



**Urban Land
Institute**



Hartford, Connecticut

Urban Land Institute Advisory Services

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Acknowledgements

City of Hartford:

The Honorable Eddie Perez, Mayor of Hartford and his able staff:
John Palmieri, Director of Development Services
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Mark McGovern, Director of Economic Development

MetroHartford Alliance:

Andy Bessette, Chairman
Oz Griebel, President and CEO
John Shemo, Vice President
Jeff Vose Vice President
And Dianne McFarlane

Aetna

Asylum Hill Coalition

Capital City Economic Development Authority

Capital Region Council of Governments

Connecticut Center for Advanced Technology

Connecticut Department of Public Works

Farmington Avenue Alliance

Greater Hartford Convention Bureau

Greater Hartford Transit District

The Panel

Chair

Ray Brown, Self Tucker Architecture, Memphis, TN

Market Potential

Jennifer Ball, Central Atlanta Progress, Atlanta GA

Dan Conway, THK Associates, Aurora CO

Development Strategies

Charles Berling, Berling Equities, Morrison CO

Jerry Miller, Fabric Developers, Atlanta GA

Planning and Design

Andrew Irvine, EDAW, Denver CO

David Kooris, Regional Plan Association, Stamford CT

Brett Wylie, Cooper Carry, Atlanta GA

Implementation

Tom Cox, City of Pittsburgh, Pittsburgh PA

Glenda Hood, City of Orlando, Orlando, FL

Market Potential

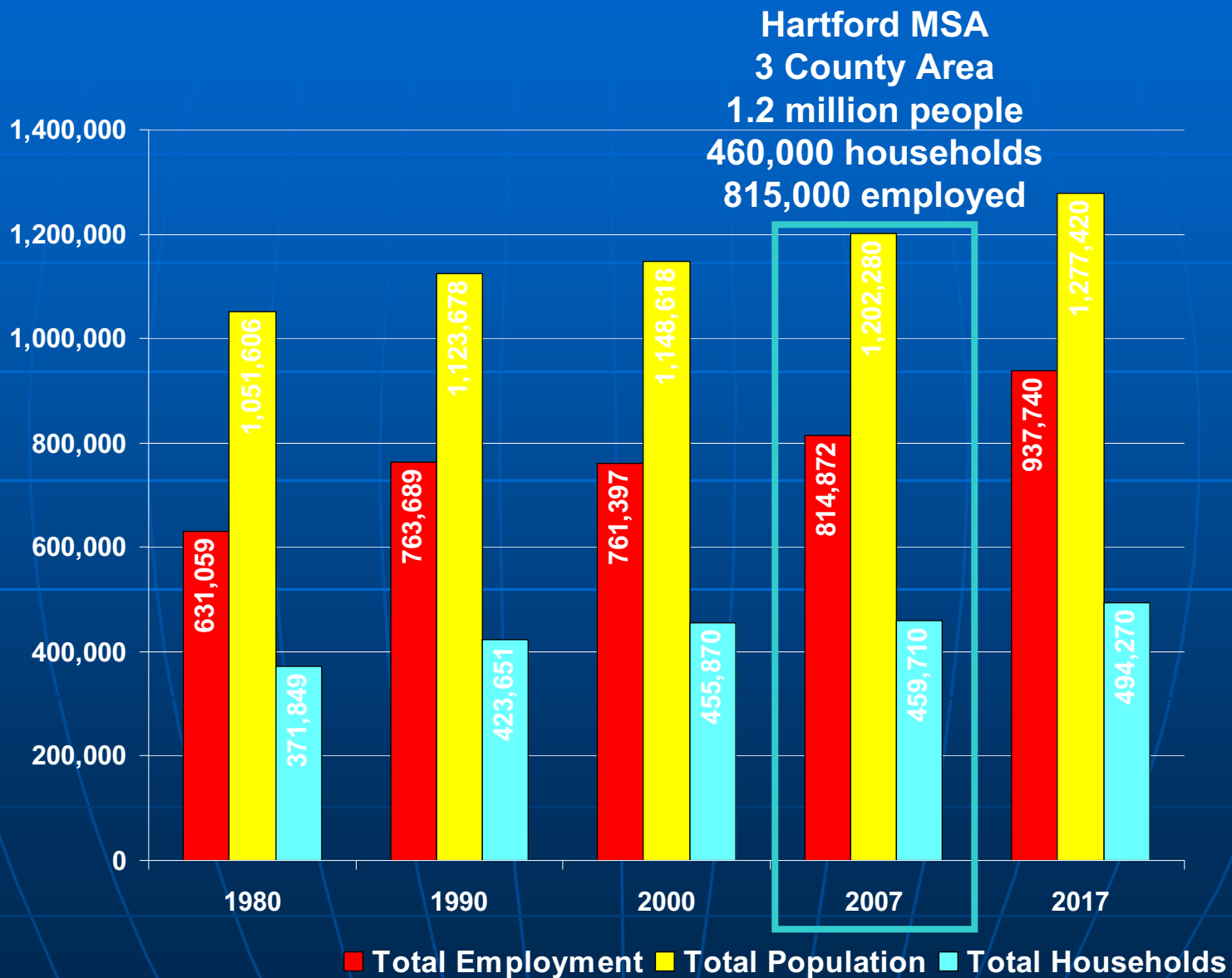
Dan Conway

President, THK Associates

Jennifer Ball

Vice President of Planning, Central Atlanta Progress

Population and Employment Profile



Population and Employment Profile

- **City of Hartford**
 - 125,000 people, or 10% of MSA live in the city of Hartford
 - 15% of Hartford MSA employment is in the city of Hartford
- **12,540 new jobs per year projected for Hartford MSA**
- **Population could be expected to grow annually by 7,500 people in 3,900 households.**
- **City of Hartford could capture almost 14% of this growth.**
- **Growth could result in an annual expansion of 1,030 people in 440 households**
- **Following demand projections are moderately aggressive assuming positive progress toward mitigating quality of life challenges**

Office Market Potential

- **Hartford office market is defined as Hartford County**
- **Current inventory**
 - Market Total: 25.7 million square feet, year to date absorption - approximately 170,000 s.f. and 110,000 s.f. of new space
 - Hartford CBD and surrounding periphery:
 - 10.4 million s.f. or 40% located in 83 buildings
 - Current vacancy - 19%
- **Projections**
 - 50% of the job growth = annual demand of almost 600,000 s.f.
 - Hartford CBD: One-third of demand or 200,000 s.f.
 - Study Area: Position to capture 30% or approximately 60,000 s.f. per year
 - Over the next decade – five 6 to 8 story buildings on 25 acres of land

Retail Market Potential

■ Currently within one mile of Study Area

- 9,200 households with over 23,000 people
- Households have median income of \$33,000 and spend almost \$10,000 on retail goods

■ Projections for one mile area

- Likely to grow by 900 people per year.
- Households likely to spend \$18,200 on retail items.

■ Study Area

- Support exists today for 60,000 s.f.
- Could grow to 145,000 s.f. in 2013 and to 355,000 s.f. by 2018
- Means approximately 58,000 s.f. grocery store
- New residential plus existing = potential demand for grocery anchored neighborhood shopping district of 150,000 to 200,000 s.f.

Hotel Market Potential

- Hartford CBD has approximately 2,000 hotel rooms concentrated at
 - Marriott Hartford - 409 rooms
 - Hilton Hartford - 392 rooms
 - Crowne Plaza Hartford Downtown - 350 rooms
- CBD hotels operate at 62% occupancy with a visitor count exceeding 800,000 annually
- Convention Center and Science Center could lead to visitor count of over 960,000 people by the end of the decade
 - An additional 2,000 rooms could be needed
 - The study area could be positioned to capture approximately 30% of this total
 - Creates demand for approximately 600 rooms including one new full-service hotel and two limited service hotels

Residential Market Potential

■ Historically

- Metro Hartford has averaged 3,800 housing units annually, 16% or 600 have been multifamily
- City of Hartford captured 4% or 150 units, 50% are multifamily

■ Annual Market Projections

- Metro Hartford: 4,100 housing units, 3,200 detached single family, 400 for-sale townhomes and condominiums and 500 rental apartments
- City of Hartford: capture 11.5% of metro = 450 units including 250 for-sale townhomes and condominiums and 200 rental apartments
- Study Area: capture 55% of the city = 150 for-sale townhomes and condominiums and 130 rental apartments – with an emphasis on work force housing

■ Study Area Recommendations

- Median sales price of \$185,000 for a townhome or condominium
- Median rent level of \$950 per month
- Workforce and mixed-income
- 10 years = 70 acres of land with 2,800 residential units

