

The Rose Center

FOR PUBLIC LEADERSHIP

NATIONAL
LEAGUE
of CITIES



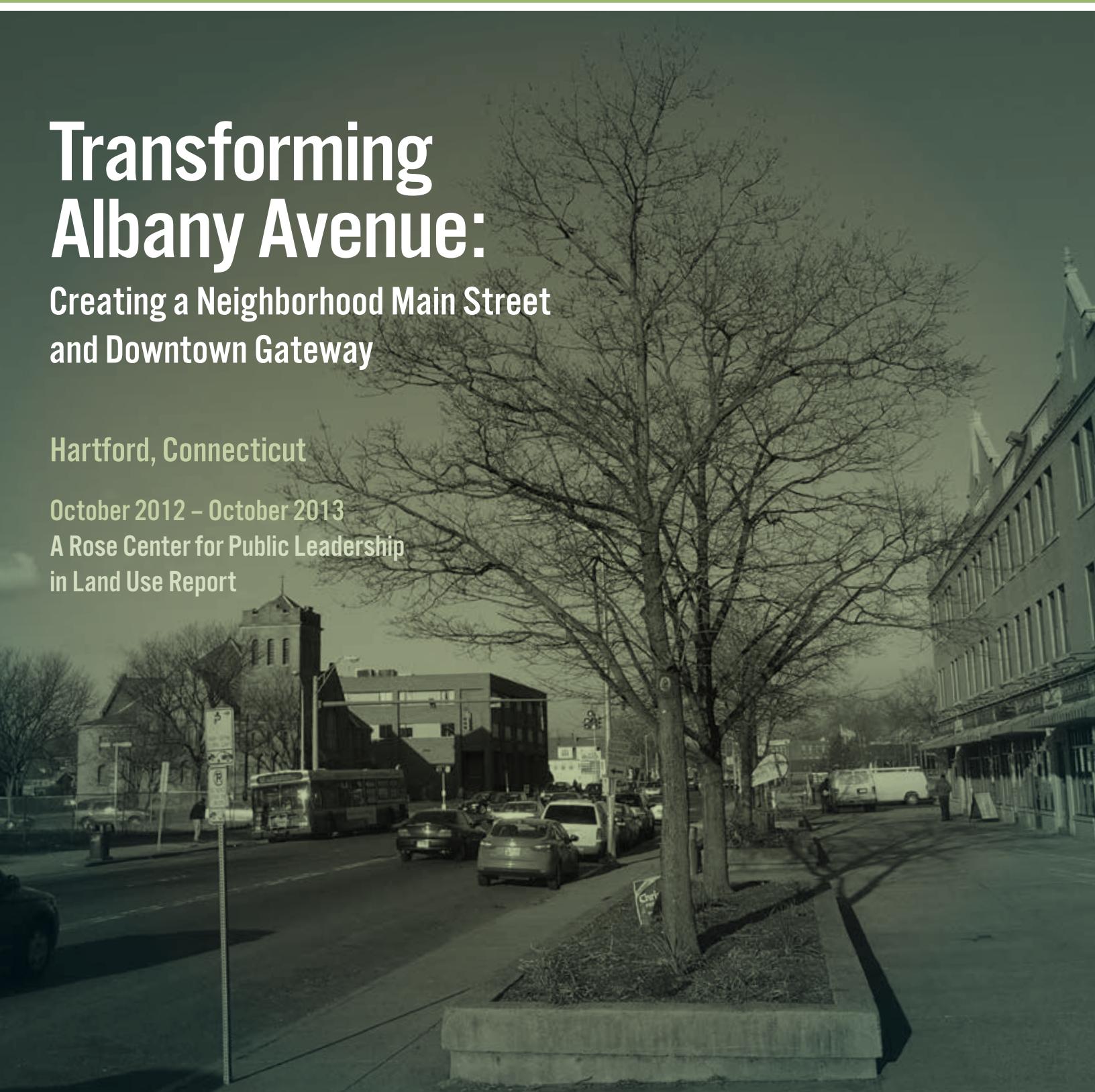
Transforming Albany Avenue:

Creating a Neighborhood Main Street
and Downtown Gateway

Hartford, Connecticut

October 2012 – October 2013

A Rose Center for Public Leadership
in Land Use Report



ROSE CENTER FOR PUBLIC LEADERSHIP

1301 Pennsylvania Ave NW • Suite 550 • Washington, DC 20004

ABOUT THE NATIONAL LEAGUE OF CITIES

The National League of Cities (NLC) is the nation's leading advocacy organization devoted to strengthening and promoting cities as centers of opportunity, leadership and governance. Through its membership and partnerships with state municipal leagues, NLC serves as a resource and advocate for more than 19,000 cities and towns and more than 218 million Americans. NLC's Center for City Solutions and Applied Research provides research and analysis on key topics and trends important to cities, creative solutions to improve the quality of life in communities, inspiration and ideas for local officials to use in tackling tough issues and opportunities for city leaders to connect with peers, share experiences and learn about innovative approaches in cities.

ABOUT THE URBAN LAND INSTITUTE

The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to:

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both the built and natural environments;
- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has more than 37,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.



About the Rose Center for Public Leadership

The mission of the Rose Center for Public Leadership in Land Use is 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 to foster creative, efficient, practical, and sustainable land use policies.

