

Thanks to the following people for their help and support in making this panel possible:

- The Honorable Pedro Segarra, Mayor
- Thom Deller, Development Services Department
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- Jeff Cormier, Development Services Department
- Jared Kupiec, Mayor's Office



Urban Land
Institute

Rose Center for Public Leadership

Hartford, Connecticut

Transforming Albany Avenue into a main street and gateway



Urban Land
Institute

Rose Center for Public Leadership

What is the Urban Land Institute?

Mission: Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.



30,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects and Designers
- Public officials
- Academics

ULI expertise:

- Research
- Education
- Best practice
- Advisory panels
- Ideas exchange

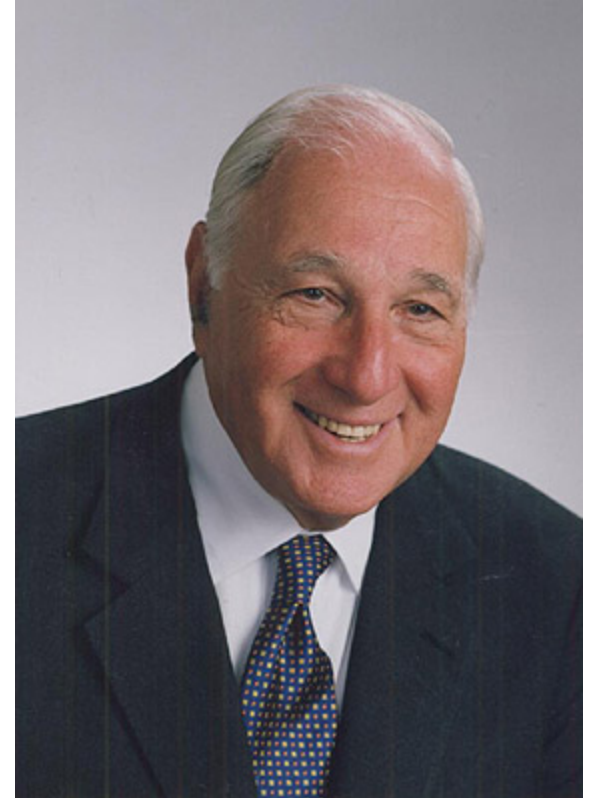




Urban Land
Institute

Rose Center for Public Leadership

Mission: To encourage and support excellence in land use decision making. By providing public officials with access to information, best practices, peer networks and other resources, the Rose Center seeks to foster creative, efficient, practical, and sustainable land use policies.



Daniel Rose

Rose Center Programming

Forums: invitation-only events for public officials

- 2012 Shaw Forum on Innovative Public-Private Partnerships and Finance (with the ULI Center for Capital Markets and Real Estate)
- Multifamily Housing Development and Finance (with the ULI Terwilliger Center for Housing)

Workshops and webinars

- Lessons in Creating a Thriving Arts & Entertainment District from Baltimore's Station North (November 2012)
- Implementing Sustainable Development in Your Community Workshop (Charleston, Fayetteville, Atlanta with the Home Depot Foundation, 2011)



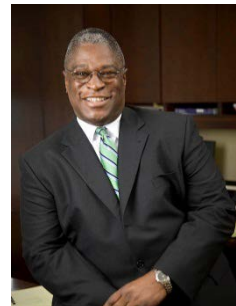
ULI Fall Meeting

- Scholarships for public officials
- 2012 Mayors' Forum on Public-Private Partnerships



Daniel Rose Fellowship

- Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge
- Mayor selects 3 fellows and team coordinator
- Participating cities to date: Charlotte, Detroit, Houston, Kansas City, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Providence, Sacramento and Tampa

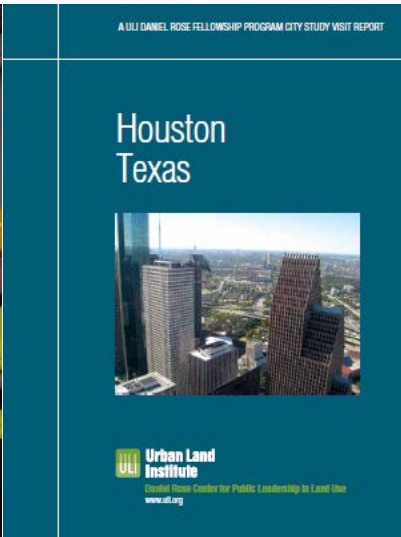


2012-2013 Class



City Study Visits

- Assembles experts to study land use challenge
- Provides city's fellowship team with framework and ideas to start addressing their challenge
- Part of yearlong engagement with each city





The Panel

The Panel

- **Co-Chair:** Ana Gelabert-Sanchez, Gelabert-Sanchez & Associates, Coral Gables, FL
- **Co-Chair:** Chris Kurz, Linden Associates, Inc., Baltimore, MD
- Andre Brumfield, Gensler, Chicago, IL
- Rick Chellman, Nelson\Nygaard, Portsmouth, NH
- Antonio Fiol-Silva, Wallace Roberts & Todd, LLC, Philadelphia, PA (Rose Center Advisory Board)
- Rodney Gonzales, City of Austin, TX (Daniel Rose Fellow)
- Charnelle Hicks, CHPlanning, Ltd., Philadelphia, PA
- Glenda Hood, Hood Partners, LLC (Rose Center Advisory Board)
- Ricardo Noguera, City of Tacoma, WA (Daniel Rose Fellow)
- Richard Ward, Ward Development Counsel, LLC, St. Louis, MO
- Mary Ellen Wiederwohl, Louisville Metro Government, KY (Daniel Rose Fellow)

Land Use Challenge



How can planned improvements and local assets be leveraged to establish the Albany Corridor as a neighborhood destination and gateway to downtown?



Presentation Outline

1. **Observations**
2. Quality of Life
3. Urban Design
4. Economic
Development
5. Leadership
6. Concluding
Thoughts &
homework



The Good

- New anchors (YMCA, Library Branch, Community Health Services, Performing Arts Center) and older anchors (University of Hartford, Artists Collective) attract people to the Avenue
- Growing college population
- Potentially transformative development opportunities at both ends of the Avenue (Westbrook Village, city-owned property)
- New immigrants bringing entrepreneurial spirit
- Surrounding destinations with potential economic influences (St. Francis Hospital, West Hartford, Downtown, Keney Park, University of Hartford)

More Good

- Successful small businesses that can grow
- Available land
- Committed mayor and a new attitude among city leadership to change status quo
- Community leaders who want to work for change
- \$14M for street improvements

The Bad

- History of neglect: governmental indifference and complex, irregular, lax enforcement resulting in physical deterioration and illegal land uses
- Sewer and bridge construction impacts
- Government agencies, neighborhood organizations, and major institutions act in isolation
- Lack of private sector capital investment
- High city tax structure compared to suburbs
- Corridor appears to be “dumping ground” for city problems

BUT most of the factors can be changed with new attitudes

The Ugly

- Perception of public safety
- Trash, broken sidewalks and street condition
- Inconsistent building design, setbacks, entrances
- Auto-oriented access encroaches on pedestrian realm
- Lack of communication—in all forms and directions
- Lack of trust

BUT all of these factors can be changed with committed leadership, will and small amount of money.