Beyond Silver Bullets

- Series of large scale 'big idea' projects – proposed, but not realized
- 'Blockbuster' land uses – baseball, soccer field, arena, college campus, corporate campus, regional shopping center
- Hard to predict and challenging to analyze
- Set aside the notion of big idea, one of kind 'silver bullet' projects
- Advance market demand for a mix of traditional land uses

Multipurpose Entertainment Venue

- Policy decision that a multipurpose venue is important to support economic development goals is needed
- Panel believes a new venue cannot be financed
- Make commitment to right-size, reconfigure and modernize the existing Civic Center
- The 'enhanced' venue attracts new events and performances and serves the city's desire to support 'feet on the street' strategies

Medical Related Potential

- **Renowned medical facilities**
 - 1,500 beds
 - 70,000 patients each year
 - 10,300 employees
 - \$1.1 billion dollars net patient revenue
- **Inherent strengths = further market analysis warranted for land uses that complement this infrastructure**
- **Opportunities to be captured within the study area**
 - Medical office buildings
 - Support and service retail
 - Hotels
 - Congregate care, assisted living and nursing care housing

Development Strategies

Jerrold Miller

Principal, Fabric Developers

Charles Berling

Managing Member, Berling Equities LLC

Development Strategies

Distinct areas of development focus:

Asylum Hill

Downtown West

North Park



Development Strategies

Overall Goals for the Study Area

Reinforce or Create Identity

Walkability

Diversity

Vitality

Safety

Landscaping

Place Making



Development Strategies

Asylum Hill

Strengths

- International reputation
- Historical legacy
- Redevelopment opportunities
- Concentration of employment
- Long established leadership role in community
- Proximity to amenities of downtown (Bushnell Park, entertainment area)
- Major transportation corridors, including availability of transit
- Existing infrastructure

Challenges

- The perception of crime
- Traffic issues at trident intersection
- Lack of neighborhood retail
- Isolation of major institution from neighborhood
- Mixed housing stock
- Barriers to the City Center
- Vacant and deteriorating buildings
- Lack of convenient, sufficient parking
- Lack of cohesiveness among stakeholders for a shared vision

Development Strategies



Development Strategies

Asylum Hill

Objectives

- Better integrate the corporate insurance campuses into the community around it
- Create a more legible, walkable community with better access to the downtown area
- Improve both perceived and real safety for employees and residents
- Provide for convenient and adequate parking for the employment generators in the area
- Create an iconic entry to the downtown area worthy of the status of this neighborhood
- Address overcrowding and deterioration of the housing stock surrounding the corporate campuses
- Create housing affordable and attractive to employees of the major institutions in the neighborhood
- Create retail opportunities on Asylum Avenue

Development Strategies

Asylum Hill

Action Agenda

- Facilitate campus transformation
- Accentuate link to downtown
- Rationalize the Trident gateway
- Lobby for transit and transportation improvements
- Establish adequate zoning and code enforcement
- Explore opportunities to create age diversity through senior housing
- Define objectives for sustainable development
- Create a neighborhood plan

Development Strategies

Downtown West and City Center



Development Strategies

Downtown West and City Center

Strengths

- On its edge is the most impressive park in Hartford
- It has an inviting historic character
- It is a vibrant mixture of uses, building types and streetscapes
- Downtown West has, or is adjacent to many of the city's entertainment venues, including the Civic Center, nightspots and many of its best dining establishments.
- Near many of the city's cultural attractions.
- Near Hartford's impressive state Capitol
- Two main arterials from the West—Asylum and Farmington Ave.
- The main transit and transportation hub at Union Station
- Immediate access to the freeway
- Availability of vacant land

Challenges

- Though Downtown West has some vibrancy, it needs improvement to feel like a 24-hour part of the city.
- Far too many parking lots
- Numerous vacant store fronts
- Traffic congestion and poor pedestrian environment
- Adjacent noise pollution from the free way
- Perceived safety problem
- Concentration of buses on Asylum next to the park

Development Strategies



Development Strategies

Downtown West and City Center

Objectives

- Create a study area plan for the further development of the area including specific design standards
- Support planning for the Union Station improvements
- Support commuter rail and busway initiatives
- Improve perceived safety
- Create a design standard to improve the appearance of existing parking lots
- Foster new residential development opportunities
- Facilitate repositioning of buildings