In 2008, Daniel Rose established the Rose Center to empower leaders in the public sector to envision, build, and sustain successful 21st-century communities. With a \$5 million gift, Rose founded the center at the Urban Land Institute (ULI), a nonprofit education and research organization dedicated to the responsible use of land and creating and sustaining thriving communities worldwide. Established in 1936, ULI has nearly 36,000 members worldwide representing all aspects of the land use and real estate development disciplines.

In 2014, the Rose family and ULI formed a strategic partnership with the National League of Cities (NLC) to bring that organization's robust expertise in local government and leadership to bear on the Rose Center's programs. Established in 1924, NLC is dedicated to helping city leaders build better communities by serving as a resource and advocate for elected and appointed officials from the more than 19,000 U.S. cities, villages and towns it represents. Collectively, ULI and NLC represent the world's foremost real estate professionals and the nation's most distinguished municipal leaders. Today, NLC operates the Rose Center with the ongoing programmatic, financial, and strategic support of both ULI and the Rose family.

The Rose Center aspires to facilitate effective working relationships between the public and private sectors through its education and training programs. The flagship program of the Rose Center—the yearlong Daniel Rose Fellowship—provides a year of technical assistance to cities on an urban development challenge of their choosing, and offers fellows from those cities leadership training and professional development opportunities from NLC and ULI. The fellowship focuses on leadership, integrated problem solving, public/private collaboration, and peer-to-peer learning.

The mayors of four large American cities are invited to serve as Rose Fellows each fall. Each participating mayor, in turn, selects three fellows (city department or public agency directors or other administration officials with land use decision-making authority) and a project manager. Each city's team chooses a local land use challenge for which they receive technical assistance from faculty experts assembled by the Rose Center, their peers from the other three fellowship cities, Rose Center Advisory Board members (who include former mayors and planning directors as well as real estate industry leaders) and guest subject-matter experts. The program of work includes the NLC City Summit, ULI Spring Meeting, a study tour of another U.S. or foreign city, working retreats, and study visits to each of the four fellowship cities. The fellowship has served the following cities: Austin, Boston, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Minneapolis, Memphis, Nashville, Oakland, Omaha, Philadelphia, Phoenix, Pittsburgh, Portland, Providence, Sacramento, Seattle, Tacoma, and Tampa.

In addition to the Rose Fellowship, the Rose Center hosts convenings of thought leaders and organizes educational workshops, webinars, and conference sessions focused on the intersection of public-sector strategy and private-sector expertise in real estate, land use, development, design, and planning. Recent subjects include how rapid advances in technology are impacting land use and transportation in cities, equitable economic development, and finding creative solutions to local fiscal challenges. The Rose Center also administers scholarships for public officials to attend the annual ULI Fall Meeting.

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Teri Frankiewicz, Vice President of Community Development, Crown Community Development

Alex Garvin, AGA, Public Realm Strategists and Yale University

Abby Hall, Policy Analyst, U.S. Environmental Protection Agency Office of Sustainable Communities

Glenda Hood, Partner, TriSect and former mayor of Orlando

Con Howe, Managing Director of the CityView Los Angeles Fund and former planning director of New York and Los Angeles

Bill Hudnut, Managing Partner, Bill Hudnut Consultants, LLC and former mayor of Indianapolis

Christopher Kurz, President and Chief Executive Officer, Linden Associates

Tom Murphy, Klingbeil Senior Resident Fellow for Urban Development, Urban Land Institute and former mayor of Pittsburgh

Patrick Phillips, Chief Executive Officer, Urban Land Institute

Barbara Sporlein, Deputy Commissioner, Minnesota Housing Finance Agency and former planning director of Minneapolis

Hon. Marilyn Strickland, Mayor of Tacoma (2013 Rose Fellow)

Roger Williams, Principal, RW & Associates

Rose Center Staff

Jess Zimbabwe, Founding Director

Gideon Berger, Program Director, Daniel Rose Fellowship

Caroline Dietrich, Program Manager, Conferences and Meetings

Hartford Rose Fellows and Study Visit Panel

Hartford Rose Fellows

Pedro Segarra, Mayor, City of Hartford

Steven Bonafonte, Chair, Hartford
Redevelopment Agency and Partner, Pullman &
Comley, LLC

Thomas Deller, Director, Development Services
Department, City of Hartford

Brandon McGee, Connecticut State Assembly
Member and Director of Network Development,
Urban Alliance Inc.

Hartford Rose Fellowship Project Manager

Jeff Cormier, Principal Planner, Development
Services Department

Rose Center Hartford Study Visit Panel

Faculty and Panel Co-Chairs

Ana Gelabert-Sanchez, Principal & Owner,
Gelabert-Sanchez & Associates,
Coral Gables, Florida

Christopher W. Kurz, President and Chief
Executive Officer, Linden Associates Inc.,
Baltimore

Rose Center Hartford Study Visit Panel

Panelists

Andre Brumfield, Regional Director of Planning
and Urban Design, Gensler, Chicago

Chester “Rick” Chellman, Principal,
Nelson\Nygaard Consulting Associates,
Portsmouth, New Hampshire

Antonio Fiol-Silva, Principal, Wallace Roberts &
Todd, LLC, Philadelphia

J. Rodney Gonzales, Deputy Director, Economic
Growth and Redevelopment Services Office City
of Austin, Texas

Charnelle Hicks, Founder and Principal,
CHPlanning, Ltd., Philadelphia

Glenda Hood, President, Hood Partners, LLC,
Orlando, Florida

Ricardo Noguera, Director, Community and
Economic Development Department, City of
Tacoma, Washington