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Code Enforcement

Broken Window Theory: physical disorder signals that behavioral disorders are acceptable

- Reallocate city resources to dedicate additional staff to regular code enforcement and fine collection (ROI)
- Revise and align to establish ONE clear set of rules and fines that meet needs (dumpsters, broken windows, trash, parking, setbacks, safety hazards, overgrown grass, illegal dumping, curb cuts)
- Publicize “target zone” – communicate the attention being given – clean up, pay up, or get out

Public Maintenance

- Rows of missing street lamps
- Downed trees in the parks
- Broken & missing sidewalks
- Deteriorated landscaping – mud instead of grass or paving
- Solid waste management – dumpsters on sidewalks, trash
- Put street trees and planters in public rights of way

Residential Stability

- Examine subsidized and special needs housing policies to avoid over-concentration in neighborhood
- Stabilize home ownership in the corridor and provide supports to established homeowners
- Focus city resources on supports for new owners, foreclosure avoidance
- Address illegal or non conforming uses (e.g., rooming houses, group homes)

Open Space and Recreation

- Seek opportunities for shared use at Quirk Middle School new construction
- Establish partnership with Y, PD/PAL, Rec Division on Building B to ensure vibrant center for swimming, playing, leagues, fitness classes, etc.
- Maintain existing playgrounds and open spaces (e.g., behind YMCA)
- Open/vacant lots – consider mini-parks, renewed green space – partnership with horticultural society/non-profit (Philadelphia example)

Public Safety

- Perception is reality – safety must be seen
- Foot, bike, mounted, Segway patrols – visible patrols, community-oriented policing
- Develop more “eyes on the street” – storefronts and facilities should have windows and entrances addressing the street – welcoming pedestrians (crossover with Urban Design)

Celebrate Identity

- Brand the neighborhood around its people, ethnic composition, international identities
- Consider a common name or brand for the 2 neighborhoods
- Research and promote historical significance of corridor back to colonial times – Heritage Trail from Revolutionary War Days

Promote Arts and Culture

- Establish outward signs of the activities happening on-site
- Pursue partnership between UHart Performing Arts, Arts Collective, Library
- Investigate an 'artist colony' concept for live/work space, galleries, reuse/rehab old homes for \$1

A large crowd of people is gathered at an outdoor event, possibly a festival or fair. The background shows a paved area with many people standing and walking. In the foreground, a person in a white shirt is holding hands with a person in a pink leopard-print dress. The text is overlaid on a semi-transparent white box.

Low Hanging Fruit – cheap, easy, fun, magnetic!

- World Fest – promote international flavor of the neighborhood either in the neighborhood or parks – introduce food to Hartford!
- Urban gardening and/or farmers' market on vacant land
- Cyclovia, PARK(ing) Day
- Route 5Ks/ marathons up and down Albany and Homestead
- Neighborhood cleanups – Mayor Segarra's Clean and Green Team!

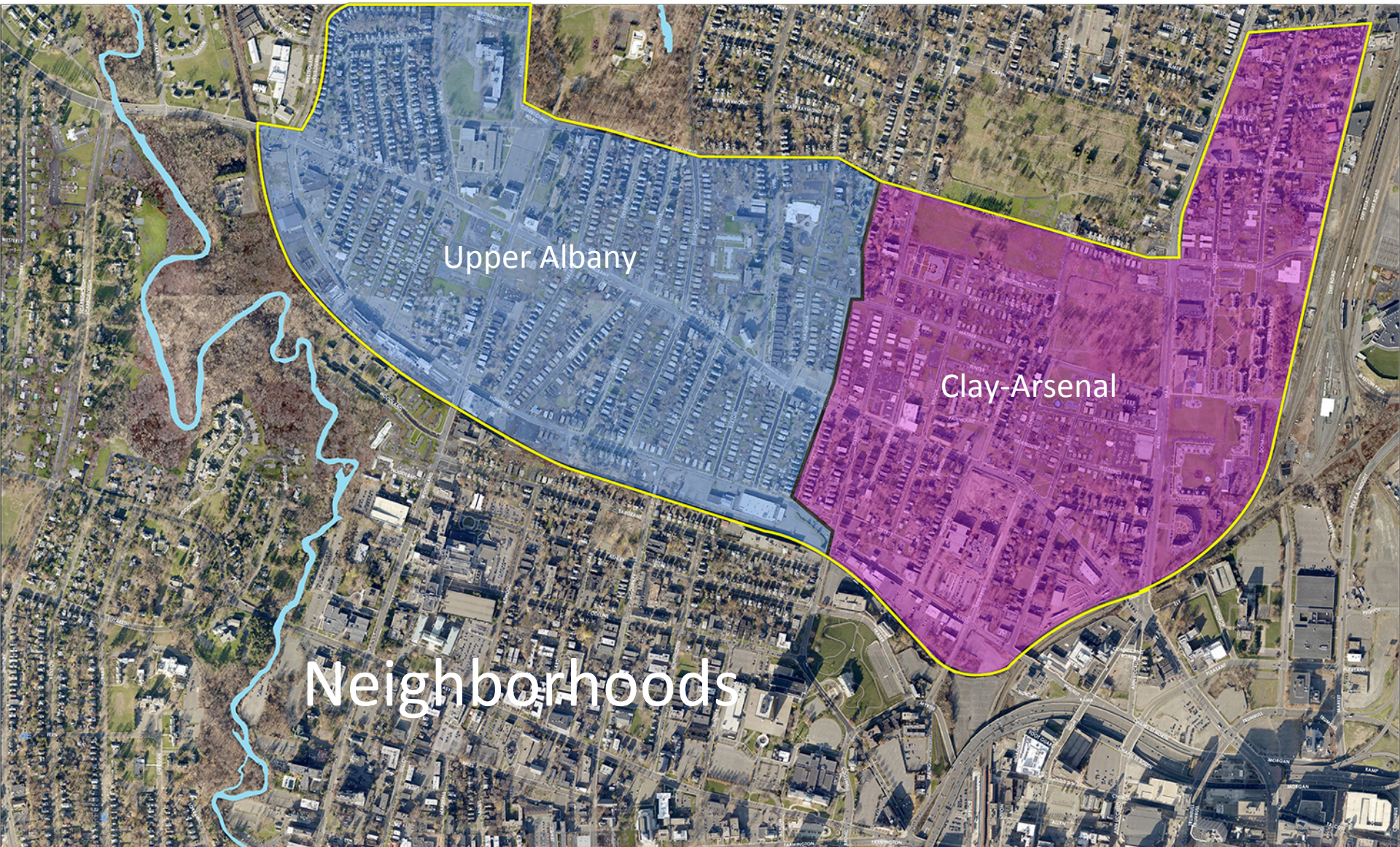
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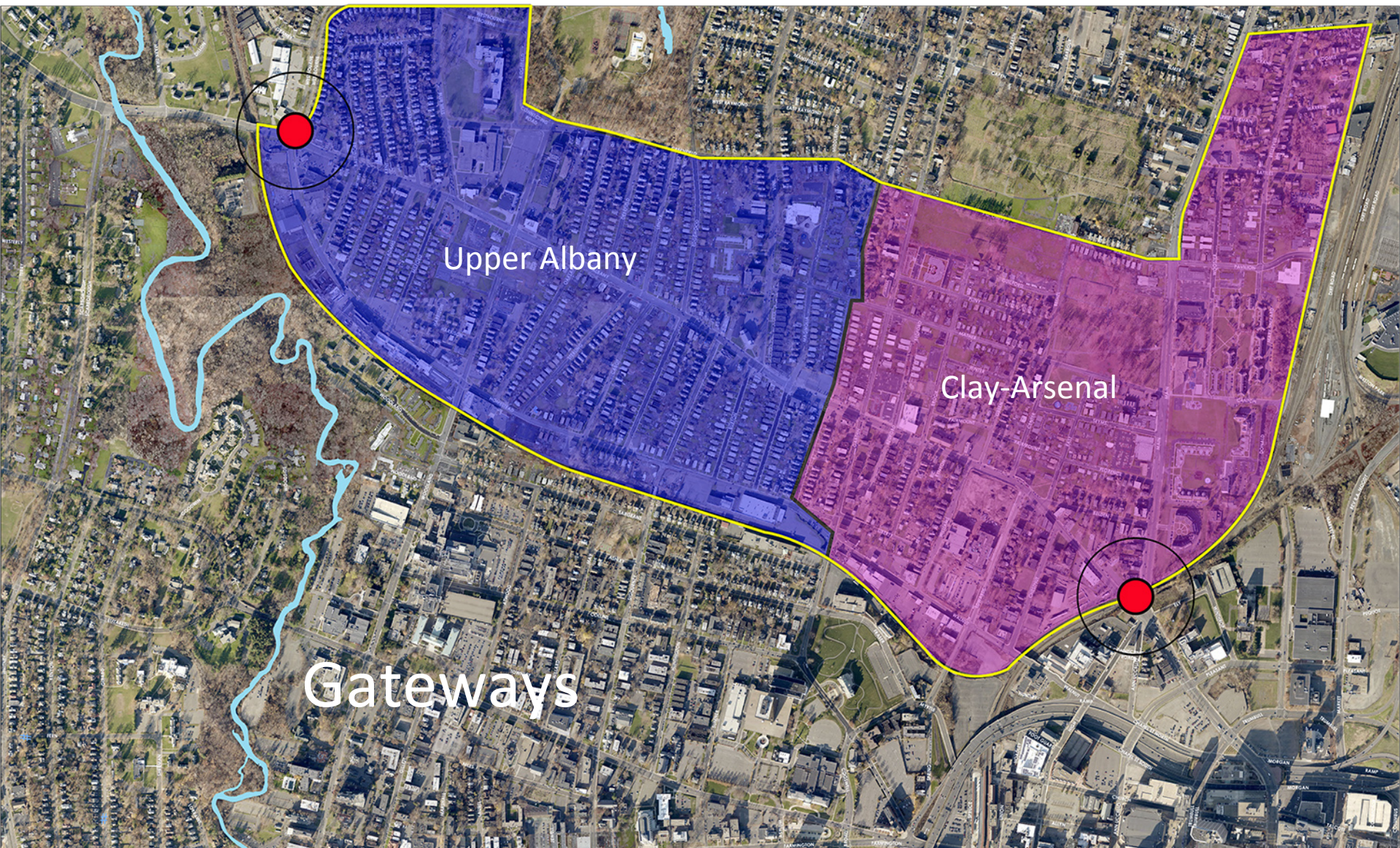
The Neighborhood



