizations for limited resources -- the Neighborhood Revitalization Zone Committee intends to act in a coordinating role.

The South Green Neighborhood Revitalization Zone Committee will identify and approach the organizations most appropriate to undertake each plan activity (many of which are listed in the Community Resources section of this report) and provide them with the assistance they need to complete these activities.

D. Method for Determining Whether Plan Meets Its Goals

The South Green Neighborhood Revitalization Zone Committee will regularly assess the pace of implementation of the plan. As plan elements are completed, and as future issues arise within the community, the strategic plan should be modified to more accurately reflect South Green's on-going needs.