

TOWN OF WINDHAM
BOARD OF SELECTMEN

ORDINANCE
~~RESOLUTION~~ No. 1042
XXXXXXXXXXXXXXXXXXXX

BE IT ~~RESOLVED~~ ^{ORDAINED} by the Board of Selectmen

THAT

The Natchaug-Willimantic Revitalization Zone Strategic Plan be approved and adopted pursuant to Section 7-602 of the Connecticut General Statutes as presented in the attached document; and

The Strategic Plan may be amended in the future by Resolution of the Town of Windham Board of Selectmen; and

The Natchaug-Willimantic Neighborhood Revitalization Zone Committee is charged with the task of implementation of the Strategic plan; and

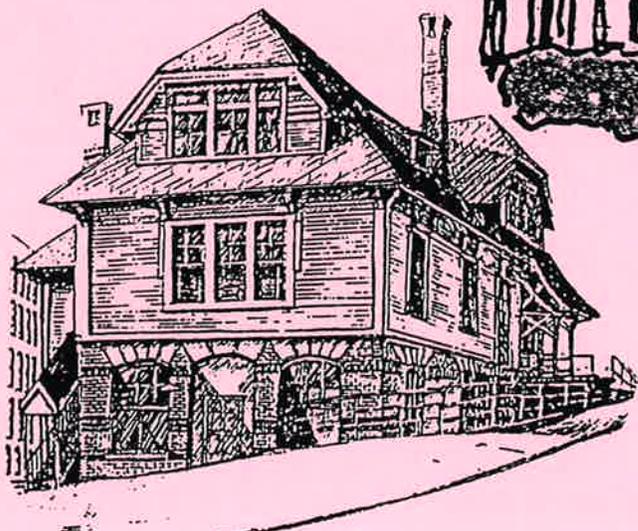
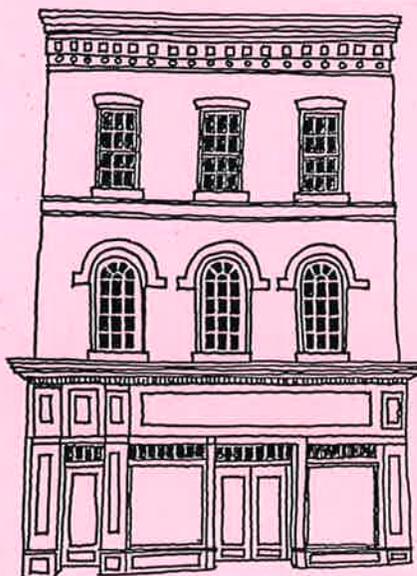
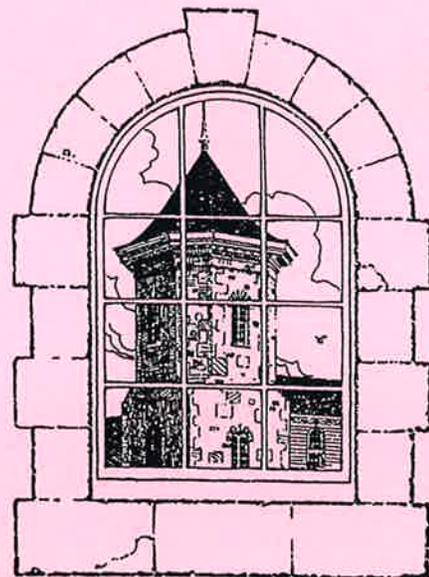
The Natchaug-Willimantic Neighborhood Revitalization Zone Committee submits reports on implementation of the strategic plan pursuant to Section 7-602 of the Connecticut General Statutes.

Introduced By: *Annika Natchaug*

Adopted: November 4, 1998

Jiane Patin
Clerk of the Board

**NATCHAUG / WILLIMANTIC
NEIGHBORHOOD
REVITALIZATION ZONE**



STRATEGIC PLAN

JUNE, 1998

Table of Contents

Section I -

NARRATIVE

Section II -

PROBLEMS & RECOMMENDATIONS

- A. BEAUTIFICATION**
- B. COMMUNITY**
- C. ECONOMIC DEVELOPMENT**
- D. EDUCATION**
- E. LANDLORDS & TENANTS**
- F. PUBLIC SAFETY**

Section III -

NRZ MAP

Section IV -

MEMBERSHIP

- A. STAKEHOLDERS**
- B. STEERING COMMITTEE**
- C. STRATEGIC PLAN COMMITTEE**
- D. MEETING ATTENDANCE LIST**
- E. SAMPLE MEETING NOTICES**

Section V -

BY-LAWS

The areas that make up the Natchaug-Willimantic Neighborhood Revitalization Zone (NRZ) are a wonderful patchwork quilt of historic buildings and facades, neighborhoods with an ethnic, social and financial diversity second to no other city in Connecticut. With our beautiful rivers, newly renovated mill complex, historic The Windham Textile and History Museum and The Northeast Connecticut Railroad Museum our NRZ stands as a yet to be completed work of art.

The Natchaug-Willimantic NRZ is located in Windham, Connecticut. Its boundaries lie northerly at Prospect Street from Windham to Jackson Street to Ash Street, to the railroad tracks, easterly along the Natchaug River, south along the Willimantic River and west at Windham Street from Prospect to Main Street to Bridge Street off Jackson Street. The neighborhood includes the Windham Mills Technology Center, which is a major state economic development project that is revitalizing what was once the largest factory in the world. The recent surge of development promises to revive economic vitality in the immediate area, as well as the eastern region of Connecticut. It is anticipated that demand for quality housing, employment opportunities, and property values will continue to increase as the Windham Mills Project moves forward. **Empowering this neighborhood to take control of its future couldn't be timelier!**

This densely populated neighborhood has experienced a significant amount of unemployment, poverty and crime related to drug activity. The area contains a great deal of housing originally constructed by the American Thread Company to house mill workers. From the 1940's on the hard working immigrant people who came to Willimantic to work in the mills first lived in this housing until they scrimped and saved enough to move into their own home in another neighborhood or in many cases bought these homes themselves.

With the passage of time these neighborhoods, with so much pride and ethnic heritage, began to change. As the hard working owner occupants who helped define the neighborhood's identity retired or passed on, many of the homes were sold to investors who lived elsewhere. Long considered to be an area of inexpensive housing, the neighborhood has experienced decline with the loss of employment related to the closing of the mill in the early 1980's. According to the 1990 census the Milk Street/Carey Hill section of the NRZ now is one of Connecticut's poorest neighborhoods.

Crime, high unemployment, and poverty have overwhelmed the Natchaug-Willimantic Neighborhood, a predominately low-income area consisting of approximately 1300 households. In 1995, following the passage of state legislation supporting neighborhood revitalization, leaders in this area began organizing a collaborative partnership between residents, government, property owners, investors and community groups. Even though the idea seemed far beyond their reach, several neighbors, enthralled at the vision of a self-reliant, economically sustainable neighborhood, pressed on.

Inspired by a 1996 statewide conference on Neighborhood Revitalization Zones, several neighborhood leaders decided to take action and organize a neighborhood action group. On September 29, 1997, an organization planning meeting was held. With the assistance of Nick Carbone of the Connecticut Institute of Municipal Studies, the committee was formed. At subsequent stakeholders meetings boundaries were set, a Steering Committee was appointed, and the Natchaug-Willimantic Neighborhood Revitalization Zone (NRZ) was established. Committee members began the rigorous task of creating by-laws. A Strategic Plan identifying problems and recommendations was drafted in March of 1998. The completely volunteer group continues to meet semi-monthly and with each new session, draws in new membership from within the neighborhood.

