

Hartford 2010

Final Report of the Implementation Committees

September, 2009

CITY OF HARTFORD
DEPARTMENT OF DEVELOPMENT SERVICES

250 CONSTITUTION PLAZA, HARTFORD, CONNECTICUT

Acknowledgements

Eddie A. Perez, Mayor

Trident Implementation Committee

Yvon Alexandre, Owner Vibz Uptown- Terry Square Trident
Matt Fleury, Executive Vice President & COO- Downtown Convergence Trident
Oz Griebel, President and CEO, MetroHartford Alliance
Ed Johnson, Senior Vice President, St. Francis Hospital- Upper Albany Trident
Michael Kuziak, Executive Vice President Laz Parking- Downtown North Trident
Bernie Michel, Chair Asylum Hill NRZ- Asylum/Farmington Trident
Mark K. McGovern, Director of Economic Development, City of Hartford
David B. Panagore, Director of Development Services, City of Hartford
Roger J. O'Brien, Director of Planning, City of Hartford
Angel Sierra, Owner Hispana Vision, South Green Trident

Staff

Wayne Benjamin, Corporate Project Manager, City of Hartford
Julio Conception, VP of Hartford Partnerships, MetroHartford Alliance
Mulugeta Deres, Principal Planner, City of Hartford
Glenn Geathers, Project Manager, City of Hartford
Kim E. Holden, Chief Staff Planner, City of Hartford
Roland Klee, Principal Planner, City of Hartford
Jonathan Mullen, Principal Planner, City of Hartford
Jose L. Rodriguez, Small Business Development Coordinator, City of Hartford
Vanessa Williams, Small Business Specialist, City of Hartford

Trident Committees

Asylum & Farmington

Bernie Michel, Asylum Hill NRZ, Chair
Mike Marshall- Aetna
Brooke Baran- CT Culinary Institute
Jackie McKinney, ArtsSpace Residents Association
Sally Taylor- Farmington Ave Alliance
Dulcie Giadone, Resident
Vicki Shotland, Union Station
Joe Barber, HUB of Hartford
Sister Judy Carey, St. Francis

Downtown Convergence

Matt Fleury, Resident, Chair
Jim Lewis, Harvey & Lewis Opticians
Jerry Hayes, Phoenix
Marc Levine, Temple St.
Thomas Luszczak, Travelers
Michael Zaleski, Downtown BID
David Fay, The Bushnell
Thea Montanez, CT Convention Center
Susan Lubowsky, Wadsworth Atheneum

Downtown North

Michael Kuziak, LAZ, Chair
Bishop Torres, House of Restoration
Karen Sikora-Berard- Crowne Plaza
Karen Lewis- SAND
Danny Merida, 1450 Main St
Calvin Woodland, Capital Community College
Reverend Turner, Pastor of Shiloh Baptist Church
Annette Sanderson, Sanderson & Associates

South Green

Angel Sierra, Hispana Vision, Chair
Julio Mendoza, SAMA
Sean Arena, resident
Al Marotta, FAMA
Carol Coburn, CSS-CON
Robert Clark – DeLeon Funeral Home
Sister Patricia McKeon – St. Elizabeth House

Terry Square Trident Committee

Yvon Alexander, Uptown Flava, Chair
Reggie Hales, Inquirer Newspaper
Max Kothari, Star Hardware
Alan Green, Hartford Housing Authority
Jules Brown, Phillips AME Zion Church
Stanley Ehrlich, Bartholomew Contract Interiors
Patricia Kelly – Ebony Horsewomen
I. Charles Matthews, Resident

Upper Albany

Ed Johnson, Upper Albany Main Street
John Carson, University of Hartford
Dolly or Cheryl McLean, Artist Collective
Andre Wade, Upper Albany Collaborative and Upper Albany Main St
Clyde Billington, Upper Albany Development Corporation
Alan Green, Hartford Housing Authority
Michael Sherman, Community Health Services
Kevin Washington, YMCA
Jeffrey King, Merchant's Association
Brenda Watson, Resident
Denise Best, Resident
Richard Brown, Urban League

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I. Introduction

In the summer of 2007, the MetroHartford Alliance, the City of Hartford Department of Development Services, a team of urban design professionals including Greenberg Consultants/CBT Architects, Michael Van Valkenburgh Associates, Gorove/Slade Associates, Inc, Philips Preiss Shapiro, Patrick L. Pinnell and a diverse group of Hartford stakeholders developed recommendations to build on the successes of projects that were recently completed or proposed to further leverage the investment of public and private funds that flowed into Hartford over the early and mid part of the decade. The team developed a set of recommendations which were detailed in the Hartford 2010 Consultant Report.

The concept of a trident introduced by Ken Greenberg which will be discussed extensively throughout this second phase report of the implementation committees was borne out of the realization that city arterials that converge along significant gateways have the potential to unlock other development opportunities around them. Six tridents or gateways were identified in the Hartford 2010 Trident Consultant Report. Action items for economic development were recommended along with key target sites, redesign ideas, and streetscape improvements for the following six tridents:

- **Asylum/Farmington-** The area where Asylum Avenue, Farmington Avenue converge toward the downtown
- **Downtown Convergence-** The final convergence of the major arterials coming into the city.
- **Downtown North-** The area north of the downtown where the major west and north arterials including Albany Avenue and Main Street converge.
- **Upper Albany/Blue Hills Avenue-** The gateway between the towns to the west of the city including Bloomfield and West Hartford via Albany Avenue and Blue Hills Avenue.
- **South Green-** The convergence of the arterials from the south including Maple Avenue, Wethersfield Avenue, and Retreat Avenue.
- **Terry Square-** The convergence of arterials north of the city to Main Street

To build on the work accomplished in the Hartford 2010 Consultant Report, Mayor Eddie A. Perez assembled a Trident Implementation Committee and six (6) Trident Steering Committees, each were charged to further refine and prioritize the Hartford 2010 recommendations and provide input, feedback and recommendations. While the national economy has taken its toll on the region and on state and local budgets, the crucial role of planning Hartford's future remained undiminished.