Development Strategies

Downtown West and City Center

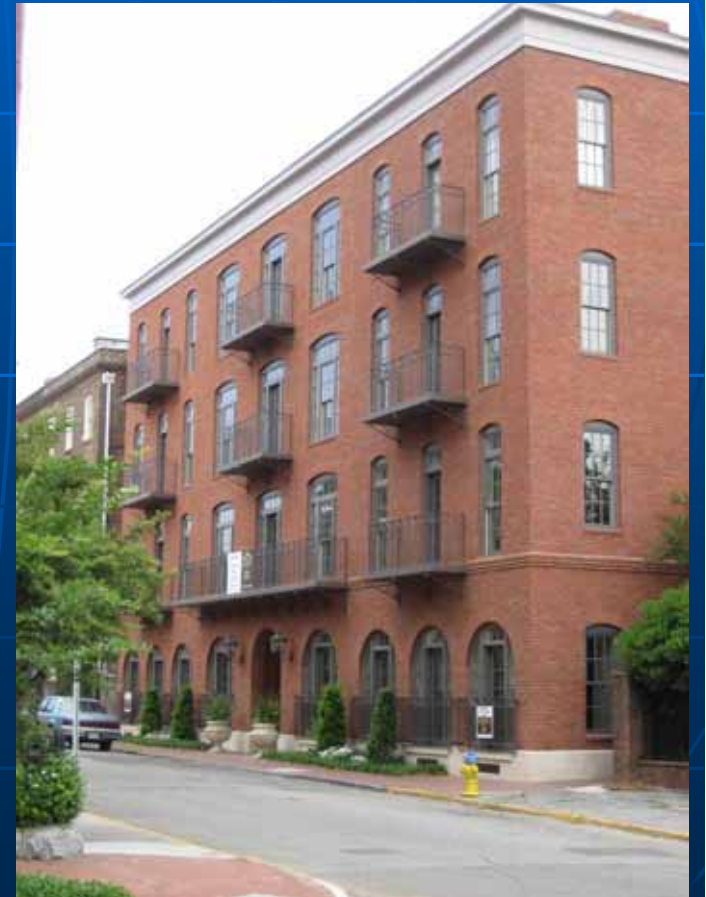
Action Agenda

- Facilitate infill development on vacant parcels
- Expand BID efforts at targeted marketing for the downtown area
- Expand BID event planning
- Facilitate appropriate use changes
- Relocate bus staging to off-street locations
- Support and lobby for transit options
- Facilitate rideshare/vanpooling programs
- Improve the connection to the North End
- Identify new sources of subsidy
- Augment public safety
- Facilitate ground floor retail

Development Strategies

North Park

- Offers an opportunity to extend and complement the successful and effective community based programs
- Offers a rare opportunity to create viable mixed income housing
- Offer educational facilities
- Opportunities to improve the educational infrastructure



Development Strategies

North Park

Strengths

- New public safety complex
- New investment in Best Western
- Existing activities at Plaza Hotel, Travelers, and Bank of America process centers and other users
- Existence of Rensselaer graduate school
- Availability of vacant land
- Amount of city owned land
- Proximity to downtown
- Existing street and transportation infrastructure
- Immediate access to interstates
- Potential function as a link between existing neighborhoods and downtown

Challenges

- Perception of areas as a no-man's land
- Proximity to neighborhoods with high concentration of poverty and crime
- Lack of any activity anchor
- Psychological and physical barrier from downtown
- Unattractiveness of vacant property
- Historic reputation as a failed development opportunity
- Noise from adjacent freeways
- Barrier to river park

Development Strategies



Development Strategies

North Park

Objectives

- Create a new identity for the area
- Use intended \$70 million investment in the public safety complex as a catalyst for the area through intentional public area design
- Create a striking gateway to the area through construction of a transportation circle at the 6 points intersection
- Preserve existing historic buildings
- Remove existing non-historic eyesores
- Create a more inviting connection to the river
- In the short term, maintain current land use and activities between Windsor and I-91
- Reinforce gateway entrance from the downtown

Development Strategies

North Park

Action Agenda

- Convene a meeting of the interested stakeholders in the area.
- The steering committee will arrive at a set of design standards and a provisional land use plan
- These plans will be used to identify and quantify available potential subsidies for development.
- These plans will serve as the basis for develop solicitation.