Richard Ward, Principal, Ward Development
Counsel, LLC, St. Louis, Missouri

Mary Ellen Wiederwohl, Deputy Chief of Staff
and Chief of Strategic Initiatives, Louisville Metro
Government, Kentucky

Note: All titles and affiliations are as of Hartford's study visit
panel, Jan. 29-Feb. 1, 2013

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Interviews were conducted with numerous stakeholders along Albany Avenue, including representatives from neighborhood associations, business organizations, local institutions, the University of Hartford, staff from many city departments and other government entities such as the Metropolitan District Commission, Hartford Housing Authority, CT Transit, Connecticut Department of Transportation and Capitol Regional Council of Governments, and many community-based nonprofit advocacy organizations. These stakeholders provided invaluable information and diverse perspectives that greatly aided the panel's understanding of the city's land use challenge. The panel thanks all those who gave their time to be part of the process.



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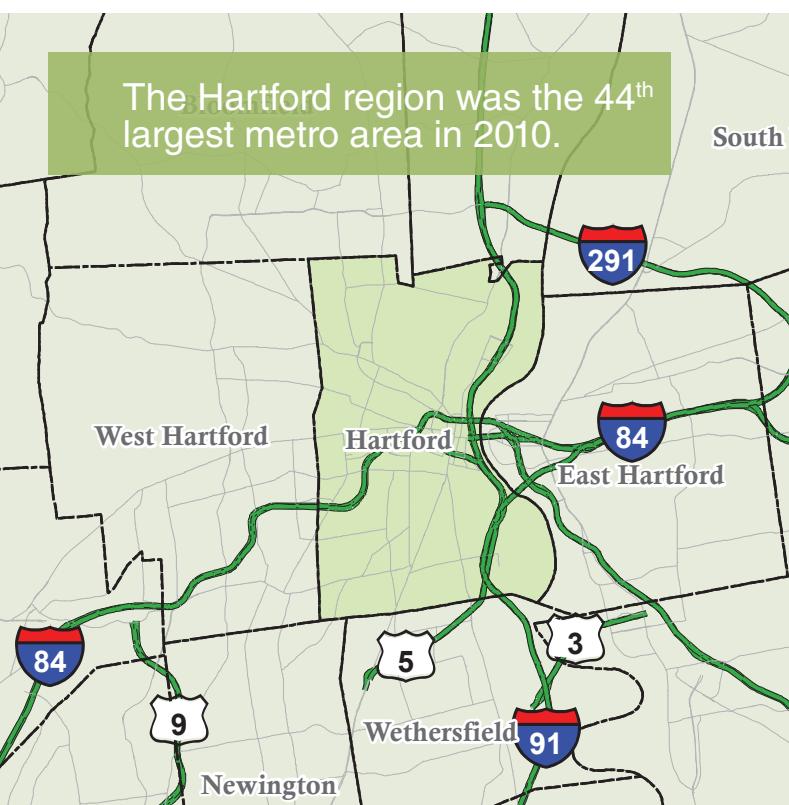
Land Use Challenge and Summary of Recommendations

Located halfway between Boston and New York along the west bank of the Hartford River, Hartford, Connecticut, is the central city in the 44th-largest U.S. metropolitan area, with more than 1.2 million residents in 2010. Its 18 square miles are home to nearly 125,000 people, including large numbers of migrants from Puerto Rico and immigrants from the West Indies.

Hartford still lives up to its nickname—"The Insurance Capital of the World"—as it is the home of The Hartford, Travelers, and Aetna and other financial institutions as well as manufacturers such as United Technologies. Metro Hartford also has the highest concentration of arts, entertainment, education and cultural institutions in the Nutmeg State, including the University of Hartford,

Trinity College, and graduate campuses of the University of Connecticut. Despite a spate of industry mergers, insurance jobs and office space in Hartford have held steady or have grown in recent years.

Hartford is not a high-growth metro area; it experienced a 5.6% increase in population between 2010 and 2000, and the central city lagged with 2.6% growth. Despite its small geography, boundaries loom large in Hartford—between its 17 neighborhoods and more generally between the north, south and west sides of town, which have traditionally been home to various ethnic groups as destinations for different waves of immigrants. To help remove one large boundary, the Connecticut Department of Transportation (ConnDOT) is investigating the feasibility of burying Interstate 84 and decking the resulting tunnel to reconnect downtown to its adjacent neighborhoods. To better connect the city to the regional economy, ConnDOT's CT Transit division is building a dedicated 9.4-mile bus rapid transit (BRT) line between Hartford and New Britain.



Attorney Pedro Segarra, who was born in Puerto Rico and spent much of his childhood in the South Bronx in New York City before coming to Hartford at age 15, was City Council president when he was appointed to serve out the current term as mayor in June of 2010, when the position had been vacated, before being elected to his own four-year term in November of 2011. Reaching across one of the city's traditional ethnic barriers, Segarra declared that traditionally African-American north Hartford neighborhoods that had been neglected for many decades would be a priority for economic development, infrastructure improvements, and public-safety initiatives.