II. Key Objectives

The objectives of the Hartford 2010 Consultant Report were to:

- Fully leverage the investment of over \$1 billion of public and private funds in Hartford over the last five years so as to strengthen the Downtown and all of the City's other neighborhoods as well as the adjoining suburbs;
- Accelerate the amount of incremental private investment in the City to strengthen it as the economic hub of the Region;
- Enhance the ability of the Region to market itself as a dynamic, growing economy;
- Focus on specific areas that can best leverage new investment:
 1. Stimulate and shape investment
 2. Ensure new resources are used wisely and efficiently
- Ensure that economic opportunities reach all Hartford residents:
 1. Foster good quality jobs with higher wages;
 2. Prepare Hartford residents to fill those jobs;
 3. Bring shopping, restaurants and basic services to communities

III. Areas of Emphasis

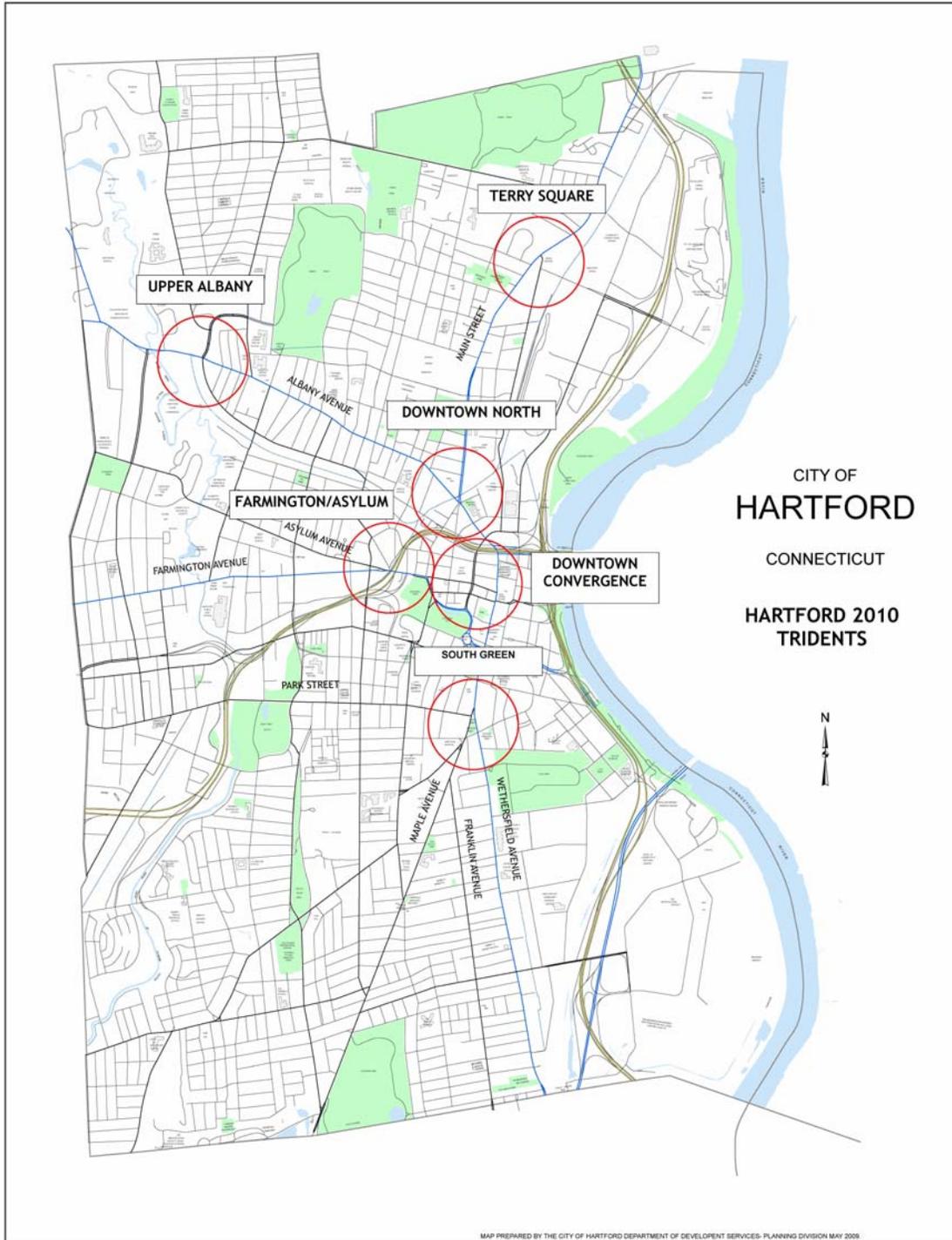
Trident implementation meetings were held throughout the summer, fall and winter of 2008, producing a draft report in the spring of 2009. Each Trident Committee produced an individual report addressing the unique challenges and opportunities of each area. This Final Report summarizes the work of the seven (7) individual committees.