Upper Albany

Clay-Arsenal

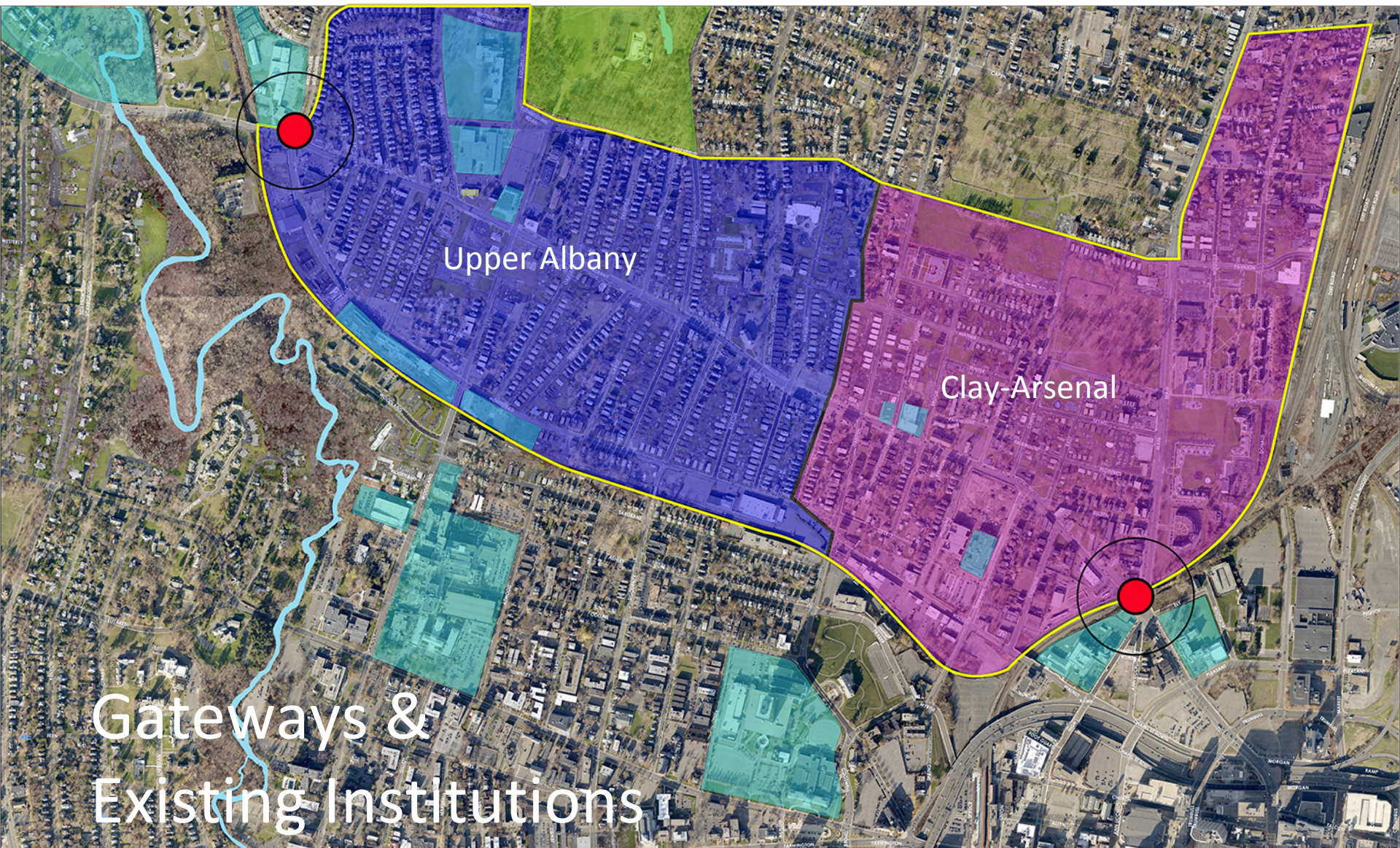
Neighborhoods



Upper Albany

Clay-Arsenal

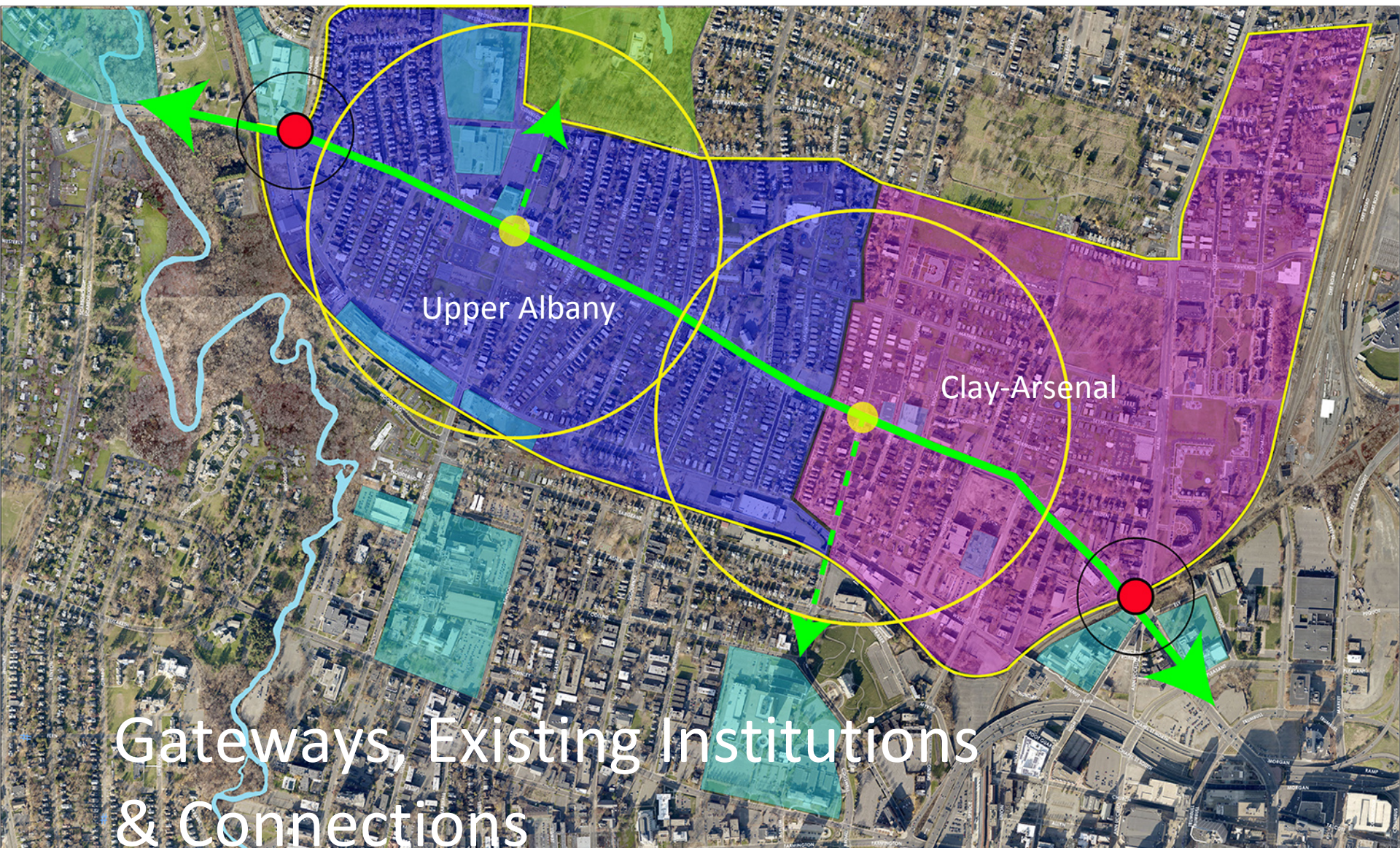
Gateways