The Natchaug-Willimantic NRZ has made great progress since the boundaries were defined in the fall of 1997. Under the leadership of William Correll, a neighborhood property owner, a dedicated Board of Directors was established. A high level of commitment and participation (30-50 people regularly attend committee meetings) brought forth the resolution of by-laws and a first draft strategic plan. Members of the community are supporting their NRZ at the state level by meeting with other cities' NRZ leaders, legislators and other state officials throughout Connecticut.

So far, the group has thrived with the support of local government and service agencies that have provided support staff, administrative services and development assistance. However, the NRZ has reached a turning point where it must secure financial support to implement recommendations outlined in the strategic plan. The development of a Neighborhood Support Center is needed to increase awareness of the NRZ's presence and coordinate on-going communication and projects. Financial support is also needed to advocate for legislation at all levels - local, state and federal. Dedicated committee members are already acting on various items that empower residents to take responsibility for their neighborhood, such as the Neighborhood Block Watch and Adopt-a-Block Clean-up Programs.

Most recently, Connecticut's Lieutenant Governor, Jodi Rell, toured the neighborhood and listened to committee members, local officials, church group members and concerned residents of the zone. She indicated that she would continue to support legislation that provides resources to assist this and other NRZs in Connecticut in achieving self-sufficiency.

The purpose of the NRZ is to develop a strategic plan for short-term and long-term revitalization for the neighborhood. The strategic plan is designed to promote self-reliance, home ownership, property management, sustainable economic development, improved housing conditions, and to leverage human and financial resources. The strategic plan includes provisions for property usage, neighborhood design, marketing and outreach, property management, utilization of municipal facilities, recreation and environment. The plan will carry out the functions of a neighborhood revitalization zone committee, as specified in State of Connecticut, Public Act 95-340 and C.G.S. Sec. 7-600 through 7-607. The development, implementation, and monitoring of the Strategic Plan are elements of a collaborative process with consensus-building decision-making involving the full range of stakeholders in the NRZ.

Summary of Problems Identified:**1. Hotel Hooker Is Inappropriate to Downtown**

The Hotel Hooker, a large single room occupancy hotel (SRO), is located at 879 Main Street. While there is a need to provide affordable housing options to single, low income residents, a number of factors contribute to this being an unhealthy housing environment for the community and the tenants. The hotel is large (approximately 65 rooms) and many tenants have serious service needs. There is limited security and the lack of supervision/ control leads to an active substance abuse culture. The density of population and the unhealthy activities of some hotel residents contribute to a perception of the Main Street area as unsafe.

2. Many NRZ Buildings Need Facade Repairs

There are a number of boarded-up properties in the neighborhood. These properties create an eyesore and a potential area for drug activity (shooting galleries). In addition to creating a bad image for the neighborhood, abandoned or condemned properties may not be contributing to the tax base. Such properties need to be returned to an appropriate use or demolished. Approximately 25% of the storefronts and buildings are vacant or underutilized. Many are in disrepair and need to have fix ups, awnings or other amenities added. The owners and store tenants in many cases have no money to do these upgrades nor are there any accessible/affordable sources of funds available to these people. In addition, the high concentration of "For Sale" and other realtor signs contribute further to the impression that no one wants these buildings. Boarded up buildings on Milk Street, boarded-up, run-down buildings at 58 & 74 Chapman Street, 15 Milk Street, and the Lincoln Square Building are eyesores and safety hazards for kids. Insurance limits and potential liability restrict action the Town can take to resolve the situation. Unresponsive landlords are responsible for not maintaining buildings up to code.

3. Litter, Trash, and Graffiti are Eyesores

Because of the mixed use of the properties in the NRZ there is an ongoing problem with litter and refuse being dumped on the streets. The general cleanliness/ appearance of the neighborhood is in need of improvement. There are problem areas (Carey Hill, Chapman St., and the railroad right of way) where garbage is dumped. Parts of the neighborhood have graffiti. Once it appears, it is not removed. There is an overall habit for tenants and visitors to the neighborhood to dump trash and other garbage onto the railroad tracks, alleys, and street curbs. There is a prevalence of litter & graffiti in the neighborhood as well as tenants repairing cars in the street.

4. River Front is Overgrown and Not Visible

One of the greatest community assets in the NRZ is the river. Its view and access is either blocked by buildings or by trees and bushes on unused land. The areas near the river front have at times been littered by needles, mattresses, and other bulky refuse because the area is not easily viewable from the street.

5. Main Street Is Not an Inviting Environment

The NRZ suffers from a poor image. A large number of residents are without gainful employment and lack positive outlets or activities. Disrepair of properties, trash, graffiti, and the presence of unemployed adults all contribute to a depressed appearance in the community. This image discourages commercial growth and retail traffic.

Recommendations From Economic Development Committee:**Recommendation 1:**

Actions:

1. Assist residents of the Hotel Hooker to relocate to more appropriate housing.
3. Turn vacant lots into a parking lot or neighborhood garden.
4. Split the lot between adjacent landowners while allowing the "new" land to be tax-exempt.
5. Tear down run-down buildings and turn the lots into green space
6. Get absentee landlords to be more cooperative with steering committee.
7. Establish a homesteading program and policies for housing rehabilitation.

Target Completion Date: 1999-2000

Recommendation 2

Actions:

1. Establish stiff penalties for landlords who abandon property or let it deteriorate to the point that it must be condemned.
2. Create NRZ authority to move quickly to identify and take the property where necessary.
3. Create liaison between NRZ and Town Planning and Zoning bodies to identify appropriate uses for such properties in keeping with the goals of reducing density in the zone, creating more green space, and establishing appropriate buffers between residential and industrial sites.
4. Design programs to turn appropriate properties to groups such as Habitat for Humanity, the Windham Land Trust, or low income first-time home buyers with the ability to return properties to the tax roll.

Target Completion Date: Ongoing

Recommendation 3:

Actions:

1. Establish "community court" to work with the prosecutor and court system to ensure that those who create problems are sentenced to community service cleanup and suffer consequences for inappropriate behavior.
2. Ensure that landlords comply with appropriate codes regarding proper and trash receptacles.
3. Implement periodic clean-ups and "Adopt a Block" programs and conduct frequent bulky waste pick-ups and clean up railroad tracks.
4. Schedule elephant vac in neighborhoods on a regular basis.
5. Establish NRZ Graffiti Squad to remove graffiti using those convicted of causing problem and coordinate with Juvenile Review Board to accomplish this for youthful offenders.
6. Increase number of benches with trash cans and ashtrays in the NRZ.
7. Increase trash pickup, coordinate better trash-hauling services, organize more bulky-waste pick-ups by town and ticket the littering offenders.
8. Paint murals, replace asphalt at Natchaug School's Milk Street entrance with a garden, repair the landscaping, and install better fencing around the school playground to reduce vandalism.
9. Create a "parent patrol" to reduce vandalism. The police will be involved in training.
10. Put up a sign for the Natchaug School.

Target Completion Date: Ongoing

Recommendation 4:

Actions:

1. Knock down buildings to see river.

Target Completion Date: 2001

Recommendation 5:

Actions:

1. Strategically place benches & garbage cans with ash trays along Main Street.
2. Implement streetscape & beautification of Main St. plan.
3. Expand program of painting of murals.