Development Strategies

Each of these three neighborhoods has their unique characteristics, but all three of them will benefit from the focus and energy that only a local group of stakeholders can bring to their situation. For this reason, the Panel is recommending the formation of Steering Committees made up of people and institutions from those neighborhoods.

The Next Steps

- Form the neighborhood based steering committee which:
 - Establish a shared set of goals and objectives for the neighborhood.
 - Determine desirable land uses
 - Establish a set of design standards
 - Generate a set of neighborhood based plans to serve as a blueprint

Development Strategies



Planning and Design

Andrew Irvine

Senior Associate, EDAW Denver

David Kooris

Director, Connecticut Office, Regional Plan Association

Brett Wylie

Director of Landscape Architecture, Cooper Carry

Planning and Design

Building on Hartford's Strengths:



Planning and Design

The Challenges:



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Recent successes:



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The Opportunity:



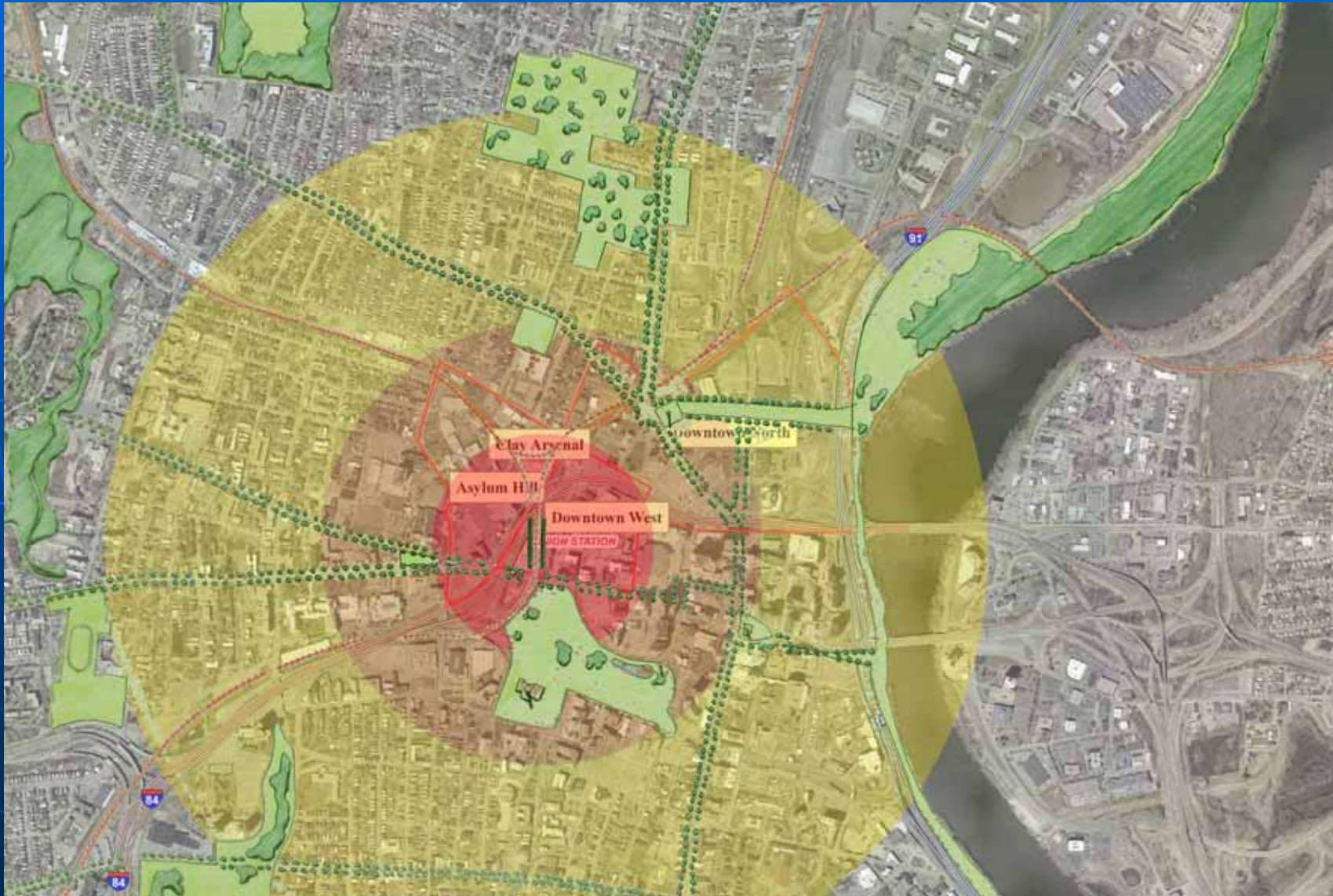
Planning and Design

Connecting Hartford:



Planning and Design

Building Upon the City's Structure:



Planning and Design

Why Not?:

The time is right to develop a collective vision for the city; to create a dynamic, attractive and livable downtown community that accurately reflects the beauty and values of the broader Hartford metropolitan area.

We see an opportunity to create a blended mix of land uses, employment, recreation and living opportunities to accommodate and celebrate the diverse population of the city, in a manner that reflects its rich cultural heritage. We see this a long term vision, one that will be crafted over many years.



Planning and Design

Our Vision:



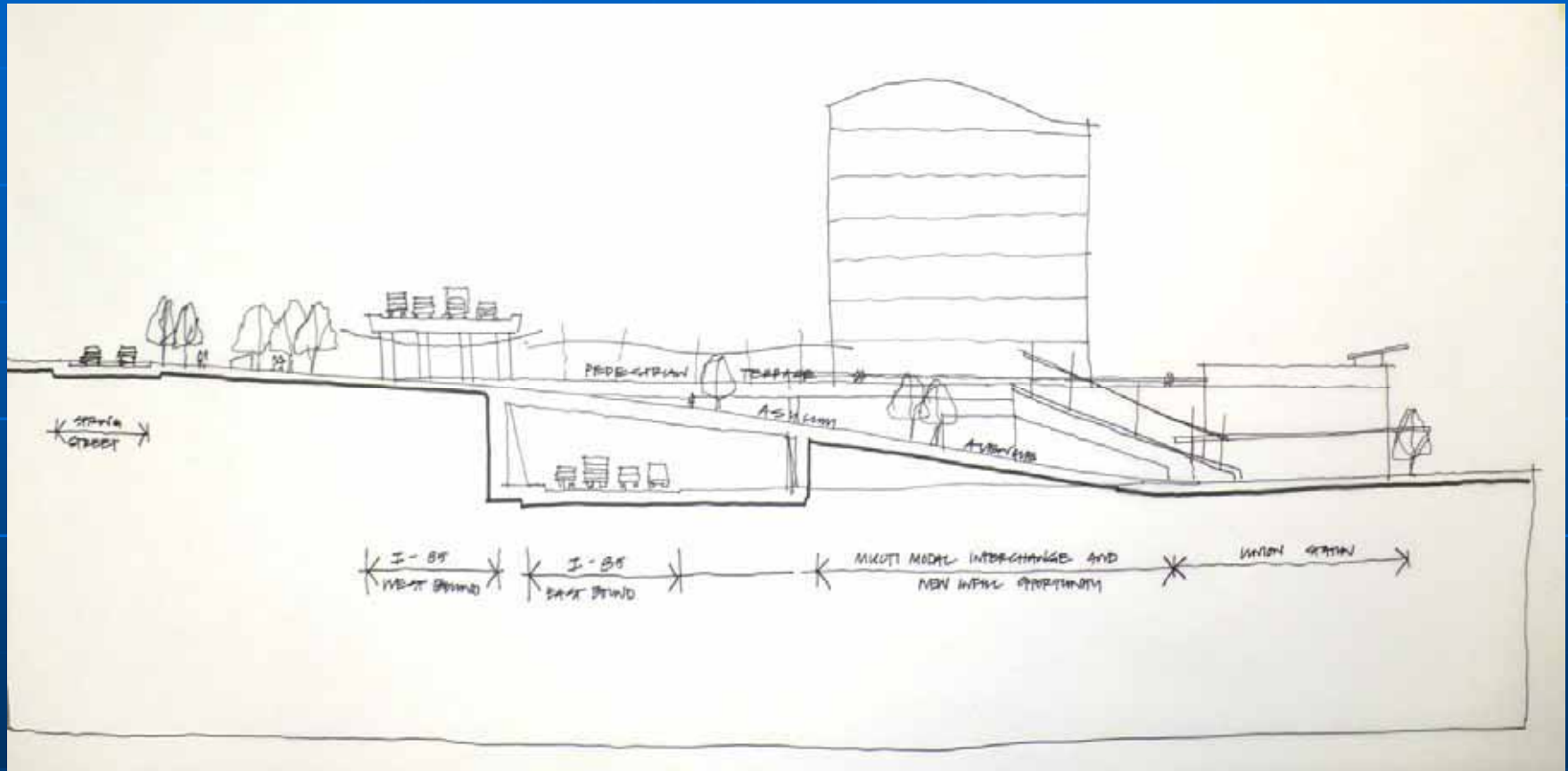
Planning and Design

Asylum Hill



Planning and Design

Asylum Hill



Planning and Design

Downtown West



Planning and Design

North Park



Planning and Design

North Park



Planning and Design

North Park



Planning and Design

North Park



Planning and Design

North Park



Planning and Design

Zoning Recommendations and Design Guidelines:

Form Based and Performance Based Zoning

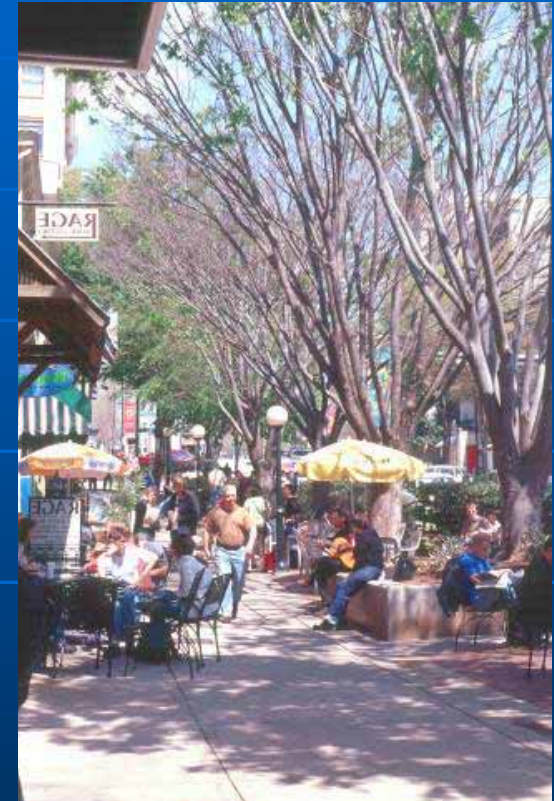
New Zoning or Zoning Overlay

Redevelopment Plan

Comprehensive Design Guidelines

- Specific building massing for each parcel
- Mandated locations for ground level retail
- Location of building services and entrances
- Robust landscaping and street tree planting
- Signage controls

Village District



Implementation

Glenda Hood
President, Hood Partners LLC

Tom Cox

Vision

- Gem of the region
- Capital City
- Diverse
- Livable
- Safe
- Heart of employment