Land Use Challenge

For its land use challenge, Mayor Segarra and Hartford's Rose Fellowship team chose to focus on the Albany Avenue-Homestead Avenue corridor, which traverses the Upper Albany and Clay-Arsenal neighborhoods in north Hartford. Their goal was to capitalize on existing assets and planned improvements along the corridor to establish a gateway to Hartford, a "main street" for the community, and to create an environment that attracts economic investment.

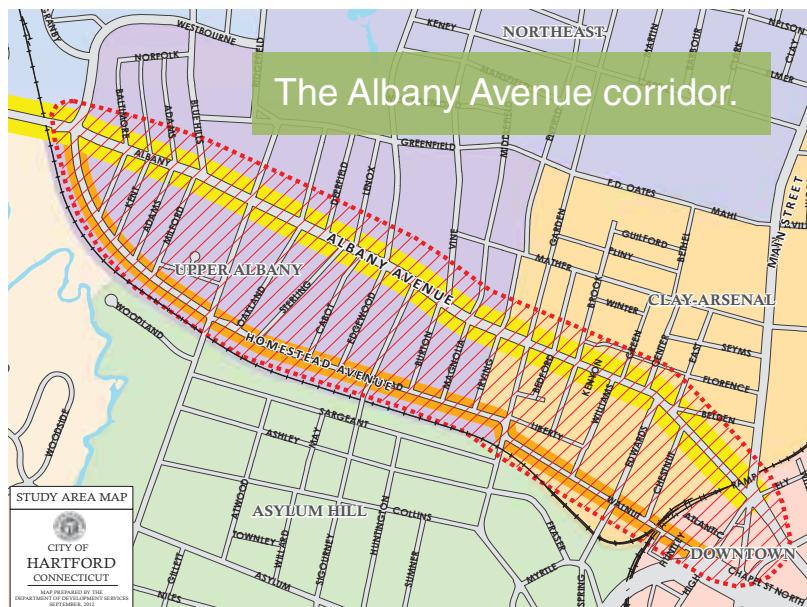
Upper Albany, which was home to mostly Irish and Jewish families between the wars, became a predominantly African-American neighborhood after World War II because of migration from the South to work in Connecticut's shade tobacco and manufacturing industries. An influx of Puerto Ricans and West Indians followed decades later. Lower Albany Avenue runs through Clay-Arsenal, one of Hartford's oldest neighborhoods, on a gentle rise northwest of Downtown. African-Americans and Puerto Ricans followed Irish and Jewish families to this neighborhood as well, moving from Clay-Arsenal up Albany Avenue into Upper Albany.

The study area is bound by railroad tracks to the south, which divide the neighborhoods from Asylum Hill, home to St. Francis Hospital; South Brook Park River to the west, which borders the tony West End neighborhood and the University of Hartford; regional attraction Keney Park and Greenfield Street/FD Oates Avenue to the North, which borders Hartford's Northeast neighborhood; and the railroad tracks east of Main Street to the east, which connects to Downtown Hartford at its intersection with lower Albany Avenue.

The demographic and economic data from the 2010 Census and 2009-2011 American Community Survey paints a partial picture of the study area: household incomes are 20% lower than in Hartford as a whole, renters make up 84% of households compared with 75% citywide, and non-whites and Hispanics make up 98% of

the study area population compared with 78% citywide. Unemployment here was 9 points higher (at 27%) than in Hartford as a whole, and 26% of the study area's housing units were unoccupied compared to 16% citywide.

One of the city's most highly traveled corridors, Albany Avenue is the primary transit route extending west from downtown Hartford into adjacent towns such as West Hartford. Although it accommodates a slightly lower average daily traffic than Albany Avenue's 17,000 vehicles per day, Homestead Avenue also experiences significant volume as it carries 13,000 vehicles.



Along these 1.5 miles, both streets are plagued by deficient pavement and sidewalks, unidentified and varied traffic lanes, and a diminished retail presence to adequately serve the community.

The Clay-Arsenal and Upper Albany neighborhoods have densities of about 21 units per acre and aging housing stocks that are generally in fair condition. According to their respective neighborhood plans and the city's Plan of Conservation and Development, priorities include enhancing the appearance and vitality of the corridor and redeveloping it.

While Albany Avenue is characterized by a mix of residential, retail, and institutional uses, Homestead Avenue is made up of primarily residential, industrial, and commercial uses. Located at the prominent intersection of Albany and Homestead avenues is an antiquated state housing project that is scheduled for redevelopment in the next two years. There are several institutional, retail, and cultural assets along Albany Avenue as well as redevelopment parcels and industrial buildings on Homestead Avenue that are suitable for adaptive reuse. The corridor also benefits from significant visibility from traffic and is surrounded by a fairly stable population.

Albany Avenue is undergoing a sewer separation project that will address deteriorating infrastructure and safety challenges, but that work also has negatively impacted businesses. The second phase of this project recently was approved and was scheduled to start in spring 2013. Despite years of negotiations, \$14 million in streetscape improvements will not start simultaneously but will occur after completion of the sewer separation work.

Summary of Recommendations

Over the course of the four-day study visit, the panel was briefed by Hartford's Rose Fellowship team, toured the Albany Avenue and Homestead Avenue corridor and interviewed representatives from neighborhood associations, business organizations, local institutions, the University of Hartford, staff from many city departments and other government entities such as the Metropolitan District Commission, Hartford Housing Authority, CT Transit, ConnDOT and Capitol Regional Council of Governments, and many community-based nonprofit advocacy organizations.