Target Completion Date: 1998

Summary of Problems Identified:**1. Perceptions and Attitudes In Neighborhood**

A sense of resignation, usually due to past practice and bad experiences, is prevalent in the NRZ associated with general mistrust and bias. The neighborhood has a bad reputation. Nonresidents of the NRZ have habitually loitered, trespassed, as well as harmed residents and property, committed serious crimes and then left the area. Many residents and landlords have given up and adopted a "not my job" attitude.

2. Unemployment and Underemployment of Residents.

There are a large number of unemployed people or people in low wage jobs in the neighborhood. The Neighborhood Revitalization Zone is an area with a great deal of housing which was formerly "mill housing" constructed for workers at the American Thread Company. With the closing of the mill, many jobs were lost to the community. A large number of residents continue to suffer from unemployment and underemployment.

3. Mixed Use Buildings In NRZ Detract from Quality of Life and Affect Property Values

Throughout the NRZ there are instances of manufacturing/professional/retail use properties abutting residences and neighborhoods. There is sometimes a clash between competing uses. On Main Street, many buildings are mixed use commercial/residential. A large single room occupancy hotel and other apartment buildings have contributed to a high population density in the Main Street area, creating an unattractive environment for business. Another example of competing interests is the case of Schilberg Integrated Metals Corporation, a Milk Street business. The company employs about 35 people, some of whom live in the NRZ. By its nature, the business is loud, unsightly (due to storage of salvage material) and the source of traffic problems. Because of its location within a residential neighborhood, the business might be considered both an asset and a liability to revitalize that area of the NRZ.

Recommendations From Community Subcommittee:**Recommendation 1:****Actions:**

1. Change the perception of "problem" streets.
2. Encourage residents, neighbors, and other people to take pride in the zone and to respect the property of others and be responsible for their actions and property.
3. Neighborhood mediation will be established via the NRZ Steering Committee.
4. Utilize the NRZ meetings to build community spirit and a sense of momentum for change.

Target Completion Date: Ongoing

Recommendation 2:**Actions:**

1. Establish economic development initiatives which attract more jobs consistent with the skill levels of residents.
2. Establish initiatives in which the residents and businesses within the NRZ develop a cooperative and supportive environment.
3. Establish a regional public transportation system to connect residents with out of town employers such as the casinos.
4. Create Connecticut Works partnership with NRZ to establish job fairs and training in the zone.
5. Promote tax incentives related to the Enterprise Zone.

Target Completion Date: 1999-2000

Recommendation 3:**Actions:**

1. Conduct a comprehensive study and create a Zoning/Use Plan.
2. Establish an action plan to integrate manufacturing businesses into the neighborhood by seeking both short and long term solutions to the visual/noise/traffic complaints.

Target Completion Date: 1999

Summary of Problems Identified:**1. No Major Artery of Commerce Is Present**

The location of the Natchaug/Willimantic NRZ is disadvantageous because there currently is no safe, accessible and convenient artery of commerce. Regular rail passenger service to the Zone has been discontinued. A limited access highway has been under discussion without result for over 35 years. Bus routes in and out of town are spotty and inconvenient.

2. Several Past Major Employers Have Left the Area

The concentration of manufacturing companies requiring unskilled labor has weakened over the past 18 years with little or no replacement. Recommended business friendly one stop shopping at town hall as proposed by the Windham Town Plan is missing. There just aren't enough private sector jobs in the \$20,000- \$40,000 per year category.

3. River Front is not Accessible or Owned by Local People

The railroad tracks between Main Street and the river create a barrier to one of the most powerful natural resources of the NRZ.

4. Main Street Seems Isolated

Many vacant buildings and deteriorated facades seem hopeless due to high property costs and steep renovation expense compared to alternative locations. In addition many properties are historic buildings and the facades need to conform to the general theme. Federal regulations make improvements very difficult and reduce access to funding. The traffic flow pattern off Main Street doesn't support convenient parking and access to retail stores. Even if all the storefronts were filled, there is no room to stop and enjoy what is there. Although the NRZ abuts Eastern Connecticut State University, many University resources remain untapped and underutilized.

5. Downtown Is Missing a Niche or Theme

There are no major anchor retail stores on Main Street. Sufficient entertainment to attract visitors and consumers is missing. The retail area lacks a recognizable identity due to the mixture of inadequate housing, retail space, professional firms and government offices and social service agencies.

6. Lack of Money

Many business owners also own the buildings in which they operate. Some are struggling to make it month to month. Most business owners cannot afford the costs of renovation, modernization, maintenance of facilities to code and additional debt to do so. There is a general feeling that lack of grants and loans for rehabilitation makes revitalization impossible. Within the NRZ we need legislative support and access to funds.

Recommendations From Economic Development Committee:**Recommendation 1:****Actions:**

1. Organize and lobby for the construction of the new Route 6 Alternative 133A as soon as possible.
2. Explore alternative bus schedules to area attractions such as casinos and Mystic Seaport.

Target Completion Date: Ongoing

Recommendation 2**Actions:**

1. Complete designation of the Entertainment District to create service jobs.
2. Market Enterprise Zone and Entertainment District to attract investment in the NRZ.

3. Partner with Windham Mills to create "feeder job" companies and local amenities to attract more companies.
 4. Adopt and implement the goals and objectives of the Windham Town Plan.
- Target Completion Date: Ongoing**

Recommendation 3:

Actions:

1. Create group to investigate and negotiate purchase/access to valuable river front area and study its future use.
 2. Support and complete the Heritage Corridor River Walk project.
 3. Demolish condemned buildings to provide a view and connection to river from Main Street.
- Target Completion Date: 1999**

Recommendation 4:

Actions:

1. Move Quinnebaug Valley Community Technical College downtown.
 2. Develop grant and loan program for facade improvements.
 3. Move Hooker Hotel residents off Main Street to more appropriate housing.
 4. Develop a Marketing Package for key vacant or economically underutilized buildings in the NRZ such as Todd's, WIP, Nathan Hale Hall, YMCA, Hooker Hotel.
- Target Completion Date: 2001**

Recommendation 5:

Actions:

1. Promote and add NRZ Attractions such as the Balloon Fest and Boombox Parade.
 2. Secure funding for renovation of The Capitol Theater.
 4. Market and land an anchor store or restaurant such as Bob's Stores or Spaghetti Warehouse.
 5. Identify sites and needs for retail specialty shops and service businesses in the Zone.
 6. Improve local transportation study and implement local trolley bus
 7. Complete study and implement Capital Theater building decision.
 8. Finish East Coast Greenway (Kendall Spur).
- Target Completion Date: Ongoing**

Recommendation 6:

Actions:

1. Seek grants and matching funds to establish jobs in the NRZ for unemployed persons who work on the revitalization of the Zone.
 2. Create NRZ Fund pool for projects that aren't funded by outside moneys. If 150 owners/landlords put \$200 into a fund, then that will create a pool of \$30,000.
 3. Seek State and Federal support to design new ways to secure funds and tax abatement.
- Target Completion Date: 1998-1999**

Summary of Problems Identified:

1. Academic Performance of Natchaug School Students

Connecticut Mastery Test scores indicate that there are too many students at Natchaug School who are not meeting standards in reading, writing and mathematics.

2. Lack of Quality After-School Programs

There is a lack of affordable, accessible, quality before- and after-school on-site programs at Natchaug School. Many of the students at the school could benefit from enrichment and recreational programming.

3. Lack of Recreational Activities and Spaces

There is a lack of recreational activities and spaces in the Natchaug /Willimantic NRZ. The Willimantic downtown YMCA closed recently, so there is no easily accessible place for youth and adults to play indoor sports. There is also a lack of open space for outdoor activities.