Listed below are the areas of emphasis that emerged from the work of the Trident Committees:

1. Development Priorities
 - a. At Woodland Street and Albany Avenue (town center development)
 - b. Along Homestead Avenue, (brownfield redevelopment)
 - c. At Sigourney/Homestead (redevelopment)
 - d. Along Albany, the John E. Rogers Cultural Center, & Upper Albany Public Library
 - e. At Westbrook Village and Bowles Park (public housing redevelopment)
 - f. At Main Street and Park Street (redevelopment)
2. Parking
 - a. Rationalize parking in the downtown
 - b. Build new parking garage near Park Street and Main Street
3. Streetscape/Landscaping
 - a. The Farmington Avenue streetscape

- b. The site on the corner of Broad Street and Farmington Avenue
 - c. At Barnard Park in South Green
 - d. Along Main Street from I-84 to South Green
4. Transportation
- a. Traffic rationalization and safety improvements on Farmington/Asylum
 - b. Transportation safety improvements on Farmington/Asylum
 - c. Relocate bus transfer locations from Main Street
 - d. Investigate the use of a rotary at South Green
 - e. Improve traffic movement and direction near the South Green
 - f. Investigate a trolley system at South Green
5. Safety and Quality of Life
- a. Improve cleanliness and safety in the Downtown
 - b. Investigate tools for traffic and noise ordinance compliance
 - c. Investigate the location of homeless shelters near the South Green
6. Marketing
- a. Define Downtown as a unique and attractive place
 - b. Improve Downtown marketing and promotions structure
 - c. Further streamline the development process

IV. Map of the Six Tridents

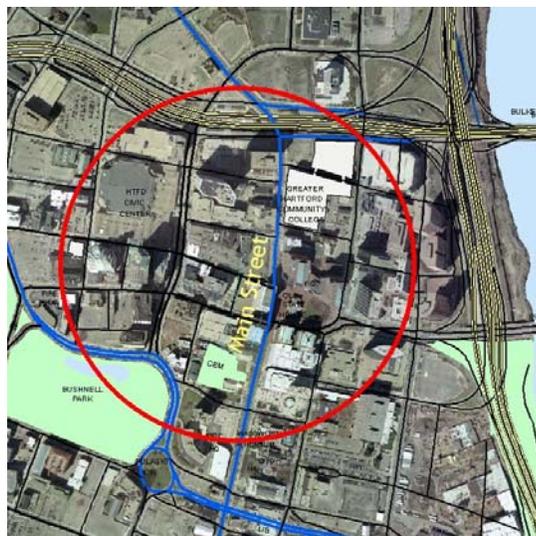


V. Trident Report Summaries

1.0 Downtown Convergence Trident



"A historic Main Street that looks and functions as the central "address" for Downtown, spurring further high-value development throughout the center city. This involves amplifying the physical hospitality of Main Street and environs to invite more shopping, dining, tourism and center city living. Potentially, over 2,100 jobs will be created and the trident will attract 550 new residents."- Hartford 2010 Consultant Report



1.1 *Background*

After meeting with various stakeholders and public officials the Downtown Convergence Trident Committee identified three (3) priorities which focused on **1. public infrastructure, 2. building relationships** and **3. economic development**. Additionally proposals were made to improve the **streetscape, transportation, parking, and façade improvements** that would provide a lasting impact on the Downtown.

The Downtown Convergence Trident committee envisions a street-level environment with the energy and comfort level necessary to attract residents, businesses, employees and retailers to come, return/stay.

This environment capitalizes on existing human, economic and cultural assets with enhanced “connective tissue”, attracting more people and satisfying their expectations and demands. They defined “connective tissue” as the combination of infrastructure, services, amenities, business/cultural and consumer inhabitants/users and interactions that together comprise an environment.

1.2 *Hartford 2010 Consultant Report Recommendations*

Following are the consultant recommendations of the Downtown Convergence Trident:

1. Target Key Sites, including:
 - a. A signature mixed-use development at Asylum/Main
 - b. A signature cultural building on I-84
 - c. Opportunities for re-use of existing Civic Center site
 - d. Continuous retail on the key cross streets
2. Examine the Re-design of Main Street, including:
 - a. Signal timing
 - b. Rationalize lane widths. Add bump outs at crossings
 - c. Opportunities for short-term, on-street parking
 - d. Alternatives to reduce the use of Main Street for bus staging
 - e. Provide higher-amenity bus stops
 - f. Further upgrade way-finding signage
3. Propose Streetscape Improvements, including:
 - a. Lighting, landscaping and other design elements for the length of Main, Asylum and cross streets
 - b. Programming and public art

Action Agenda for Economic Development

- Potential development of 1.8 million square feet of residential, office, retail and hotel space
- Modern home furnishing store
- Book, music, entertainment superstore retailer
- Attract a large-scale developer, with experience in high-profile, mixed-use, entertainment and hospitality-centered developments in high density environments.

1.3 Recommendations from the Trident Committee

Public Infrastructure

- a. Re-design of Main Street and proposed Streetscape Improvements
- b. Relocate bus transfer points from Main Street.
- c. Rationalize parking (e.g. pricing, method of payment, on-street vs. off-street parking structure to serve commuters but also be more conducive to street-front retail and cultural uses

Build partnerships

Expand the public/private partnership between the City and its civic, real estate, business and cultural leaders to commence immediate operational and “presentation” improvements to the Main Street and Downtown Corridor experience

Maximize the impact of the HBID as a leading strategy to continue improvements in the cleanliness and security of Downtown (appendix), and consider potential geographical extension of services.

1. Engage property owners and users in a commitment to improve the public face of their addresses and expand this positive footprint to close the unappealing “gaps” between destinations, as envisioned by The Bushnell/Arts Council’s iQuilt concept “...a loose grid of park-to-river pedestrian routes which weave together downtown Hartford’s cultural institutions...”
2. Engage the City of Hartford in immediate discussion of resource dedication and strategy planning to head-off disruptive street activity, including high speed vehicles and motorcycles violating traffic and noise ordinances with enforcement beginning spring 2009. Re-evaluate night club and event code and policy to reflect Downtown’s transition to a combination commercial and residential district requiring basic peace and quiet conditions for comfort and rest at night.

Economic Development

As a precursor to attracting future development and business investment, evaluate and address the economic condition of existing developments, retail, residential and commercial owners and users to improve their performance.