Upper Albany

Clay-Arsenal

Gateways &
Existing Institutions



Gateways, Existing Institutions
& Connections



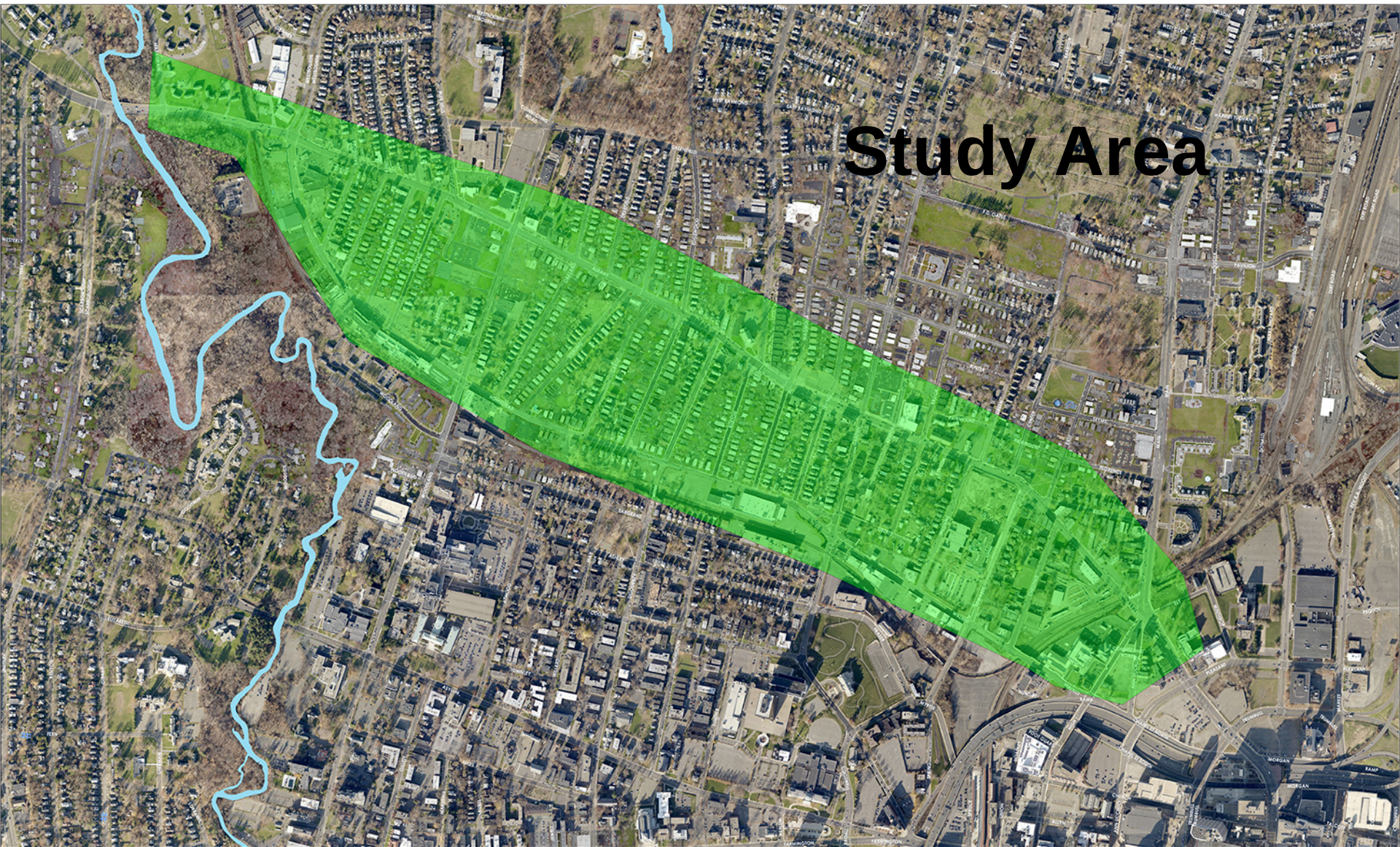
Strengths