4. Insufficient Interaction Between Community and School

There is limited interaction between the school and the community, in terms of using community resources as learning environments and places to display/publicize school projects.

5. The Need for Additional Interaction Between Community Resources and Programs and the Families of Students at Natchaug School

There are adequate resources in Willimantic for families of elementary school students. They are not accessible, however, for many of the families living in the NRZ. These resources, such as health services, parenting classes, and ESL classes need to be located at Natchaug School.

Recommendations From Education Committee:

Recommendation 1: Improve the Academic Performance of Students at Natchaug School.

Actions:

1. Improve student performance through the Partnership for Learning Committee
Target Completion Date: August, 1999

Recommendation 2: Establish After-School Programs (Academic Enhancement and Recreational) at Natchaug School.

Actions:

1. Implement quality, affordable before and after school programs at Natchaug School including: a homework club; after school Spanish and English classes to interested students, computer use training and healthy family education programming on topics such as substance abuse, asthma, HIV/AIDS, and ear infections.
2. Establish an advisory committee of teachers, parents and administrators to develop and oversee these programs. Recruit and train tutors from churches, universities, etc.
3. Recruit volunteer instructors to offer programming in areas such as arts & crafts, music and dance.
4. Provide transportation to homes, for students who do not live within walking distance.
Target Completion Date: Ongoing

Recommendation 3: Increase Recreational Opportunities at Natchaug School: Establish a Youth Recreation Center within the NRZ

Actions:

1. Open school basketball courts for youth and young adults, so they spend time playing rather than loitering and causing trouble.
2. Submit legislation to exempt NRZ from liability for recreational facilities.

3. Open the gym after school from 3:30 - 9:00 PM daily for recreational programs for activities such as basketball, Brownies, and the Latch Key program.
 4. Study and develop a "pocket park" on the empty lot on Milk St. across from the school.
 5. Study and develop a working relationship between the school, the neighborhood and the Windham Recreation Department.
 6. Offer "Friday Night at the Movies" events at the school.
 7. Assist in developing a greenway rails to trails parkway along the railroad track going through the NRZ.
 8. Offer concerts and other activities on the "major parcel" next to the cinemas.
- Target Completion Date: Ongoing.**

Recommendation 4: Strengthen School-Community Interaction

Actions:

1. Display student work at Willimantic Food Cooperative and other businesses.
 2. Take students on walking field trips.
 3. Post Natchaug School activity calendar in local businesses.
 4. Integrate community resources into the school curriculum. Some examples include Liberty Bank financial savings, Food Co-op (nutrition), Jewels Verne (rocks and minerals), Textile Museum (textiles).
 5. Hold School safety assemblies
- Target Completion Date: Ongoing.**

Recommendation 5 Improve Access to Community Resources for Families Living in the Neighborhood.

Actions:

1. Expand the Family Center at Natchaug School.
 2. Establish a School-based Family Resource Center.
 3. Recruit a classroom coordinator for each classroom.
 4. Hold meetings in the neighborhood - "front-door chats" - to provide a forum for families to voice issues and concerns.
 5. Establish outstation services for families at Natchaug School, such as health services, ESL classes, parenting classes, mental health services, HIV/AIDS programs, substance abuse services, and employment and training resources.
 6. Hold social and community building events at the school, such as spaghetti suppers and pot luck dinners.
- Target Completion Date: Ongoing.**

Summary of Problems Identified:

1. Too few owner-occupants in the neighborhood.

A large number of residential properties in the neighborhood are owned by people who are not neighborhood residents. The large number of rental properties/ absentee landlords does not lend itself to people with long-term commitment to neighborhood improvement.

2. Many Multi Family Homes are In Disrepair. Some due to Tenant Abuses

Many of the apartments in the NRZ are rented by people who do not demonstrate responsibility for property. There have been many incidents of vandalism to common areas in and out of buildings. Many mixed use buildings are not up to code for ADA, sprinkling systems and other safety standards. The cost of repairs isn't feasible based on current rental market rates.

3. Property Taxes are High

Most buildings are assessed at a rate not consistent with current neighborhood conditions. In some cases the taxes may be equal to 3 or 4 month's rent. The foreclosure rate is higher than other neighborhoods in the area and stands to worsen as time goes on.

4. Street Lighting Throughout the NRZ is Inadequate for Safety and Security of Residents

There are several areas where lighting is dim, missing or the electric eye that shuts off the lamp is affected by automobile headlights. The age of the equipment and the spotty utilization adds to a perception of streets being unsafe as well as allowing people to dump trash in poorly lit vacant lots or alleys.

5. Lead Paint is a Prevailing Problem Throughout the NRZ

Since most buildings in the zone were built prior to 1970, they have lead paint present. This is a disincentive for investors who fear lawsuits and makes it difficult to finance sales through conventional lenders. Given that many residents are renters and that some are families with small children, there is a public health issue related to lead-based paint hazard. Abatement and remediation standards remain in a state of flux and the costs for abatement far exceed the grant moneys available to resolve the problem.

5. Lack of Sources of Funds for Resolving Common Cause Problems

Access to grant moneys requires expertise not readily available to the NRZ. It seems as if there isn't any easy source of funding available. In many cases money can be requested but the process is time consuming and requires skills most landlords don't have.

7. The Eviction Process is Problematic

Eviction laws in Connecticut make enforcing common sense conduct very difficult and expensive. Removing bad tenants can take months and cost thousands in court costs and lost rent. During that time apartments can be vandalized and adversarial conditions exist. It is recognized that both the rights of the tenant and the landlord must be protected. In order to prevent deterioration of property in the NRZ, a balance must be reached which ensures that there are consequences for behavior which is destructive to property.

Recommendations From Landlords and Tenants Committee:

Recommendation 1

Actions:

1. Establish Town and NRZ based initiatives to support home ownership. Create financing for first time homeowners.

2. Create programs which involve housing rehabilitation (code work and lead abatement) to create built in incentives for owner occupants.
 3. Establish local Banking Resource Board to work with the NRZ to develop CRA loans for purchase of owner-occupied property.
 4. Establish Renters' Code to make tenants accountable for destruction to property.
- Target Completion Date: Ongoing**

Recommendation 2:

Actions:

1. Require Certificates of Occupancy for landlords and enforce Town Housing Code.
 2. Evict problem tenants who have a number of complaints against them .
 3. Include present tenants in getting more tenants and keep potential problem tenants out.
 4. Coordinate services (plumbers, electricians, etc.) to assist landlords in renovations.
 5. Create an NRZ Board to promote advocacy and training for tenants.
 6. Establish model lease.
 7. Examine tenant rights and landlord rights and balance them .
- Target Completion Date: 1999**

Recommendation 3

Actions:

1. Investigate process for obtaining tax relief in the NRZ.
 2. Develop strategy for increasing owner occupied sections of the NRZ.
 3. Establish methods to increase income and occupancy to provide income to pay taxes .
- Target Completion Date: 1999-2000**

Recommendation 4

Actions:

1. CL&P to conduct a neighborhood lighting study and report upgrade options and costs.
 2. Budget increased cost of lighting and implement plan.
- Target Completion Date: 1998**

Recommendation 5

Actions:

1. Establish lead-free safe houses with tenants responsible and accountable for the property
 2. Work with local and State lead officials to establish cost effective abatement and maintenance process. (i.e. CT Institute of Municipal Studies C.H.I.L.D.S program)
 3. Seek additional Lead-Based Paint Hazard Reduction Grant Programs.
 4. Implement improved housing code enforcement and health code enforcement activities in housing not subject to housing code..
 5. Promote universal lead screenings by physicians and EPSDT.
- Target Completion Date: Ongoing**

Recommendation 6

Actions:

1. Form grant writing collaboratives with local social services groups write grants.
 2. Assign committee members to track and expedite grant applications and use Town Economic Development staff to get grant money.
 3. Develop a menu of requested tax abatements for NRZ Development
 4. Establish Landlord Money Pool to challenge key evictions or tackle other common cause problems.
- Target Completion Date: Ongoing**

Recommendation 7:

Actions:

1. Create ordinances so tenants can be evicted before they completely destroy the apartments.
2. Share video camera and tape apartments before/after they are rented.
3. Examine eviction procedures to make them workable for the NRZ .
4. Initiate test cases for evicting drug dealers by order of the police chief.