1. Evaluate conditions, development agreements, code, policy and review processes and consider approaches to promote occupancy of existing empty retail frontage, particularly in high profile locations.
2. Create a specific strategy to define the Downtown as a unique and attractive place for retailers and shoppers/diners; develop a plan to sustain and attract boutique and other retail activity.
3. Evaluate activities and results of existing Downtown marketing and promotions structure, strategy and investments and increase focus and impact of the most strategically advantageous approaches and performers.

2.0 Asylum/ Farmington Trident



“Stitching Asylum/Farmington to Downtown and absorbing significant regional demand for high-end office, retail, hotel, and housing development. Involve stakeholders such as Aetna and the Hartford as well as the community in developing a vibrant mixed-use district that is tied to Union Station. Potential, over 2,200 jobs will be created and the trident will attract approximately 750 new residents” - Hartford 2010 Consultant Report



2.1 Background

The Asylum Farmington Trident Steering Committee met on four occasions over the course of several months. The Committee addressed the challenges and opportunities this very important area presents to the future of Hartford.

2.2 Hartford 2010 Consultant Report Recommendations

Following are the consultant recommendations that came out of the Phase II study of the Asylum/Farmington Trident:

1. Target Key Sites, including mixed-use developments at
 1. Asylum and Cogswell Site
 2. Union Station triangular site
- a. Existing surface parking lots
- b. Capitol West building
- c. I-84 and viaduct underpass opportunities
- d. Retail and shared parking lot
- e. Focus on the triangle between The Hartford and Aetna as a first step to attract some retail and gradually move east
- f. Site on the corner of Broad Street and Farmington Avenue attractive for hotel use
2. Examine the Re-design of Trident, including:
 - a. Signal timing
 - b. Reorganizing traffic movement and improve circulation
 - c. Rationalize lane widths, add bump outs at crossings
 - d. Opportunities for short-term, on-street parking
 - e. Integrate New Britain bus way
 - f. Further upgrade way-finding signage
 - g. Provide a good pedestrian connection under the highway and train viaduct
3. Propose Streetscape Improvements, including:
 - a. Lighting, landscaping, and other design elements for the length of Asylum and Farmington avenues
 - b. Programming and public art

Action Agenda for Economic Development

- Potential development of 1.75 million square feet of residential, office, retail and hotel space
- Engage existing property owners
- Attract national developers
- Attract “fast-casual” restaurant chains: bakery-cafes; high quality ethnic (Mexican Asian noodles), health clubs etc.
- Attract upscale hotel, with ground floor retail on Farmington

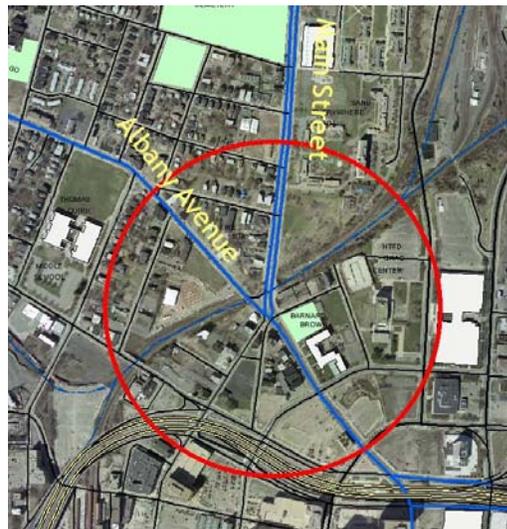
2.3 Recommendations from the Trident Committee

1. The Trident areas of focus include The Hartford, Aetna, the former CT Mutual, the former Hartford High School site and the areas to the east; Capitol West, 555 Asylum and Union Station. All of these are at the eastern end of Asylum Hill and are our gateway with downtown Hartford.
2. Future design must address our streets (Asylum Avenue and Farmington Avenue) and equal weight should be given to their roles of:
 - a. *CONVEYANCE* - all modes of transportation especially pedestrian, bike and public transportation should be balanced with automotive uses;
 - b. *COMMERCE* - that shops, offices and residential uses be promoted in a mixture that strengthens all; and
 - c. *COMMUNITY* – so that they serve as places where people have the opportunity to meet, converse and socialize.
3. To achieve the Committee’s goals regarding conveyance, commerce and community, we propose that grant funds be allocated to:
 - continue the Farmington Ave streetscape design that has been begun further west that will help unify the Avenue,
 - continue the traffic calming design work near the corner of Broad Street and Farmington Avenue, and
 - Make temporary adjustments to traffic flow by lane striping until a more functional plan is identified.
4. The Committee also suggests:
 - that safety improvements should be implemented to ameliorate and encourage pedestrian traffic from this area east to downtown,
 - the former site of Hartford High School (which is currently vacant) should be landscaped in such a way as to reflect positively on Asylum Hill and Hartford to all who pass by on I-84 or Broad St, Farmington or Asylum Avenues. This could be a temporary use for this parcel until future improvements to public transportation and the routing of I-84 are allowed to have their effect toward improving the possibilities for significant long term development of this space.

3.0 Downtown North Trident



“Regionally significant, mixed-use, high-density development, taking advantage of the area’s assemblages and accessibility. Potentially, over 3,000 jobs will be created and the trident will attract approximately 400 new resident”- Hartford 2010 Consultant Report



3.1 Background

The overall goal of the Downtown North trident committee is to attract potential investors to the area and stimulate future development.

3.2 Hartford 2010 Consultant Recommendations

Following are the consultant recommendations that came out of the Phase II study of the Downtown North Trident:

1. Target Key Sites, including:
 - a. Main and Trumbull intersections (12-B, 1161 Main and 1214-1218 Main)
 - b. Sites west of Main Street
 - c. Market Street properties
 - d. Opportunities to locate a Hartford civic arena
2. Examine the Re-design of Albany and Main Street Intersection, including
 - a. Reorganize traffic movement and improve circulation
 - b. Signal timing
 - c. Consolidate parcels
 - d. Rationalize lane widths. Add bump outs at crossings
 - e. Opportunities for on-street parking

Action Agenda for Economic Development

- Potential development of nearly 1.8 million square feet of residential, office, retail and hotel space
- Attract national developers
- Consider a design competition.