The panel was impressed at the level of recent public and private investment in the corridor in new anchors that are complementing older ones in attracting people to the Avenue from Upper Albany, Clay-Arsenal and other parts of the city and region. There also are very significant and potentially

transformative development opportunities at both ends of the Avenue. It's clear that new immigrants and other newcomers are bringing a new entrepreneurial spirit to the corridor and opening new businesses, and surrounding destinations potentially have large economic influences.

But the panel saw and heard evidence of past governmental indifference as well as complex, irregular, and—at times—lax code enforcement, which has contributed to the physical deterioration of the corridor, and illegal land uses in the neighborhoods. There also is a perception that the neighborhoods have public safety issues. Construction impacts from the sewer combination project and bridge reconstruction also has been a burden on the neighborhoods and their businesses. Government agencies, neighborhood organizations, and major institutions along the corridor appear to act in isolation. The need for private capital investment along the corridor, as evidenced by several key vacant sites and the auto-oriented access that reflects most of the newer development along the corridor, has encroached upon the pedestrian realm and contributed to the disjointed pedestrian experience and dissonant urban design.

Based on these observations, the panel organized its recommendations into four categories of proposed actions related to quality of life, urban design, economic development and leadership. The panel's recommendations for improving quality of life along the corridor addressed code enforcement, public maintenance, residential housing market stability, open space and recreation, public safety, celebrating identity, promoting arts and culture, and creating interim activities in the immediate timeframe.

Two obvious gateways into the corridor are at either end: the bridge over the railroad tracks at its western edge, where Homestead and Albany avenues meet and which the Westbrook Village housing site and University of Hartford Handel Performing Arts Center abut; and the Downtown North Redevelopment Area at its eastern edge,

where the railroad tracks again separate the neighborhood from adjacent ones, and Albany intersects with Main Street. The panel suggested there were two key nodes along the corridor: its intersections with Garden Street and Woodland Street. As with the gateways, these nodes are important places for the City to focus its resources because of their visibility and their role as major connections to other destinations.

The panel saw the planned street and streetscape improvement designs as needed and endorsed the general direction, and they suggested that the City pursue state or federal funding or coordinate with the North Downtown Redevelopment Area project to extend them from Bedford Street all the way east to Main Street. They also suggested the City explore the use of form-based zoning along the corridor so new development could work in tandem with these improvements to enhance the pedestrian experience along Albany.

The panel told the City to follow four key strategies for economic development along the corridor and its neighborhoods: capitalize on key institutions and employers, cluster retail and services, create a housing reinvestment strategy for the area, and continuously market available sites to investors. They also offered strategic guidance for the redevelopment of the Town Center site, Westbrook Village, Homestead Avenue's large mill sites, and the Downtown North redevelopment area adjacent to Clay-Arsenal.

Leadership for the Albany Avenue corridor must include the entire community to bridge gaps, create connections and commitments and, most importantly, build trust. As a first step, the panel recommended a design work session—or charrette—to establish a unified vision for the corridor. Attention must be given to developing an action agenda to allocate resources, set a timeline, and establish benchmarks and metrics to measure progress. The City and stakeholders must determine the who, how and when of implementation of both short-term and long-term strategies. The revitalization of Albany Avenue will need to be governed by a combination of City authority and stakeholder influence. Some elements that the panel suggested could be employed to ensure its long-term success include:

- An expedited development process for new investors
- Comprehensive strategies to deal with neighborhood-scale issues such as vacant land
- An ombudsman or neighborhood services office housed at the City to coordinate service delivery and respond to problems
- Licensing and enforcement by City agencies
- Continued prioritization by the mayor and his successors and leadership from City Council leadership
- Engagement of the school system
- Posturing of this effort as a pilot worthy of repeating in other neighborhoods
- Supporting and developing local capacity as projects advance.

The panel's concluding thoughts to the City and stakeholders were to communicate so they could develop trust, reach out, show a little love, and celebrate success at every point.



Panelists interviewing stakeholders from the neighborhoods.

Panel Observations

The panel saw many assets and opportunities along the Albany Avenue corridor as well as weaknesses and potential threats, but they felt that most of the problems could be addressed with new attitudes, committed leadership, and relatively small amounts of funding.

Assets and Opportunities

The panel was impressed at the level of recent public and private investment in the corridor in new anchors—such as the YMCA branch, public library branch, Community Health Services clinic, Handel Performing Arts Center—that are complementing older ones—such as the University of Hartford and the Artists Collective—and attracting people to the Avenue from Upper Albany, Clay-Arsenal and other parts of the city and region. The panel also noted the growing college population locally and in the region and the goals of the University of Hartford and University of Connecticut to expand their enrollment—and in the case of UConn, to build new graduate school campuses in Hartford.

Very significant and potentially transformative development opportunities exist at both ends of the Avenue—Westport Village and Downtown North. The Hartford Housing Authority has already transferred two-thirds of the residents of Westbrook Village, a 360-unit barracks-style public housing development built in 1949 on 75 acres at the northeast end of the corridor. The Downtown North redevelopment area, a 123-acre site in Clay-Arsenal just north of Interstate 84 from downtown, has been acquired by the Hartford Redevelopment Agency with the intention of supporting large-scale mixed-use development to link the neighborhood with downtown. Beyond Westrook Village and

Downtown North, the city controls 38 parcels in the study area encompassing 32 acres of land. There are also scattered smaller sites of private land available along the corridor.