Target Completion Date: 1999

Summary of Problems Identified:

1. Drug sales/use and crime in the neighborhood.

Drug use and sales in the neighborhood and drug activities on Milk, Union, and Chapman Streets contribute to the overall decline of the neighborhood. Historically crime and delinquency in the neighborhood, such as vandalism of personal property, prostitution, robberies, and burglary, have led to more police patrols. There also has been a feeling by many residents that communication with police officers has been low. There is apparent drug activity at the corner of Union and Clark Streets. There is a great deal of foot and vehicular traffic coming and going from the location. The presence of so many who appear to be involved in drug activity leads to a feeling of insecurity on the part of residents.

2. Prostitution.

Sections of the neighborhood are known hangouts for prostitutes. Lower Main Street and "the wall" are particular locations for this activity. Prostitutes engage in sex trade at these locations. Public health issues are of concern (particularly in light of the connection to drug trade). Also, women who walk alone through the area are approached by men who are seeking prostitutes. This is not a healthy environment for families, women or children.

3. Young People Hanging out, Lack of Parental Supervision.

A large number of children reside in the NRZ, a densely populated area. Many children spend a great deal of time "hanging out" without parental or adult supervision. There is an inadequate supply of positive outlets/programs for youth. Recreational activities and quality after school programs are missing.

4. Poor Lighting.

A number of residents have complained of dark streets. This issue together with fear of areas of high drug traffic, prostitution and young people hanging out leads to a feeling of insecurity on the part of residents. Some of the problem appears to be related to photoelectric switches being triggered by car headlights.

5. Traffic Patterns and Speeding

Speeding and drag racing in residential neighborhoods have been identified. On street parking is a problem as well and increases the risk of people being injured by speeding cars.

6. Sense of Security in Neighborhood is Lacking.

Residents express a general perception that the community is unsafe. This may be in part a response to dark streets, kids hanging out, drug activity and other problems. It also may be more perception than reality that the neighborhood is not safe. In any case the feeling has been expressed by a number of residents.

Recommendations from Public Safety Committee

Recommendation 1:

Actions:

1. Establish Neighborhood Watch Program.
2. Establish Police substation in neighborhood for improved law enforcement.
3. Create economic development initiatives aimed at providing employment, education and training opportunities for residents.
4. Create community activities that encourage community residents and the general public to walk in the neighborhood.
5. Increase safety patrols to stop vandalism and littering.
6. Work to establish continuity in police work and communication with all residents.

Target Completion Date: 1998-1999

Recommendation 2:

Actions:

1. Eliminate the "wall" as a problem area by more "stings", using undercover police from out of town, and publicizing arrests of "Johns."
2. Address drug issues that will help alleviate this problem since most prostitutes are supporting drug habits..
3. Establish community and group work around women's health issues (HIV, STD's, etc.) to provide support system for women that provides them with an "out" other than working the streets.

Target Completion Date: Ongoing

Recommendation 3:

Actions:

1. Develop a Community Center.
2. Create more organized youth activities and work with youth to ensure participation in existing programs.
3. Develop green space within various sections of the zone.
4. Develop activities to encourage positive uses of the neighborhood that encourage more people to walk in the neighborhood.
5. Create pocket parks and a walking trail on the Kendall Spur.
6. Establish curfews.
7. Utilize Recreation Department to develop alternative programming, including inter-generation programs with the Senior Center (Foster Grandparents Program).

Target Completion Date: Ongoing

Recommendation 4:

Actions:

1. Implement plan for more lights and improved communications and response regarding replacement or repair of broken lights.
2. CL&P, Town and NRZ residents need to conduct full inventory to identify problem lights in order to correct the problem.

Target Completion Date: 1998

Recommendation 5:

Actions:

1. Make streets pedestrian friendly and safe, while maintaining practicality, and considering economic factors.
2. Study and implement methods to discourage speeding and drag racing.
3. Alter traffic patterns to make such speeding more difficult.
4. Enforce current speed limits with extra police patrols.
5. Install more stop signs to slow traffic down.
6. Install speed bumps on streets such as Chapman Street.

Target Completion Date: 2000

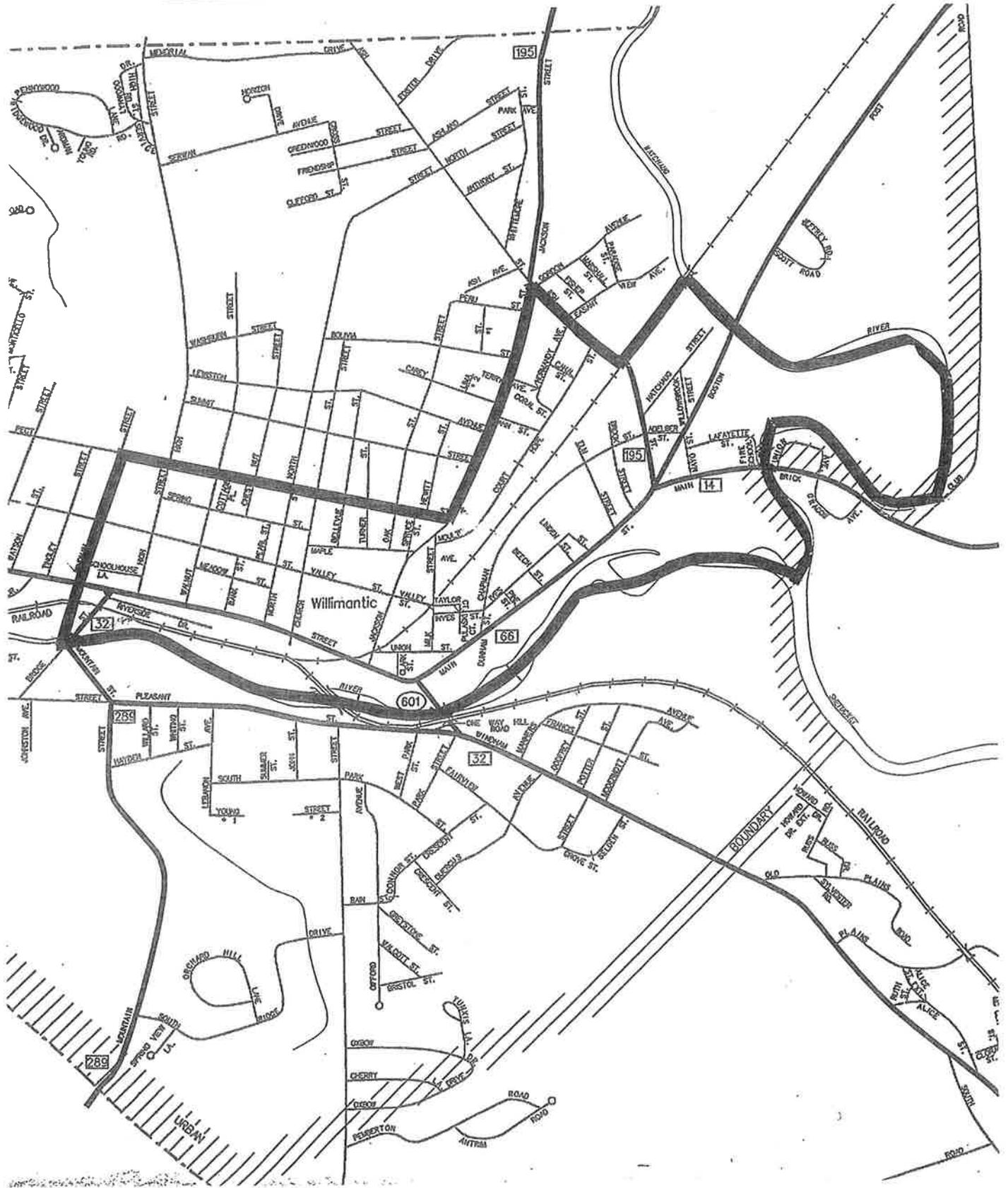
Recommendation 6:

Actions:

1. Disseminate public information concerning actual safety of the neighborhood.
2. Utilize police sub-station to attack the problem of vandalism, particularly in areas which attract the public (Museum, etc.).
3. Encourage people in the NRZ to participate in neighborhood activities.

Target Completion Date: Ongoing

NATCHAUG - WILLIMANTIC NEIGHBORHOOD REVITALIZATION ZONE



Rev. Ted Tumicki
99 Jackson St.
Willimantic, Ct. 06226

Vincent & Nancy DeFilippo
162 Jackson St.
Willimantic, Ct. 06226

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Wmtc. P.D.
42 Meadow St.
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Willimantic, Ct. 06226

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Willimantic, Ct. 06226

Bill Johnson
366 Ash St.
Willimantic, Ct. 06226

Andrea Vazquez
Cameo Dr. # 3
Willimantic, Ct. 06226

Jose Pastor
122 Memorial Dr.
Willimantic, Ct. 06626

Bill Correll
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Willimantic, Ct. 06226

Ivette Adames
106 Union St.
Willimantic, Ct. 0626

E.J. Ricard
49 Maple Ave.
Willimantic, Ct. 06226

Juan M. Perez
81 Oak St.
Willimantic, Ct. 06226

Thomas Feliciano
48 Ives St.
Willimantic, Ct. 06226

Mary Jaszazur
94 Chapman St.
Willimantic, Ct. 06226

Mary-Ann Trzepacz
85 Ives St.
Willimantic, Ct. 06226

Roger Morin
36 Taylor Court
Willimantic, Ct. 06226

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Savings Institute
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Willimantic, Ct. 06226

Edeline Garcia
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Willimantic, Ct. 06226

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Amanda Blackburn
304 Mansfield City Rd.
Mansfield, Ct. 06250

Rose Reyes
41 Lewiston Ave.
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06280

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Willimantic, Ct. 06226

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18 Mt. Laurel LN
Chaplin, Ct. 06235

William Meehan
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Willimantic, Ct. 06226

Mary Webb
WRCC
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Willimantic, Ct. 06226

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Bev York
Wind. Textile Museum
157 Union St.
Willimantic, Ct. 06226

Bernard Schilberg
SIMCO
47 Milk St.
Willimantic, Ct. 06226

Laurianne Adams
26 Milk St.
Willimantic, Ct. 06226

Lorraine McDermitt
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Willimantic, Ct. 06226

Wallace & Jeanne Cormier
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Willimantic, Ct. 06226

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Jorge Alvarado
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Willimantic, Ct. 06226

Tammy Montgomery
143 Quercus Ave.
Willimantic, Ct. 06226

Lyn Gillet

**Bev's Tobacco & News
790 Main St.
Willimantic, Ct. 06226**

**Angelica Morales
4 Ann St.
Willimantic, Ct. 06226**

**Sherry Dalessandro
Access Agency
1315 Main St.
Willimantic, Ct. 06226**

**Omar Rosario
P.O. Box 245
Willimantic, Ct. 06226**

**John Pelletier
287 Main St.
Willimantic, Ct. 06226**

**Earle Woodworth
Wmtc. P. D.
42 Meadow St.
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**Sr. M. Peter
Holy Family Shelter
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Willimantic, Ct. 06226**

**Virginia Raymond
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Mansfield, Ct. 06250**

**Pat Adams
P.O. Box 835
Willimantic, Ct. 06226**

**Raul Santiago
29 Gem Drive
Willimantic, Ct. 06226**

**Theresa Leclair
15 Chapman St.
Willimantic, Ct. 06226**

**Jeff Daniels
32 Memorial Drive
Willimantic, Ct. 06226**

**Mixda Castro
14 Pearl St.
Willimantic, Ct. 06226**

**State Rep. John Lescoe
33 Hewitt St.
Willimantic, Ct. 06226**

**Alicia & Sherry Guzman
28 Taylor Court Apt. #4
Willimantic, Ct. 06226**

**Ricardo Ojeda
72 Highland Terrace
Stafford Springs, Ct.
06076**

**Donna Nicolino
120 Oak St.
Willimantic, Ct. 06226**

**Rich Frazier
Ivy Garden Apts.
84 Ash St.
Willimantic, Ct. 06226**

Steering Committee

**David Prendergast
Economic Development
979 Main St.
Willimantic, Ct. 06226**

**Roger Morin
36 Taylor Court
Willimantic, Ct. 06226**

**Douglas Serwanski
50 Chapman St.
Willimantic, Ct. 06226**

**Rev. Ted Tumicki
99 Jackson St.
Willimantic, Ct. 06226**

**Thomas Feliciano
48 Ives St.
Willimantic, Ct. 06226**

**Kathy Clark
315 Pleasant St.
Willimantic, Ct. 06226**

**Ann Anderberg
53 Spring St.
Willimantic, Ct. 06226**

**William Correll, Chairman
281 Walnut St.
Willimantic, Ct. 06226**

**Donna Charron, Secretary
Saving's Institute
803 Main St.
Willimantic, Ct. 06226**

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**Roger Morin
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**Douglas Serwanski
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**Donald Muirhead
Human Services
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Willimantic, Ct. 06226**

**Bill Correll
281 Walnut St.
Willimantic, Ct. 06226**

**Rev. Ted Tumicki
99 Jackson St.
Willimantic, Ct. 06226**

Attendance

NK2 Meeting

11/10/98

Natchaug School

Name	Address	Phone #
Douglas Serwancki		
Jose Pastor	122 Memorial Dr.	450-0161
Jorge Alvarado	88 Memorial Dr.	423-3299
Wallace Joanna Connor	508 Taylor Court 424 Oak St	423-0419
Bill THOMSON	54 Green Tree Somers	06071 749 9431
Ignacio Soto	1114 Windham Rd South Windham.	423.6122
Roger Florin	36 Taylor Court Willimantic	423-0575
Susan Pellegrin	59 Chapman St. Willimantic	423-8813
Sharon Vernon	Town of Windham	
Paul John Tronchi	12 Jackson St.	423-8439
Jose Rosario	80 Box 245 Willi	423-1398
Andrea Varquez	Cameo P.O. #23 Willimantic	450-1483
Bill MEEHAN Ph.D.	820 Main St Willimantic Conn.	423-3763