Strengths

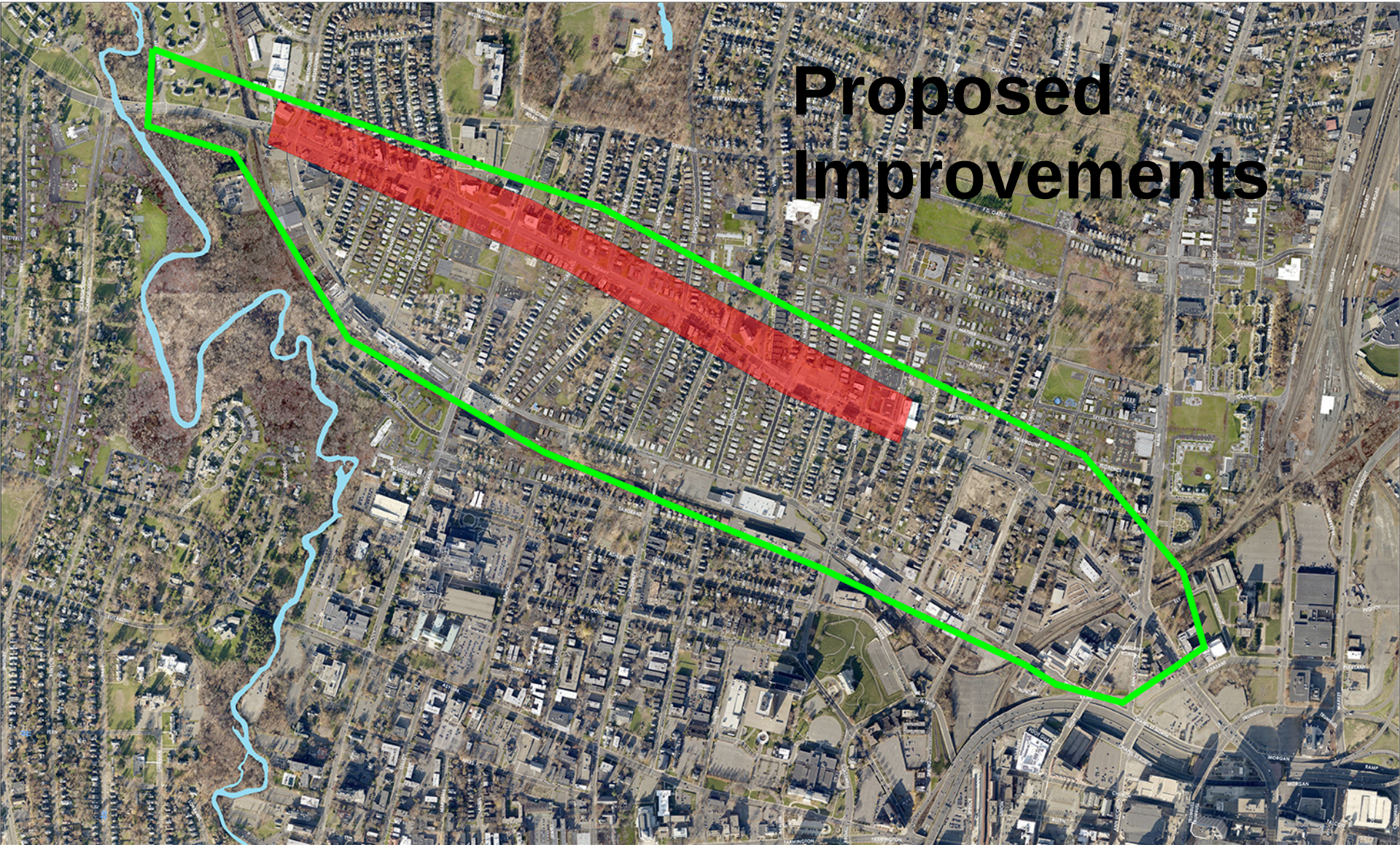


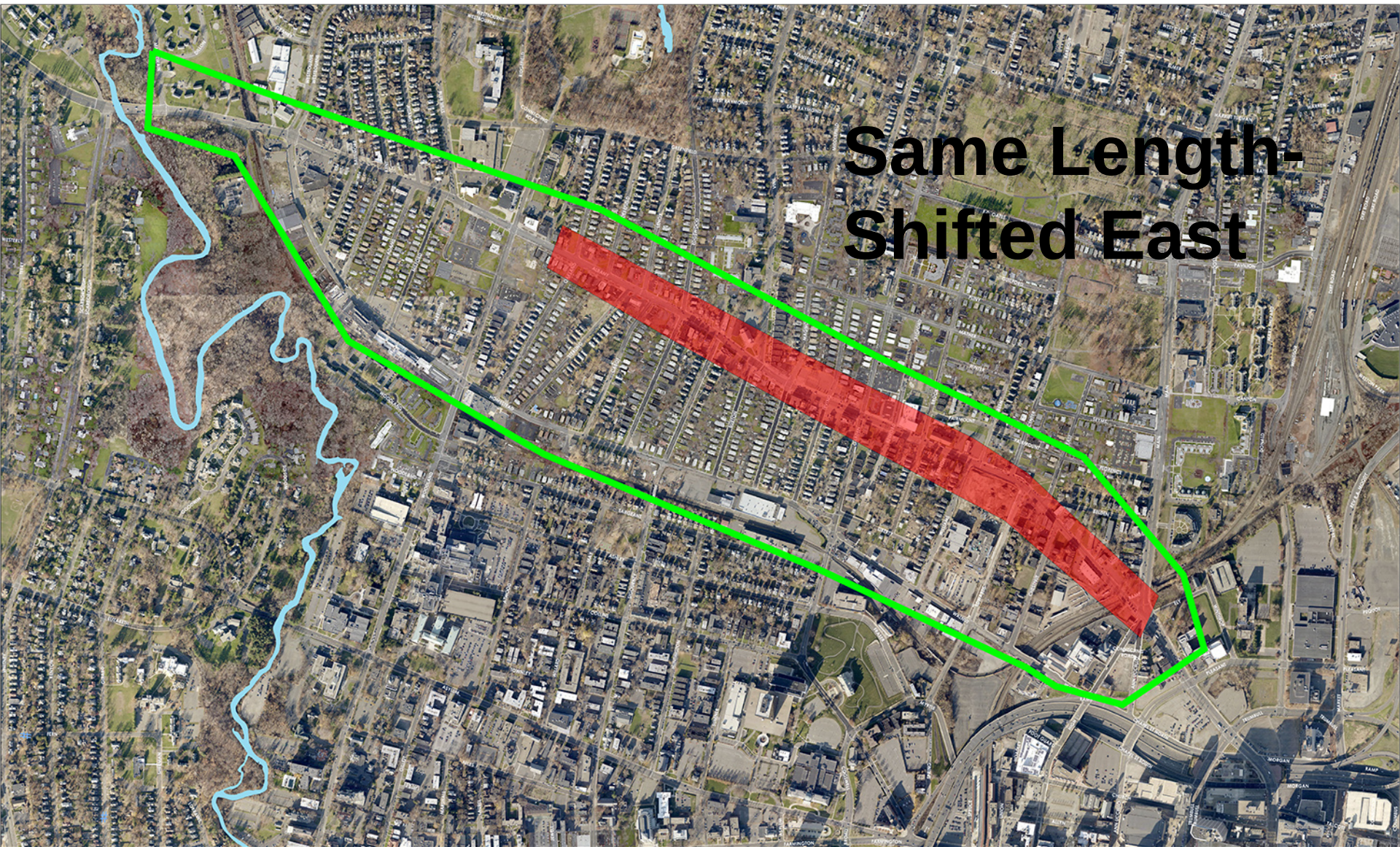
Strengths



Study Area

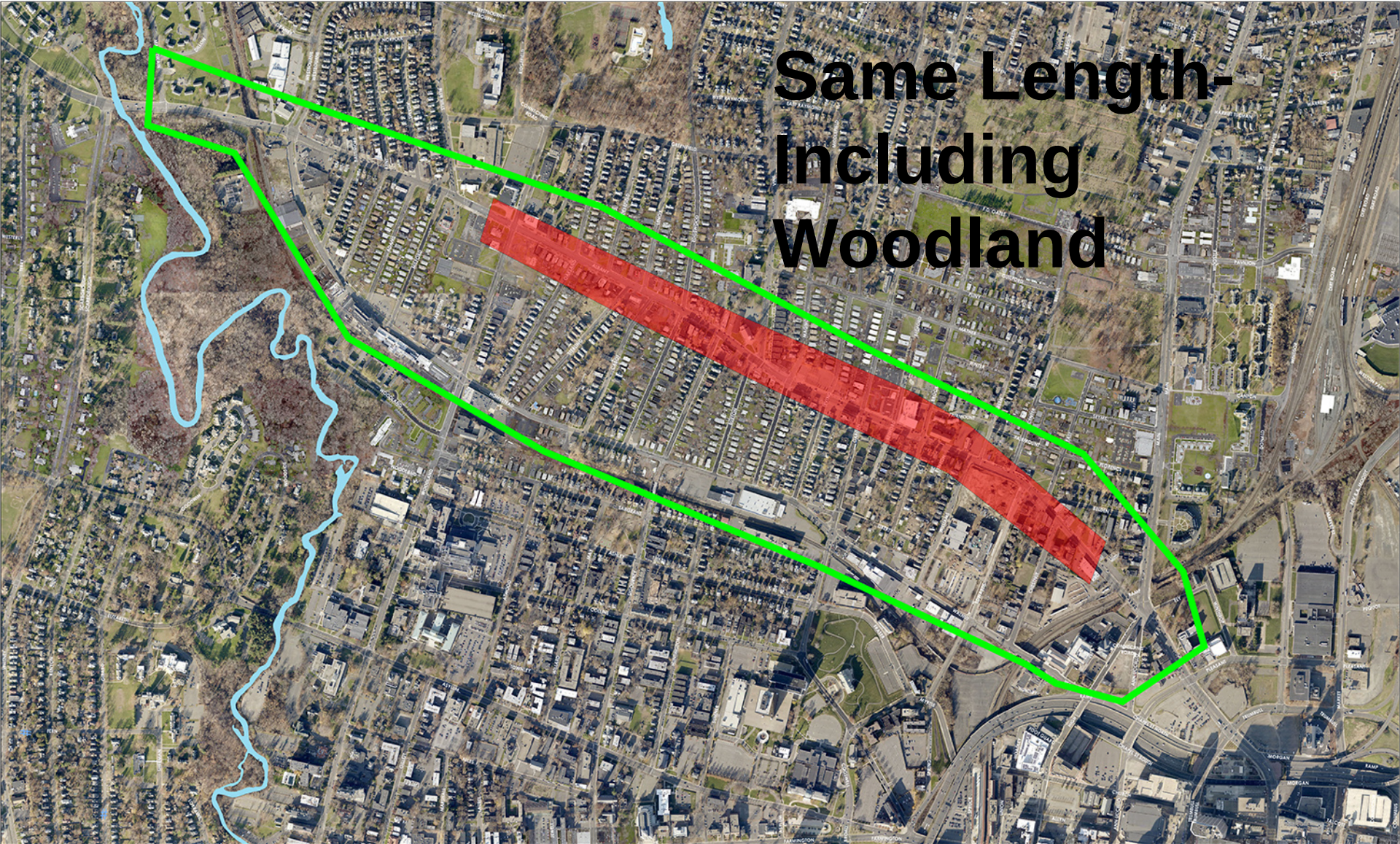
Proposed Improvements