The stakeholders whom panelists met with made clear that new immigrants (primarily, but not limited to, Afro-Caribbeans) and other newcomers are bringing a new entrepreneurial spirit to the corridor and opening new businesses such as Scotts' Jamaican Bakery and attractions like the Kabbalah Arts and Culture Café. It's clear to the panel that there are successful small businesses along the corridor that can grow.

Outside the corridor are destinations with potentially large economic influences. These include St. Francis Hospital in Asylum Hill, a growing medical institution just south of the study area; the adjacent West End neighborhood and the suburb of West Hartford just to the west, which have high levels of discretionary income and are home to the University of Hartford, a growing institutional anchor with more than 7,000 students and staff; downtown, which is just over I-84 from the corridor's southeast end; and Keney Park, a regional 694-acre facility to the north that is the largest park in New England and includes a public golf course.

Perhaps most importantly, Hartford has a mayor who is committed to making the Albany corridor a priority, and city leadership has a new attitude to change the status quo. A group of community leaders in the study area also are committed to working for change.

The city also dedicated \$14 million to implement street improvements along Albany Avenue after MDC's sewer separation project is complete.

This amount of public funding is significant and represents an opportunity to leverage additional private investment as a game-changer along the corridor.

Weaknesses and Threats

The panel also observed and heard about several weaknesses along the corridor and identified threats that could hold back its potential. Foremost among these is the history of neglect along the corridor and its neighborhoods. The panel saw and heard evidence of past governmental indifference as well as complex, irregular, and—at times—lax code enforcement, which has contributed to the physical deterioration of the corridor and illegal land uses in the neighborhoods. Hartford's history of ethnic neighborhood politics has also been a factor in fostering that sense of distrust, which Mayor Segarra is trying to mend by prioritizing these neighborhoods.

While these are needed projects that will bring improvements to the area, it's important to recognize that the construction impacts from the sewer combination project and bridge reconstruction have been a burden on the neighborhoods and their businesses. Business and neighborhood access has been difficult during this multi-year project, while the daily work of construction has created an environment that slowed through traffic and has been hostile to pedestrians. The good news for the corridor is the first phase of the sewer project is nearing completion, and stakeholders are looking forward to the street and streetscape improvements to be funded by the second phase.

There's an appearance that government agencies, neighborhood organizations and major institutions along the corridor act in isolation. While there are numerous examples of public and private investment on Albany Avenue, there's a sense that those interventions aren't necessarily leveraging other actions or reaching a critical mass that could cause be transformative. Inconsistent



The Albany Avenue library branch is one of many neighborhood anchor institutions

building design, setbacks and entrances create a haphazard experience for pedestrians along the corridor and reinforce the perception of lack of coordination between new developments.

The important intersection of Woodland and Albany offers a good example of this sense of disjointed action and opportunity. The city owns a site on the southeast corner called the Town Center project. Cater-corner to it on the northwest corner is the Artists Collective facility, which is set back deeply from the corridor and mostly is accessed from its rear parking lot. The northwest corner is an older three-story building with ground-floor retail and a strong relationship to the street. On the southwest corner is the North United Methodist Church. From an urban design perspective these four corners couldn't be more dissonant. While diverse land uses such as those on the three occupied corners add vitality to the neighborhood, the pedestrian environment changes drastically in terms of both quality and design on an almost parcel-by-parcel basis.

The auto-oriented access that reflects most of the newer development along the corridor has encroached upon the pedestrian realm and contributed to the disjointed pedestrian experience and dissonant urban design. While it is clear there is a pass-through market that enjoys the convenience of auto-oriented retail design, the local walk-up retail market has been sacrificed to accommodate the former.



Immigrants and other newcomers are bringing a new entrepreneurial spirit to the corridor.



The “town center” site at the Albany & Woodland intersection.



Cracked sidewalks are prevalent along the Albany Avenue prior to the corridor construction project.

While some private investments such as the Artists Collective are evident, there is an overall lack of private capital investment along the corridor as evidenced by several key vacant sites. One barrier to greater private investment is Hartford’s tax structure, which is higher compared to the suburbs, making them more attractive.

The perception of the Albany Avenue corridor has proven to be a barrier. The panel observed that the corridor appears to have been used as a “dumping

ground” for numerous city problems. Even the most recent spate of housing development, which was largely financed by federal low-income tax credits, could be seen as an effort to concentrate special-needs communities in these neighborhoods, which as receiving areas for this kind of investment have become economically unbalanced from the perspective of household incomes.

The corridor also is perceived to have public-safety problems. While the Hartford Police Department and City staff showed the panelists how crime has declined in recent months along the corridor, trash is visible and sidewalks are broken and the condition of the street signals the uninformed visitor that this place isn’t well maintained. Interviews with neighborhood stakeholders corroborated the lower crime data, but they voiced frustration about the corridor’s negative visual cues.

The panel heard a lack of communication—in all forms and directions—along the corridor. Different ideas and messages were coming from different City departments—although they appear to finally be moving in the same direction under Mayor Segarra and Planning Director Thom Deller. There are different ideas within the community about the future of the corridor. The Town Center site is a perfect example of this lack of consensus and even how the community and the City attribute very different meanings to the words “town center.” The corridor’s history of neglect and the perception of being a dumping ground have left the neighborhood and local business groups highly suspicious of government—regardless of changes in mayoral administration—and there was evidence of groups intentionally ignoring City efforts to solicit their input.