3.3 Recommendations from the Trident Committee

Short term goals

General goals - Cleanup of vacant and unattractive sites to enhance the perception of the Trident and make the sites more marketable for development

1. Demolish building at 1161 Main Street.
2. Joint Marketing of city owned and private sites for development
3. General Maintenance
 - Consistent fencing around surface lots
 - Resurfacing
 - Basic Streetscape
 - Mothball and board up vacant buildings
4. Conceptual plan Albany/Main traffic intersection
5. New Ross Park
 - Maintenance
 - Programming space
6. Support development of existing projects
 - Public Safety Complex
 - Magnet School 12B and Pequot

Long term goals

1. Development of vacant sites
 - Firestone
 - Ann & Main
 - Chapel
 - Market Street
 - 12-B

Create Resources for Potential Developers

Funding

- Maps
- Aerial Photographs
- Demographic
- Traffic counts
- Geotechnical
- Utility infrastructure
- Tax incentives

Identify potential sources of State Funding

- Connecticut Department of Economic and Community Development (DECD)
- Connecticut Development Authority (CDA)
- Connecticut Brownfields Redevelopment Authority (CBRA)

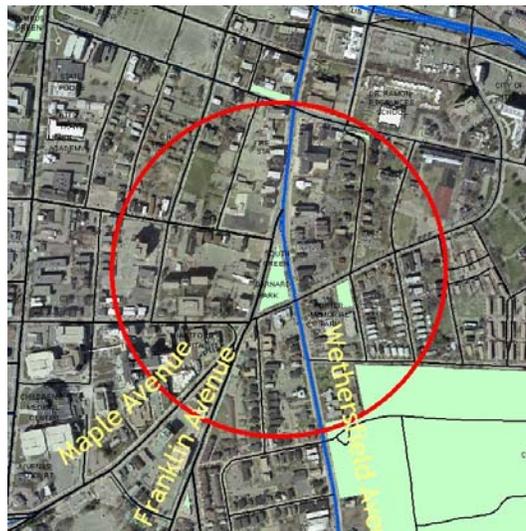
Other State, Federal and private resources

- Grants

4.0 South Green Trident



"A high-image, multi-ethnic meeting place, to spur and link further investment on Park Street, in south Downtown, at Colt Gateway, for Hartford Hospital, and more. Potentially, over 550 jobs will be created and the trident will attract approximately 130 new residents." - Hartford 2010 Consultant Report



4.1 Background

The South Green Trident Committee identified short and long term recommendations.

4.2. Hartford 2010 Consultant Report Recommendations

Following are the consultant recommendations that came out of the Phase II study of the South Green Trident:

1. Target Key Sites, including:
 - a. Mixed-use development along Main Street in the South Green area
 - a. Plaza Mayor and Park Street ethnic retail
 - b. Corner of Maple and Jefferson Street
 - c. Enhance connection of Hartford Hospital to South Green
2. Examine the Re-design of Trident, including:
 - a. Reorganize traffic movement and improve circulation
 - b. Integrate bus transit & hospital shuttles
 - c. Rationalize land widths. Add bump outs at crossing
 - d. Opportunities for on-street and off-street parking to improve retail performance
 - e. Further upgrade way –finding signage
3. Propose Streetscape Improvements, including:
 - a. Improvements to Barnard Park
 - b. Lighting, landscaping and other design elements for the tridents
 - c. Programming and public art

Action Agenda for Economic Development

- Potential development of over 363,000 square feet of residential, office, retail and hotel space
- Consider a precinct Plan of Design Guidelines
- Look at the redesign options for Barnard Park- Fence location design
- Attract national “casual fast food” chains: bakery, coffee, sandwich, and high-quality ethnic
- Reexamine the retail assumption along South Main Street along the Park. Focus on two corners- Plaza Mayor at Park Street and Hartford Hospital site at Jefferson.

4.3 *Recommendations from the Trident Committee*

Short Term Goals

1. Shelters
 - a. Identify funding sources in order for service providers to improve daytime services.
2. Beautification of Barnard Park
 - a. Identify funding sources to repair fence.
 - b. Identify funding sources to improve the infrastructure.
 - c. Study to redesign Park & Main and Barnard Park Area.
3. Traffic Flow
 - a. Secure funding for Park & Main Garage, use of garage will be used by residents, shoppers and visitors. To improve the viability of the area.
 - b. Rotary - Study the possibility of access to Park Street coming from Wethersfield Avenue in the rotary.
 - c. Improve traffic movement and circulation
4. Trolley
 - a. Identify funding source to bring back Trolley to Park Street.
5. Plaza Mayor
 - a. Locate funding for Plaza Mayor
 1. Short term Beautification
 2. Temporary Parking
 3. Temporary Shopping location
 4. Community Garden
 - b. Signage throughout the Trident area

Long Term Goals

1. Shelters
 - a. Relocate to more adequate facilities where all types of services needed are more accessible, including 24 hour facility.

5.0 Terry Square Trident



"Bring the energy of highway access from the North Meadows to north Main to create a focus for economic development, with spin-off benefit for the length of North Main Street and Windsor Street. Potentially, over 200 jobs will be created and the trident will attract approximately 150 new residents." - Hartford 2010 Consultant Report



5.1 Background

The Terry Square Trident Committee developed planning and implementation ideas to find some solutions to the age old problems of blight, and disinvestment in the Northeast neighborhood.