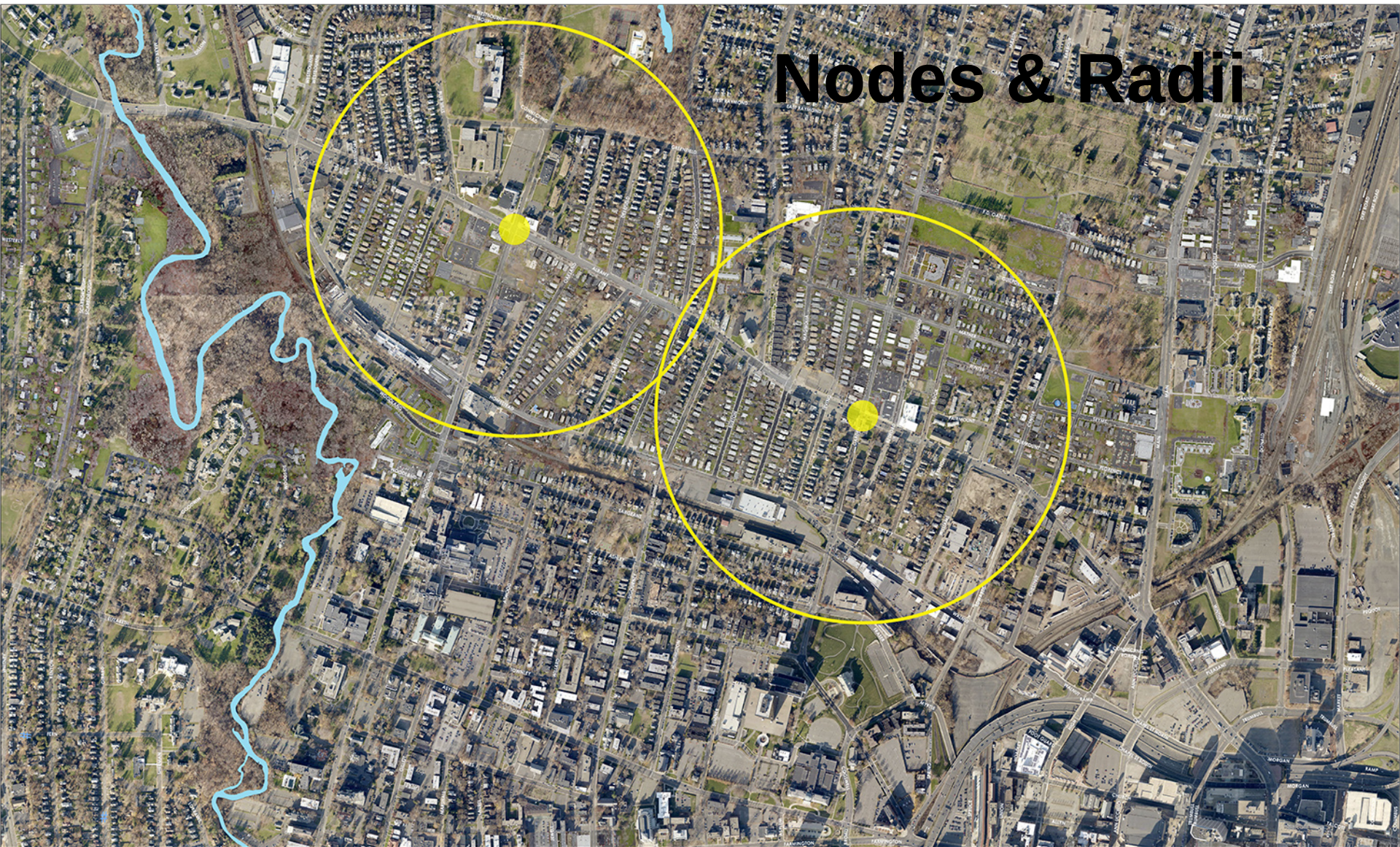


**Same Length-
Shifted East**

**Same Length-
Including
Woodland**

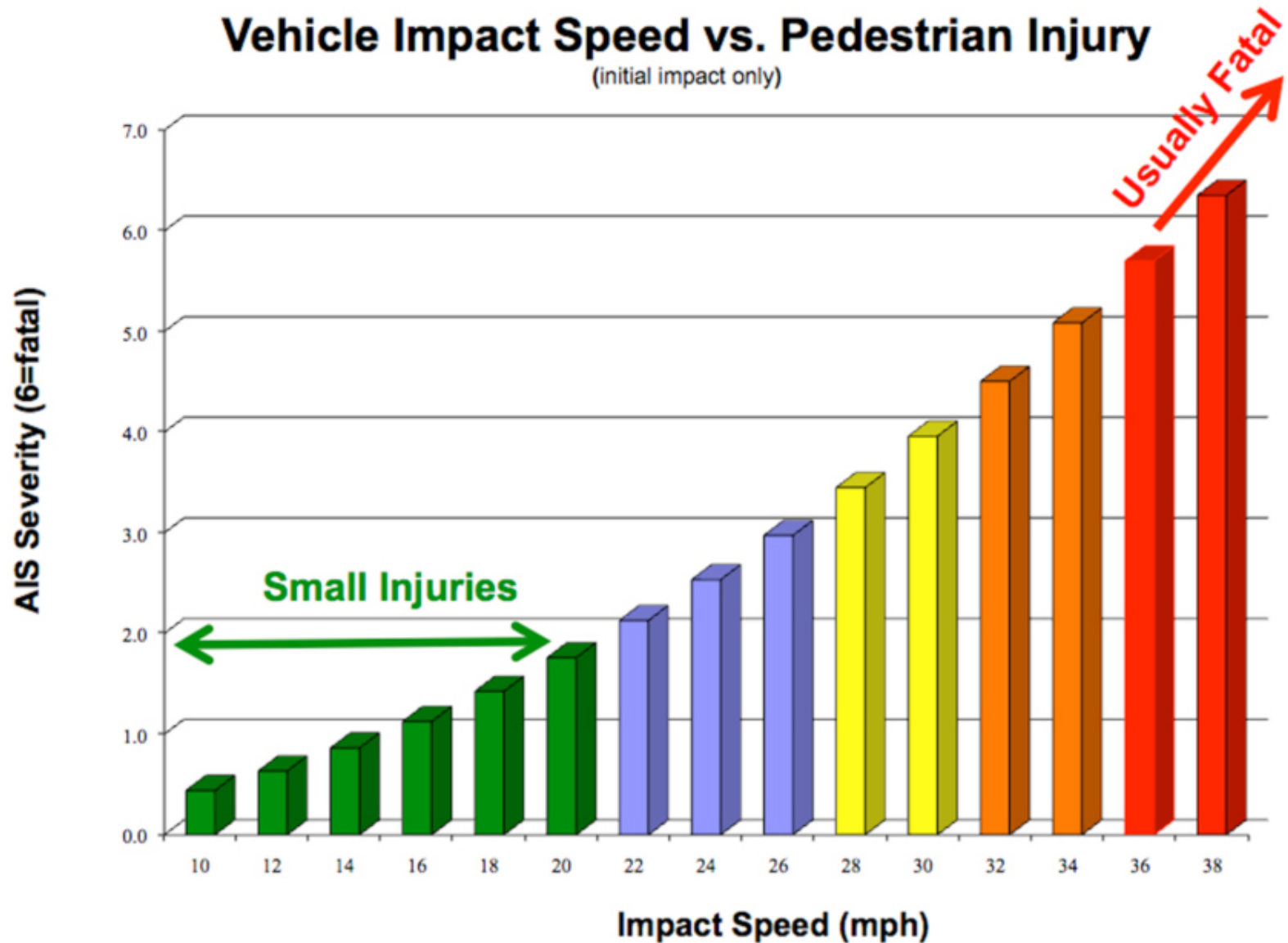