Structuring Change

Based on the above observations, the panel organized its recommendations into four categories of actions related to quality of life, urban design, economic development and leadership.

Quality-of-Life Recommendations

The panel's recommendations for addressing and improving quality of life along the corridor addressed the topics of code enforcement and public maintenance, residential housing market stability, open space and recreation, public safety, celebrating identity, promoting arts and culture, and creating interim activities in the immediate timeframe.

Code Enforcement and Public Maintenance

Code enforcement was one of the most visible issues that the panelists observed along the corridor. The panel recommended that the City reallocate internal resources to dedicate additional staff for regular code enforcement and fine collection in the study area, emphasizing the City's need to get a good return on the investment of public resources. If the City is going to invest public capital in the area, it also should enforce its own rules to ensure the private realm is maintained.

With this goal in mind, the panel urged the City to revise and align its regulations and standards to establish ONE clear set of rules and fines that meet the community's needs, whether those are related to the placement of dumpsters, replacement of broken windows, pickup of trash, where parking should be located, how buildings should be setback, where curb cuts and access should be placed, how to address public-safety hazards, and enforcement for issues as seemingly innocuous as overgrown grass or as odious as illegal dumping.

To help change perceptions of the area, the City should publicize which zones it plans to target with enforcement, communicating that attention is being given to the neighborhood and that offenders

should clean up, pay up, or get out. Closely related to code enforcement of private property is the maintenance of public spaces. The panel recommended several public maintenance priorities for the City, including:

- Repairing rows of missing street lamps
- Removing and replanting downed trees in parks
- Fixing broken and missing sidewalks
- Addressing deteriorated landscaping such as mud instead of grass or paving
- Managing solid-waste disposal such as public trash cans
- Putting street trees and planters in public rights of way

Residential Stability

While vacant property is not the corridor's biggest problem, the panel recognized the need to stabilize the local residential market. It recommended that the City examine its subsidized and special-needs housing policies to avoid over-concentration along the corridor and shift its focus to stabilizing home ownership and supporting established homeowners, such as foreclosure avoidance, rather than allowing the development of new special-needs housing.

The panel also urged the City to address illegal or nonconforming uses, such as rooming houses and group homes, to bolster the remaining stock of privately owned housing, which had dropped to about 16 percent of the study area in the latest American Community Survey Census data.

Open Space and Recreation

The panel recommended that the City seek opportunities for shared use of the new Quirk Middle School athletic facilities. It should establish partnerships with the YMCA, Police Athletic League, and the Recreation Division for Building B on the site to ensure a vibrant center for swimming, playing, sports leagues, fitness classes, and other activities.

The panel also saw need to maintain existing playgrounds and open spaces such as behind the YMCA. And panelists urged the City to consider mini-parks and renewed green space on open or vacant lots by partnering with local horticultural societies or nonprofits, an approach that has been very successful at creating green space on vacant land in Philadelphia.

Public Safety

When it comes to public safety, perception is reality—safety must be seen. So even though crime is down along the corridor, the panel suggested that Hartford Police conduct foot, bike, mounted or even Segway patrols—making those efforts visible—and deploy community-oriented policing policies to engage stakeholders in their efforts.

From an urban design perspective, having more eyes on the street by ensuring storefronts and public facilities have windows and entrances addressing the street would both reduce opportunities for crime and make pedestrians feel more welcome.

Celebrate Identity and Promote Arts and Culture

The panel urged the City to brand the neighborhood around its people, their ethnic composition and international identities. They suggested that Hartford consider a common name for the two neighborhoods that make up the study area to bolster their shared needs.

Because of its historic origins, the panel urged the City and stakeholders to research and promote the historical significance of the corridor dating back to colonial times, perhaps by establishing a heritage trail starting with its role in the Revolutionary War.



Quality-of-Life Strategies

The panel recommended several priorities for improving quality-of-life along the corridor, including:

- 1** Code enforcement and public maintenance
- 2** Stabilization of the local residential market
- 3** Open space and recreation opportunities
- 4** Reduce opportunities for crime and make pedestrians feel more welcome
- 5** Promotion of arts, culture and international identities
- 6** Promotion of activities that attract attention to the corridor

Along with a heritage trail, the City and stakeholders need to establish outward signs of the activities happening along the corridor, so passersby are aware of all-new energy and development.

They recommended fostering partnerships between the University of Hartford's Handel Performing Arts, Artists Collective, and the Public Library to promote the growing performing arts theme along the corridor. They even suggested investigating whether an artist colony concept for live/work space with new galleries could be feasible for a re-use or rehabilitation for abandoned homes or those disrepair, perhaps even conveying title at no cost to groups that have demonstrated capacity to rehabilitate the properties.