5.2 Hartford 2010 Consultant Report Recommendations

Following are the consultant recommendations that came out of the Phase II study of the Terry Square Trident:

1. Target Key Sites, including:
 - a. School bus depot site for shopping center
 - b. New 100% corner sites by extending Boce Barlow Way to Kensington Street
 - c. Rajun-Cajun triangle for restaurants
2. Examine the Re-design of Trident, including:
 - a. Signal Timing
 - b. Reorganize traffic movement and improve circulation
 - c. Rationalize lane widths. Add bump outs at crossing
 - d. Opportunities for on-street parking
 - e. Further upgrade way-finding
3. Propose Streetscape Improvements, including:
 - a. Lighting, landscaping and other design elements for the trident
 - b. Programming and public art

Action Agenda for Economic Development

- Potential development of over 170,000 square feet of residential, office and retail space
- Engage property owners, retailers and shopping center developers regarding potential for retail complex
- Pursue new retail opportunities (furniture, fast casual food, etc)
- Test Boce Barlow Way extension idea from a traffic point of view
- Consider adopting planned development district zoning that requires coordinated redevelopment plan at same time.

5.3 Recommendations from the Trident Committee

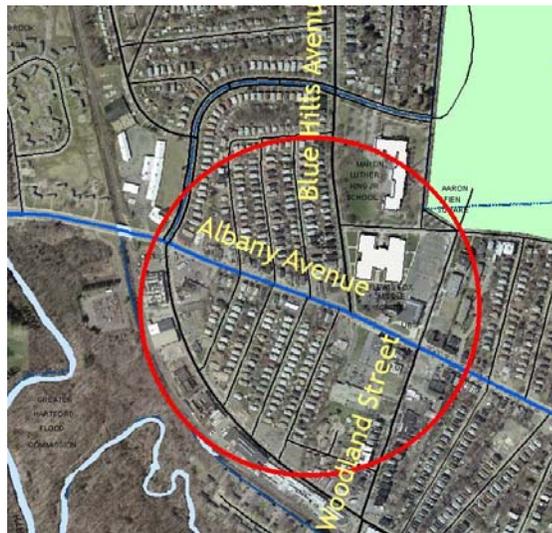
Following are the implementation recommendations of the trident committee:

1. Main and Windsor Streets intersection (used auto dealer and Rajun Cajun)- Construct a new building to house a quality family style restaurant with an outside courtyard setting, and create attractive site with landscaping, lighting and adequate parking. Create a pedestrian -friendly atmosphere.
2. The Bus Depot- Construct new 92,652 sf. building(s) to create a multi service center which includes a full service grocery store, book store, gift shop, clothing outlet, shoe store, and personal services businesses.
3. Vibz Uptown Plaza- Demolish the existing UHall building and combine the plaza and UHall and create a multi service community center.
4. Main and Tower Avenue Intersection area- Remove the two used auto dealership by changing the existing zoning classifications from B-3 to B-4 and C-1 to B-4. Demolish the existing Inquirer Building and Main & Tower Café. Construct new 30,000 sq feet three or four story office complex, with a 500 space parking garage.
5. Main and Kensington Intersection- Remove blight and improve streetscape and landscaping. Provide enhanced facades.
6. Streetscape - The Terry Square Trident will utilize the Streetscape Plan of the Northeast NRZ's Implementation Plan as outlined in the report developed by Toraal Development LLC in the summary of 2005. The plan envisioned streetscape improvements on the Main Street Corridor starting from the intersection of Main and Westland Street to the Windsor Town line. Part of the plan has been implemented when the City of Hartford provided \$1.2 million to construct new sidewalks with brick pavers, lighting, ornamental fencing, gateway sign, bus shelters, and banners around Terry Square area in 2007.

6.0 Upper Albany/Blue Hills Trident



“Civic and retail combined at the Woodland/Blue Hills Avenue blocks, to boost Caribbean-themed commercial revitalization of the Upper Albany Corridor, as well as revitalization in the adjoining neighborhoods. Potentially, nearly 450 jobs will be created and the trident will attract approximately 80 new residents.” - Hartford 2010 Consultant Report



6.1 Background

The Upper Albany/Blue Hills Trident began its work by adopting an overarching vision:

The goals established by the committee focused on these areas of interest:

- Project inventory review
- Employment strategy for community residents
- Consultant team input on future projects under development
- Absentee landlords and blighted buildings
- Outside the box input and ideas from the community
- Bike and pedestrian considerations

6.2 Hartford 2010 Consultant Report Recommendations

Following are the consultant recommendations that came out of the Phase II study of the Upper Albany/Blue Hills Trident:

1. Target Key Sites, Including:
 - a. Mixed-use Town Center Project on city-owned site
 - b. Home Center on Homestead
 - c. Institutional Campus in the northwest quarter (library, Artists Collective, school and cultural center)
2. Examine the Re-design of Trident, including:
 - a. Reorganize traffic pattern in coordination with DOT and MDC
 - b. Rationalize lane widths. Add bump outs at crossings
 - c. Opportunities for on-street parking to enhance retail performance
 - d. Further upgrade way-finding signage
3. Propose Streetscape Improvements, including:
 - a. Signature landscape opportunity at Albany and Woodland
 - b. Woodland “shared street” connection to Keney Park
 - c. Lighting, landscaping, and other design elements for the length of Albany and Woodland
 - d. Programming and public art

Action Agenda for Economic Development

- Potential development of over 400,000 square feet of residential, office, and retail space
- Coordinate Route 44 project with the DOT and MDC

- For Town Center: family restaurant chain with track record of minority entrepreneurship and local hiring
- For southwest corner of Homestead and Upper Albany, priorities are remediation, and incentive plan and taking advantage of brownfield legislation pending at the State level
- Attract national retailers to leverage commuter patterns and city investments.

6.3. Recommendations from the Trident Committee

1. Albany/Woodland (Town Center)

This 1.9 acre site is viewed as a true gem of an opportunity not to be squandered on a “big box” dropped onto the property with a huge front parking lot. The Steering Committee supports the idea of the anchor tenant being an indoor market patterned after the Mercado or Quincy Market. Fresh fish and produce would be featured and there are many successful examples around the country that draw visitors. The market could be complemented by a food court with several sit down restaurant choices.