- Downtown = THE NEIGHBORHOOD THAT BELONGS TO EVERYONE

Leadership

- Commission and Steering Committees
- Commission responsibilities
 - 1 – development of area master plan
 - 2 – marketing vision
 - 3 – assemblage of land
 - 4 – management of development process
 - 5 – identification of investment capital
 - 6 – establishment of design standards
 - 7 – coordination of public outreach process and communication with all publics
 - 8 – acting as developer of last resort
 - 9 – working with City to establish TIF district
 - 10 – staffing steering committees

Commission Representatives (9)

- Governor or Cabinet member
- Mayor or City director
- The Hartford senior level executive
- The Aetna senior level executive
- Business owner from the study area
- Chair MetroHartford Alliance
- Chair Capital Region Council of Governments/Metropolitan Planning Organization
- Urban League
- Hartford Community Foundation

Steering Committees' Responsibilities

- Serving as advisors to Commission
- Determining desirable uses
- Recommending design standards
- Coordinating implementation

Leadership

- Business Improvement District (BID)
- Capital Region Council of Governments (CRCOG)/Metropolitan Planning Organization
- Partnerships

Resources: Local

- TIF
- GO Bond
- Foundations
- CDBG
- Parking Authority
- Incubator
- Eminent Domain
- MPO

Resources: State

- Industrial Revenue Bonds
- State Offices
- Tax Rebates

Resources: Federal

- Low-income Housing Tax Credit
- Environment Tax Credit (LEED)
- New Market Tax Credits
- Federal Earmarks

Thank you for this opportunity.