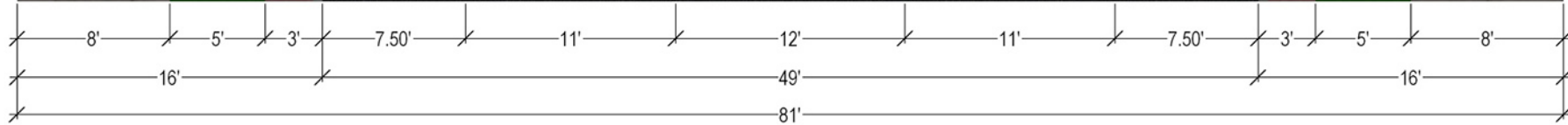
Nodes & Radii

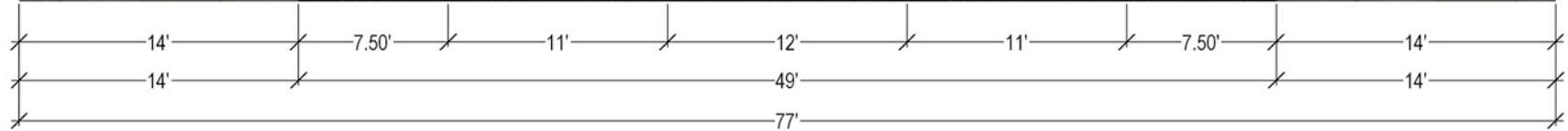


Vehicle Impact Speed vs. Pedestrian Injury

(initial impact only)