Another specific notion was that of a soul food restaurant (moderately upscale) during the day and early evening that would transition to a jazz club or cabaret later at night.

Additional offerings at the site could include:

- a. An ethnic bookstore and gift shop.
- b. Kinko’s type (scaled down version) copying, printing and package delivery service.
- c. Dance costume and ballet slipper boutique.
- d. Art supply store.

There has been discussion over moving the U.S. Post Office to the site.

2. Homestead Avenue (Philbrook-Booth-Spencer Foundry Building)

There are serious environmental concerns related to this site because of the nature of the former foundry business. The City does have control of the site and has begun cleanup and boarding up of the buildings to improve the temporary appearance.

The EPA has done their initial evaluation of the site but the results are not known to the committee. In regard to this circumstance, it was suggested that our political contacts be employed to attract super fund dollars for clean up so that the site doesn’t remain dormant for years.

Some specific suggestions for the Homestead site:

- a. Student housing with loft apartments
- b. Health Club/gym
- c. Artist colony housing with an Art Supply Store
- d. Restaurant/Club
- e. Grocery store

The rail-line that runs behind the site is an asset not to be forgotten. It is now sparsely used for freight but passenger service should not be ruled out in conjunction with other city transportation projects.

3. Sigourney/Homestead

This site is under the auspices of the Hartford Redevelopment Agency. Site remediation is currently underway (319-325 Sigourney) and demolition permits have been issued for 111 Homestead Avenue (Jessies' Package Store). Demolition should be completed by year's end. The HRA will likely issue an RFP but they will entertain ideas from developers as they emerge. In accordance with the NRZ plan, the Trident Steering Committee discussed a mixed-use development for this site. A zoning change from C to B3 is being considered to accommodate projects that include retail at ground level with housing above. There is no retail in the area now but whatever evolves should be aligned with other projects along the Homestead corridor, considered another important gateway in need of serious attention. Open green space was presented as an option while future decisions are being made, particularly at a time when commercial funding is difficult.

The Committee reinforced the suggestion that a market analysis be performed for the Homestead corridor.

4. Other Project Sites

The John E. Rogers Cultural Center, The Upper Albany Public Library Branch and the Collin Bennett Building were all touched upon at the Steering Committee meetings. Plans are all progressing and funding is being finalized. Apparently the library plan came in over budget and needs review and adjustment.

We can look forward to the next phase of the Handel Performing Arts Center within five years. An important element to future residential and retail to support the University of Hartford initiatives is outlined below in the Hartford Housing Authority narrative.

5. Westbrook Village and Bowles Park

The Hartford Housing Authority remains committed to the Trident process, and the need to place strategic, thorough, and inclusive plans on the table for consideration by the City of Hartford under its Hartford 2010 Initiative.

Under the leadership of the Authority's new Executive Director, Alan Green, The HHA has placed the re-development of Bowles Park and Westbrook Village on the very top of its development planning. As such, the authority has assigned key personnel to move the process forward. This new administration is evaluating existing plans, and assuring these plans reflect the needs of the residents, the community and the Housing Authority, and will indeed complement the requests, needs and expectations of the Upper Albany/Blue Hills neighborhoods.

The new executive team has met with developers, community leaders and residents of Bowles and Westbrook and is restoring planning and resident committees to active status. Planning committees will re-convene, and will include existing and new representation of stakeholders, including the Mayoral offices of Hartford, West Hartford, and Bloomfield, The University of Hartford, Saint Francis Hospital, and other surrounding private and public stakeholders. Given the changing economic environment, the HHA has begun examining the likelihood of new funding sources and the factual availability of existing sources for the development. The HHA is reviewing resident/retail/commercial - mix models and designs, which includes significant consideration for community access by neighborhoods surrounding Bowles and Westbrook, including access to HHA activity/community centers and other broad community enhancing structures.

VI. Implementation Goals

The short and long term goals of each committee are detailed with an implementation schedule on the following pages. The goals are the result of the work of the trident committee members.