HOME OWNER
WINDHAM COUNT., LANDLORD ASSO

Don Mairhead	979 Main	465-3065
Donna Charron	26 Windham Rd. White	456-6536
JOE YARCHAK	22 Meadow St, Wmte	423-4541
Sheila Beckwith	32 Memorial Dr. White	456-3913
* Paul Santiago SR	29 Gem Dr Will.	423-9417.
Ann Andrey	53 Spring St Wmte	456-2628
Susan Well	Natchaug School	465-2380
Chris Ayth	WAIM, 27 Moulton Ct	456-7270
Paul Johnson	366 Ash St #130	423-1336
Jammy & Mandymey	143 Queen Ave. Wmte	456-2978
John M. Pen	81 Oak St. Wmte	423-0545.
George Adams	26 Milk St.	423-1374
P. Zoblunowicz	116 Chapman St	423-1470
Anis A. Rodriguez	28 Obara dr.	423-6932
John Lescoe	33 Hewitt St Wmte	423-4793
OMAR ROSARIO	P.O. Box 245 Willim.	450-1483
David Pambroquet	979 Main St White	465-3062

**NEIGHBORHOOD REVITALIZATION ZONE MEETING
UNION ST. MILK ST. NATCHAUG SCHOOL AREA
WINDHAM, CT.**

**STAKEHOLDERS MEETING
DEVELOPING A STRATEGIC PLAN FOR OUR FUTURE
SATURDAY, OCTOBER 18, 1997**

AGENDA

1. WELCOME / INTRODUCTIONS;
FIRST SELECTMAN, WALTER PAWELKIEWICZ
NRZ FROM CITY HALL'S PERSPECTIVE
2. MISSION: HOW DO YOU VISUALIZE YOUR NEIGHBORHOOD?
BILL CORRELL: DISCUSSION / MAP OF AREA
3. WHAT IS A NEIGHBORHOOD REVITALIZATION ZONE?
NICK CARBONE, CT. INSTITUTE FOR MUNICIPAL STUDIES
(CIMS)
4. OVERVIEW OF NRZ PROCESS: ROLES / RESPONSIBILITIES
LIZ BROWN, CIMS
5. A LOOK AT OUR NEIGHBORHOOD: IDENTIFYING ISSUES
BRAINSTORMING SESSION
6. ORGANIZATION OF NRZ PLANNING COMMITTEE
-FORMING A STEERING COMMITTEE
-DEVELOPING AND ADOPTING BY-LAWS
-FORMING ISSUE SUB COMMITTEES
-RECRUIT VOLUNTEERS TO SERVE AS LEADERS
-OUTLINE WORKPLAN
-AGREE ON CALENDAR TO ACHIEVE GOALS
7. WRAP UP / NEXT MEETING

TOWN HALL SUPPORT

WALTER PAWELKIEWICZ- 1ST SELECTMAN - 465-3004
MICHAEL PAULHUS - DIR. OF ADMINISTRATIVE PLANNING & POLICY - 465-3007
DAVID PRENDERGAST - ECONOMIC DEVELOPMENT DIRECTOR - 465-3062
JAMES FINGER - TOWN PLANNER - 465-3045
DONALD MUIRHEAD - DIRECTOR OF SOCIAL SERVICES - 465-3065



**Neighborhood Meeting
Union Street, Milk Street, Natchaug
School Area**

Neighborhood Meeting to:

- Hear from residents about issues of concern
- Discuss NRZ's goals & objectives
- Sub-committee reports on our progress
- Draft our strategic plan

When: Sat. March 28, 1998 from 10:00 to 12:00 Noon

Where: Natchaug School (123 Jackson St.)

Spanish - English Interpreting Available.

**If you would like additional information contact James Finger
at 465-3045.**

Landlords, Residents and Service Providers are welcome



**Reunion De Vecindario
Calle Union, Calle Milk y Zona de las
escuela Natchaug**

Reunion de vecindario para:

- Oír cuales son los problemas y preocupaciones de los residentes.
- Hablar sobre que puede y no puede funcionar para mejorar nuestro vecindario.
- Discutir los objetivos y metas de NRZ

**Cuando: Sabado, Marzo 28 del 1998 de 10:00 am
hasta las 12:00 del mediodia**

Donde: Escuela Natchaug (en la Calle Jackson)

**Habr  Interprete disponible de Espa ol - Ingles
Si usted desea informaci n favor de comunicarse con Don Muirhead al
465-3065**

** Propietarios, Residentes y Proveedores de Servicios
est n bienvenidos!**

**BY-LAWS OF THE NATCHAUG- WILLIMANTIC NEIGHBORHOOD
REVITALIZATION ZONE COMMITTEE**

ARTICLE I - NAME

The name of this organization shall be the NATCHAUG-WILLIMANTIC NEIGHBORHOOD REVITALIZATION ZONE COMMITTEE (hereafter "NRZ Steering Committee").

ARTICLE II - PURPOSE

The purpose of the NRZ Steering Committee shall be to develop a strategic plan for short-term and long-term revitalization of the neighborhood. The plan shall be designed to promote self-reliance in the neighborhood and home ownership, property management, sustainable economic development, effective relations between landlords and tenants, coordinated and comprehensive delivery of services to the neighborhood and creative leveraging of financial resources. The plan shall consider provisions for obtaining funds from public and private sources. The plan shall consider provisions of property usage, neighborhood design, marketing and outreach, property management, utilization of municipal facilities by the neighborhood, recreation and environment. The plan shall carry out the functions of a neighborhood revitalization zone planning committee and a neighborhood revitalization zone committee, as specific in State of Connecticut, Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607. To develop and monitor the implementation of a strategic plan for neighborhood revitalization pursuant to a collaborative process with consensus-building decision-making involving the full range of stakeholders in the neighborhood.

ARTICLE III - NEIGHBORHOOD BOUNDARIES AND STREETS

SECTION I. *Subject to Section 3 of this Article, the boundaries of the Natchaug-Willimantic Neighborhood NRZ, as established on December 6, 1997, are as follows:*

North - Prospect Street from Windham Street to Jackson Street to Ash Street, to Railroad tracks to the Natchaug River

South - Willimantic River (from Bridge Street to the Shetucket River)

West - Windham Street from Prospect Street to Main Street to Bridge Street to the Willimantic River

East - Natchaug River

(Map attached - Appendix #1)

SECTION 2. *Subject to Section 3 of this article, the streets within the neighborhood are:*

SECTION 3. *The NRZ Steering Committee may, without need to amend the by-laws, enlarge or contract the boundaries of the neighborhood, provided that the resulting boundaries continue to represent a contiguous area which satisfies the requirements of Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607.-340.*

ARTICLE IV - STAKEHOLDERS

SECTION 1. *An individual stakeholder is any individual 18 years of age or over who either lives, works or owns property in the neighborhood, or who belongs to a church or other organization located in the neighborhood. An organizational stakeholder is:*

- a.) *A business, institution, corporation, association, social club or other entity which is physically located in the neighborhood or which owns, holds the mortgage on or manages property which is located in the neighborhood, or*
- b.) *A provider of social, educational, legal, technical or similar services to residents of the neighborhood. An organizational stakeholder may be a stakeholder in its own name but, in order to participate, must designate an individual to serve as its representative.*

SECTION 2. *Each stakeholder (whether individual, associations, corporation, etc.) shall be entitled to one vote at meetings of the stakeholders. Its designated representative shall cast the vote of a stakeholder who is not an individual. No individual may vote as a representative of more than one organization, nor may be a representative of an organization vote as a individual member.*

SECTION 3. *The Secretary of the NRZ Steering Committee shall maintain a list of all stakeholders who attend one or more stakeholder meetings or who have otherwise indicated a desire to be included in the list of stakeholders. This list shall be known as the stakeholders' list.*

SECTION 4. *The Chairperson or the Secretary of the NRZ Steering Committee may call stakeholder meetings at any time. A stakeholder meeting may be called upon the written request of either one-third of the members of the NRZ Committee or at least ten stakeholders. Any such written request shall state the purpose or purposes of the proposed meeting. Upon such a written request, the Chairperson or the Secretary of the NRZ Steering Committee shall call such a meeting to be held not more than twenty (20) days after receipt of the written request.*

SECTION 5. *Notice of any stakeholder meeting shall be sent to each person on the stakeholders' list established pursuant to Section 3. of Article IV. This notification shall include place, day, hour and general nature of the business to be transacted at said meeting. Stakeholders meeting shall also be publicized by personal contact, through the news media, and in such other manner as may reasonably be expected to come to the attention of as many*

stakeholders as possible, at least three (3) days before such meeting, unless a greater period of notice is required by law or by other provisions of these by-laws.