Portsmouth, VA

High Street



Portsmouth, VA

High Street



Portsmouth, VA

High Street



Portsmouth, VA

High Street



Portsmouth, VA

High Street



Portsmouth, VA High Street



Portsmouth, VA

High Street



Portsmouth, VA

London Boulevard



Portsmouth, VA

London Boulevard



Portsmouth, VA

London Boulevard



Portsmouth, VA

London Boulevard



Portsmouth, VA
Liverpool Street



Portsmouth, VA
Liverpool Street



Portsmouth, VA
Liverpool Street



Portsmouth, VA
Liverpool Street



Portsmouth, VA
Liverpool Street



Portsmouth, VA

Liverpool Street



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Capitalize on Key Institutions and Employers

- Regional: University of Hartford, St. Francis Hospital, The Hartford and Aetna
- Community and Neighborhood
 - YMCA
 - Artists Collective
 - Library
 - Public Safety Complex
 - Schools
 - Chrysalis Center
 - Small businesses
- Downtown

Cluster Retail Shopping and Services

- Characteristics of these clusters:
 - Pedestrian-friendly environment
 - Joint-use, shared, and public parking
- Façade program
- Proximity to affluent communities to the west
 - Attract adjacent neighborhoods to eat and shop



“Town Center” Project

- Create strategic destination at intersection Albany Avenue and Woodland Street
- Bravo Center along with the arts center (Library, Arts Collective) and bakery are key components
- Goal is to create a destination that complements the other three corners
- Consider urban mixed use, rather than single purpose
- Check-in with the neighborhood to confirm their desires
- Need new name, brand

Westbrook Redevelopment

- Excellent opportunity to create vibrant new mixed-income, mixed-use development
- Develop new mixed-income housing with integrated commercial and institutional uses along Albany
- Take advantage of the frontage to Albany and consider as a public plaza, market place, or connection that invites surrounding neighborhoods
- Gateway to West Hartford and University of Hartford

Homestead Avenue brownfields redevelopment

- Dreadful barrier and negative image impacting the larger community
- Perfect location for business services in support of nearby major institutions and corporations
- Brownfield cleanup and repurposing, primarily for diverse business services, examples:
 - Printing
 - Shipping (FedEx, UPS)
 - St. Francis laundry
 - Expansion of St. Francis Hospital and related uses

Main Street/Albany Avenue Intersection

- Gateway to Downtown and Albany corridor
- Potential for higher-density residential, corporate headquarters and major institutions
- Potential UConn campus anchor
- Seek state funding to complete the remaining streetscape improvements from Bedford Street to Main Street

Housing Investment Strategy

- Understand the different market segments being served
- Target housing options to:
 - Downtown
 - Major employers and institutions
- Define the types and funding of housing needs
- Facilitate rehabilitation and upgrades
- Infill and develop larger sites for new construction
- Consider partnerships with UConn and UHart
- Concentrate housing to foster economic development and further support clustering of personal and retail services

Market sites to investors

- Continual assessment and inventory of sites
- Network with brokers
- Maintain a website with inventory of available sites
- Promote the sites to developers and investors

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Vision

- Mayor sets priority and agenda
- Ongoing community engagement will hold stakeholders accountable
- Neighborhood charrette as first step for a unified vision
- Partnerships and champions emerge
- Create action agenda and timeline; allocate resources and establish metrics and benchmarks
- Celebrate successes

Program Implementation

- Prioritize projects in support of the vision and plan
- Monitor timeline and progress
- Develop short-term and long-term strategies to maintain momentum
- Ensure collaboration and communication among stakeholders for better governance and partnerships

Governance

- Expedited development process
- Comprehensive strategies (e.g., vacant land)
- Ombudsman/Neighborhood Services Office
- State and federal project liaison
- Licensing and enforcement
- Navigation aids (e.g., anti-litter campaign)
- Reorganizing for success

Governance

- Mayoral priority
- City Council leadership
- Public safety and Public Works outreach and communication
- School system
- State and federal support as this is a corridor of regional significance
- Pilot worthy of repeating in other neighborhoods
- Learn from best practices
- Support and develop capacity

Community Partnerships

- Business organizations and merchants
- Residents
- Educational institutions
- Arts institutions
- Anchor institutions
- Neighborhood activists
- Social service industry
- Ethnic and Newcomer Interests
- Healthcare and insurance industry
- Faith communities
- Neighborhood groups

Champions come from these community entities

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Concluding Thoughts

- Communicate to develop trust, reach out, show a little love, celebrate success at every point
- Raise your standards and expectations
- Be relentless in achieving change in gov't processes
- Change economic development and design guidelines to reflect new priorities
- Develop and hold yourselves accountable for benchmarks, goals and dates
- Ensure the planned street improvements achieve your goals
- Focus on the catalyst areas (i.e., nodes and gateways)

Homework Assignment

- Create, where not existing, communications vehicles between city government and neighborhood stakeholders (e.g., websites, community newsletters, social media)
- Establish an ombudsman and neighborhood services officer from city staff
- Conduct a community design charrette to define a vision for the corridor
- Create short-term and long-term timelines for public and private investment goals

Report back at Fellowship retreat, April 11-12

Thank you to the following people; their assistance was essential to the panel's work:

City Councilmember Alex Aponte | Julianne Avallone, Hartford Housing and Property Management Division | Denise Best, Upper Albany | Sandy Kee Borges, Hartford Chief Operating Officer | Kevin Burnham, Hartford Public Works Department | John Carson, University of Hartford | Jennifer Cassidy, Asylum Hill | Sharon Castelli, Chrysalis | Don Chapman, Hartford Planning Division | Lynda Crespo, Hartford Planning Division | Donna Thompson Daniels, Blue Hills | Dr. Richard Fichman, The Eye Center | Caitlin Fitzpatrick, Hartford Planning Division | Corey Fleming, Albany Avenue Library | Phillip Fry, CT Transit | Glenn Geathers, Hartford Economic Development Division | Oz Griebel, Metro Hartford Alliance | Mary Kay Garrow, LISC | Clinton Hamilton, YMCA | Sam Hamilton, Hartford Economic Development Corporation | Emory Hightower, Hartford Police Department | Kim Holden, Hartford Planning Division | Scott Jellison, Metropolitan District Commission | David Jorgensen, West End | Martin P. Kane Talcott Realty Investors | Swan Keyes, Kabbalah House | Mary Ellen Kowalewski, Capitol Regional Council of Governments | Irena Lazic, Hartford Planning Division | Anika Singh Lemar, Wiggin and Dana LLP, ULI Connecticut | David Lee, CT Transit | Jonas Maciunas, Hartford Planning Division | Jillian Massey, Hartford Planning Division | I. Charles Mathews, YMCA | Dolly McLean, Artists Collective | Melonae McLean, Artists Collective | Laura McMenamin, Hartford Planning Division | Jon Mullen, Hartford Planning Division | Tom Nenortas, Hartford Preservation Alliance | Kristina Newman-Scott, Marketing Events and Cultural Affairs Division | Andrea Pereira, LISC | Marilyn Risi, Upper Albany Main Street | Michael Sanders, Connecticut Department of Transportation | Annette Sanderson, Hartford Housing Authority | Cherie Santos-Wuest, Connecticut Retirement Plans and Trust Funds | Maryellen Shuckerow, Chrysalis | Gordon Scott, Jamaican Bakery | Cheryl Smith, Artists Collective | Teacon Tinker, Upper Albany | Patricia Williams, Upper Albany Development Inc. | Emily Wolfe, Sheldon Charter Oak