Goal	Responsibility	Project Description	Target Initiation Date				
			2010	2011	2012	2013	2014
Asylum Farmington							
1	Development Services, Public Works, NRZ, Trident Committee	Continue the Farmington Ave streetscape design that has been begun further west that will help unify the Avenue.		•			
2	Public Works	Make safety improvements to ameliorate and encourage pedestrian traffic from this area east to downtown.	•				
	Neighborhood Group	Landscape the former site of Hartford High School (which is currently vacant) in such a way as to reflect positively on Asylum Hill and Hartford to all who pass by on I-84 or Broad St, Farmington or Asylum Avenues.	•				
	Public Works, Trident Committee	Continue the traffic calming design work begun by Fred Gorove Associates.			•		
	Public Works, Trident Committee	Make temporary adjustment to traffic flow by lane striping until a more functional plan is identified.	•				
Downtown Convergence							
1	Development Services, Public Works, CT-DOT, CT-Transit, CGROG, Trident Committee	Position Main Street to compete successfully for significant State and/or Federal transportation investment to fund the Hartford 2010 Final Report recommendations for the re-design of Main Street and proposed streetscape improvements.		•			
2	MetroHartford Alliance, Hartford Business leaders	Engage property owners and users in a commitment to improve the public face of their addresses and expand this positive footprint to close the unappealing "gaps" between destinations.		•			
	Development Services, HBID	Create a specific strategy to define the Downtown as a unique and attractive place for retailers and shoppers/diners; develop a plan to sustain and attract boutique and other retail activity.		•			
	Development Services, Public Works, CT-DOT, CGROG, Trident Committee	Relocate bus transfer points from Main Street. Assure that the ongoing Downtown Transit Center and Northwest Corridor/Downtown Circulation (CRCOG) and Hartford/New Britain Busway projects redistribute through-transit away from Main Street.	•				
	Development Services, Public Works, Hartford Parking Authority, HBID	Rationalize parking (e.g. pricing, method of payment, on-street vs. off-street parking, surface lots vs. structured parking to serve commuters but also be more conducive to street-front retail and cultural uses.		•			
	HBID, MetroHartford Alliance	Maximize the impact of the Hartford Business Improvement District (HBID) as a leading strategy to continue improvements in the cleanliness and security of Downtown, and consider potential geographical extension of services.	•				
	Hartford Police, Development Services, HBID	Engage the City of Hartford in immediate discussion of resource dedication and strategy planning to head-off disruptive street activity, including high speed vehicles and motorcycles violating traffic and noise ordinances with enforcement.	•				
	Development Services, HBID	Evaluate conditions, development agreements, code, policy and review processes and consider approaches to promote occupancy of existing empty retail frontage, particularly in high profile locations.		•			
	MetroHartford Alliance, HBID, Hartford Rising Star Committee	Evaluate activities and results of existing Downtown marketing and promotions structure, strategy and investments and increase focus and impact of the most strategically advantageous approaches and performers.	•				
Downtown North							
1	Development Services, Hartford Redevelopment Agency	Attract potential investors to the area and stimulate future development.		•			
2	Public Works, Neighborhood Group	Cleanup of vacant and unattractive sites.	•				
	Public Works	Provide maintenance for the area.	•				
	Development Services	Mothball vacant buildings.		•			
	Development Services, Public Works	Review area traffic patterns.		•			
	Development Services, Hartford Redevelopment Agency	Demolish building located at 1161 Main Street.		•			
	Development Service, Neighborhood Group	12B area cleanup, establish a maintenance plan, design streetscape improvements for the surrounding area.					•
	Public Works	New Ross Park- Identify funding for cleanup, determine ownership & provide maintenance.		•			
	Development Service, Public Works	Provide streetscape improvements, add landscaping, fences, lighting, and develop a maintenance plan.					•
	Development Services, Developer	Market & Pequot Street: Follow up on proposed hotel, or promote the development of a high-rise, or retail space.			•		
	Development Services	Revitalize vacant buildings along the Main Street corridor between Trumbull Street & Albany Ave.			•		
	Development Services	Restore the buildings around the High & Ann Street triangle across from the new Public Safety building.				•	
	Development Services	Marketing- Develop a joint marketing effort with City of Hartford and other community stakeholders. Conduct market demand analysis with other Tridents.				•	
	Energy Director	Energy- Analyze expansion and improvement to the existing power grid to provide more efficient operations.	•				
	Hartford Parking Authority, Public Works, Development Services	Transportation- Parking: Coordinate efforts with the Hartford Parking Authority (HPA) to identify parking sites and establish an overall parking plan for the neighborhood. Mass Transit: Improve transit to other cities and transportation hubs.				•	
	Capital Projects	Support the development of the Public Safety Complex and Magnet Schools.	•				

Goal	Responsibility	Project Description	Target Initiation Date				
			2010	2011	2012	2013	2014
South Green							
1	Development Services (Housing)	Shelters- Identify funding sources in order for service providers to improve daytime services.		•			
2	Public Works, Development Services	Beautification of Barnard Park- a. Identify funding sources to repair fence. b. Identify funding sources to improve the infrastructure. c. Conduct a study to redesign Park & Main and the Barnard Park Area.		•			
	Public Works, Development Services	Traffic Flow- Secure funding for a parking garage at Park & Main. The garage will be used by residents, shoppers and visitors. Conduct a rotary study to investigate the possibility of access to Park Street coming from Wethersfield Avenue via a rotary to improve the viability of the area.		•			
	CGROG, Development Services	Trolley- Identify funding source to bring back a trolley to Park Street.					•
	Development Services, Hartford Redevelopment Agency	Main & Park- Locate funding for a development project. Provide short term improvements including the beautification of the park, temporary parking and a temporary shopping location. Explore the concept of creating a community garden and provide signage throughout the trident area.	•				
Terry Square							
1	Development Services Hartford Redevelopment Agency	Change the zoning classification of 3311 & 3296 Main Street to prevent auto related uses in the future.	•				
2	Development Services, Public Works	Complete the northeast Main Street streetscape plan.			•		
	Development Services Hartford Redevelopment Agency	Acquire 2814 & 2790 Main Street and construct a new building to house a quality family style restaurant with an outside courtyard setting, and create attractive site with landscaping, lighting and adequate parking. Create a pedestrian friendly atmosphere.					•
	Development Services Hartford Redevelopment Agency	Acquire 2895 Main Street to create a multi service center which includes a full service grocery store, book store, gift shop, clothing outlet, shoe store, personal services, tax office, etc.					•
	Development Services Hartford Redevelopment Agency	Combine Vibz Uptown Plaza and U-Haul to construct new building(s) and remove parking on the Public Right of Way at Vibz Uptown on Main Street side.					•
	Development Services Hartford Redevelopment Agency	Improve the area near 2760 Main Street.		•			
Upper Albany							
1	Development Services, Hartford Redevelopment Authority	Change zoning on Sigourney Street and Homestead Avenue.	•				
2	Development Services, Hartford Redevelopment Authority	Redevelop Albany/Woodland. (Town Center)	•				
	Development Services, Hartford Redevelopment Authority	Redevelop Homestead Avenue. (Philbrook-Booth-Spencer Foundry Building)			•		
	Development Services.	Continue to support the John E. Rogers Cultural Center project, the Upper Albany Public Library Branch and the renovations to the Collin Bennett Building.					•
	Hartford Housing Authority, Development Services	Continue to work with the Hartford Housing Authority and City of Hartford in the development of Westbrook Village and Bowles Park.	•				