ARTICLE V - NRZ STEERING COMMITTEE

SECTION 1. *The initial NRZ Steering Committee shall consist of leader or co-leader of each issue group, chosen pursuant of Article VI of these by-laws. In addition, the First Selectman of Windham/Willimantic may appoint one (1) municipal official to the committee, who shall be a voting member. The remaining members of the NRZ Steering Committee shall be chosen by the Steering Committee pursuant to Sections 2 and 3 of this article, after which the Steering Committee shall have no less than eight (8) and no more than sixteen (16) members. After the selection of the full initial NRZ Steering Committee, subsequent selection of members shall be in accordance with Section 2,3 and 4 of this article.*

SECTION 2. *The membership of the NRZ Steering Committee shall comply with the requirements of Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607. Such membership shall reflect the composition of the neighborhood and shall include, but not be limited to, tenants, property owners, community organizations and representative of businesses located in the neighborhood or which own property in the neighborhood. A majority of the members of the NRZ Steering Committee shall be residents of the neighborhood.*

SECTION 3. *Subject to the provisions of Section 2 of this article, the NRZ Steering Committee may add additional members or replace any members who have resigned or been removed. If some constituencies within the neighborhood are inadequately represented on the NRZ Steering Committee, the NRZ Steering Committee shall make affirmative efforts to recruit them onto the NRZ Steering Committee.*

SECTION 4. *NRZ Steering Committee member shall serve until the first NRZ Steering Committee meeting of each year. At each such meeting, the NRZ Steering Committee shall choose members for another one (1) year term. NRZ Steering Committee members may be re-elected to additional terms on the NRZ Steering Committee.*

SECTION 5. *A member of the NRZ Steering Committee may be removed for cause by a vote of three-fourths of its members. The failure, to attend three consecutive meetings of the NRZ Committee, without valid excuse, shall be deemed to be good cause.*

SECTION 6. *The NRZ Steering Committee shall select from among its members a leader and co-leader and a Secretary, who shall carry out the usual functions of such offices. Any such officer may be removed as an officer by a majority vote attended by 90% of the NRZ Steering Committee at a meeting called for such a purpose. The NRZ Steering Committee may create such committees and issue groups as it deems desirable for the purpose of the NRZ Steering Committee and may appoint their leaders and co-leaders.*

SECTION 7. *Notice of meetings of the NRZ Steering Committee shall be given to each member, personally or by mail, at least three (3) days prior to the day named for such meeting. Meetings*

of the NRZ Committee may be called by the Chairperson or by the Secretary and shall be called by the Chairperson or the Secretary on the written request of at least six (6) members.

SECTION 8. *A quorum, shall consist of a majority of the members of the NRZ Committee. All meetings of the NRZ Committee shall be open and any stakeholder may attend any such meeting.*

ARTICLE VI - ISSUE GROUPS

SECTION 1. *The stakeholders, at its initial stakeholders meeting held on October 18, 1997, designated the following issue groups.*

- a.) *Neighborhood Improvement; Landlord/Tenant Relations*
- b.) *Public Safety*
- c.) *Schools and Education*

These issue groups are based upon subject matter, as will best promote the development and implementation of the strategic plan for neighborhood revitalization. The NRZ Steering Committee may create additional issue groups or modify the functions of the original issue groups already created. Membership on issue groups shall be open to any stakeholder. A stakeholder may belong to more than one (1) issue group.

SECTION 2. *Each issue group shall make recommendations to the NRZ Steering Committee on the development and implementation of the portion of the strategic plan within its subject matter area.*

SECTION 3. *Should the membership of the NRZ Steering Committee prohibit the establishment of issue groups, the members at large shall make the recommendations on the implementation of all portions of the strategic plan.*

ARTICLE VII - CONSENSUS-BUILDING DECISION-MAKING

SECTION 1. *For purpose of this section, a consensus is a unanimous agreement among all participants. Pursuant to Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607,, decision-making at meetings of the stakeholders, the NRZ Steering Committee and issue groups shall, to the maximum extent practicable, be by consensus of all persons present. Discussions shall be directed to building common group and developing proposals upon which all stakeholders and groupings of stakeholders can find agreement. Such meetings may make use of a facilitator or mediator to help promote the consensus-building process. Contested votes shall be avoided except when it appears that a consensus cannot reach unanimous agreement.*

SECTION 2. *If efforts to reach a consensus have been unsuccessfully attempted and it is not reasonably likely that a consensus will be reached, the stakeholders, the NRZ Steering Committee, other committees or an issue group may put a matter to vote. Except as otherwise provided in these by-laws a vote of three-fourths of persons present and eligible to vote shall be required to adopt any such matter.*

ARTICLE VIII - APPROVAL OF STRATEGIC PLAN

SECTION 1. *The NRZ Steering Committee shall prepare a draft of a proposed strategic plan and shall hold a public hearing upon such plan in accordance with the requirements of Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607. In addition to any notice given of the hearing, a copy of the proposed strategic plan shall be mailed to all persons on the stakeholders' list established pursuant to Section 3 of Article IV at least ten (10) days before the hearing.*

SECTION 2. *After the public hearing, the NRZ Steering Committee shall review the comments made on the proposed strategic plan and shall make such modifications to the proposed plan as it deems appropriate. The NRZ Steering Committee shall thereafter adopt the proposed strategic plan, subject to the approval of the stakeholders.*

SECTION 3. *Prior to submission of the proposed strategic plan to the Board of Selectmen, the NRZ Steering Committee shall submit such plan to the stakeholders for approval. The stakeholders may not modify the proposed plan but may accept it or refer it back to the NRZ Steering Committee for modification. Upon approval of the proposed strategic plan by the stakeholders, the NRZ Steering Committee shall submit such plan to the Board of Selectmen.*

SECTION 4. *After approval of the strategic plan by ordinance adopted by the Board of Selectman, the NRZ Steering Committee shall monitor the implementation of the plan and shall perform such reviews and make reports as it deems appropriate. In accordance with Public Act 95-340 and C.G.S. Sec. 7-600 thru 7-607, it shall also submit a report on implementation of the strategic plan to the First Selectman of the Town of Windham, the Board of Selectmen and the Secretary of the Office of Policy and Management at intervals of six (6) months in the first year after adoption of the ordinance and annually thereafter.*

ARTICLE IX - AMENDMENTS

These by-laws may be altered, amended or replace at any meeting of the stakeholders provided the notice of the meeting has specified the proposed alteration, amendment or repeal as a purpose of such meeting.

**NATCHAUG - WILLIMANTIC
NEIGHBORHOOD REVITALIZATION ZONE**