Interim Activities

Interim activities can be a cheap, easy and fun way to attract attention to the corridor and bolster its perception and morale, and—if successful—they can begin a virtuous and creative cycle of ideas and events. The panel had several ideas for the City and stakeholders to explore and inspire them to come up with their own:

- Plan an international festival to celebrate and promote the international flavor of the neighborhoods either along the corridor or in neighborhood parks. This could serve to introduce greater Hartford to the unique culinary treasures of Albany Avenue.
- Promote urban gardening and/or farmers' markets on vacant land.
- Close down the corridor on a Sunday to have a Cyclovia bike race or 5K race or even a marathon routed along Albany and Homestead, or host a PARK(ing) Day to give groups the opportunity to show how parking spaces could be reprogrammed for interesting uses.
- Host periodic neighborhood cleanups—with the mayor at the helm—to demonstrate how much the City and the community care about this place and how determined they are to take care of it in the future.

Urban Design Recommendations

The panel observed subtle differences between the Upper Albany and Clay-Arsenal neighborhoods. There was better stakeholder turnout in the process from Upper Albany, so it was difficult to draw conclusions about the lower part of the avenue, but the panel noted that stakeholders referenced “upper” and “lower” in their own observations. There was a general sense that lower Albany was slightly less stable and had more vacant land.

The panel analyzed the elements of the neighborhoods’ built environment, identifying gateways, nodes, institutional destinations and connections through and between them. It also had some suggestions about the pending street and streetscape improvements.

Gateways, Nodes, Institutions and Connections

There are two obvious gateways into the corridor at either end: the bridge over the railroad tracks at its western edge, where Homestead and Albany avenues meet, and which the Westbrook Village housing site and University of Hartford Handel Performing Arts Center abut; and the Downtown North Redevelopment Area at its eastern edge, where the railroad tracks again separate the neighborhood from adjacent ones, and Albany intersects with Main Street.

Both of these gateways also offer very significant and potentially transformative development opportunities: the Hartford Housing Authority’s 75-acre Westbrook Village redevelopment site and the 123-acre Downtown North redevelopment area. If the City and its public partners are able to successfully redevelop these sites, this alone could fundamentally change the perception of the



Neighborhoods, gateways, institutions, nodes and connections.

corridor to the through traffic that uses it every day to commute in and out of downtown Hartford.

The panel suggested that there were two key nodes along the corridor: its intersections with Garden Street and Woodland Street. The Garden Street intersection is at the western edge of the lower half of the avenue. Two important community institutions are located within a block to the east of this intersection: the community health services clinic and the Wilson Gray YMCA as well as two key City-owned parcels located on the south side of Albany across the street. But Garden is also an important path from the neighborhood to The Hartford Company campus and its high-rise office headquarters, which also serves as a landmark.

The node at Woodland also is located at a key City-owned development parcel, the Town Center site, and several important neighborhood institutions serve as destinations there as well, including the Artists Collective, the public library branch, and the planned John Rodgers Museum and African-American Cultural Center. Woodland also is a key connection to destinations to the

north and south: St. Francis Hospital just across the railroad tracks in Asylum Hill to the south and Keney Park just a couple of blocks north of Albany.

As with the gateways, these nodes are important places for the City to focus its resources both because of their visibility and their role as major connections to other destinations.

Planned Street Improvements

The panel learned that the planned street and streetscape improvements for Albany Avenue are planned to be implemented between Homestead Avenue and Bedford Street (which is one block east of Garden) and will include the following elements:

- Signal replacements at the intersections with Homestead/Westbourne, Millford/Blue Hills, Woodland, Sterling (replaces Lenox) Sigourney, Burton/Vine, Magnolia and Garden.
- New signals at the intersections with Oakland and Edgewood.
- New street cross-sections that generally allow for a single travel lane in each direction with a striped median, turning lanes at higher-volume intersections, and a parking lane on both sides of the street.
- New crosswalks for all four directions at all new and replacement signal intersections and new east-west crosswalks at all non-signalized intersections.
- Replacement sidewalks and new street trees along the entire length of the project and curb bump-outs at each intersection.
- New street cross-sections for Westbourne Parkway and Homestead Avenue for the block leading to Albany, Woodland for the blocks north and south of Albany and a new signal to the south, new roadway geometry to align Vine and Burton streets into a four-way intersection with Albany, and a new cross-section for the block of Garden south of Albany.

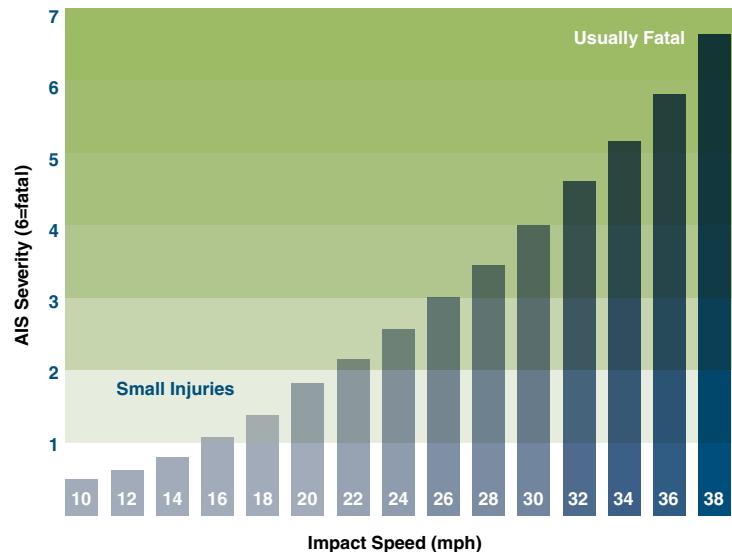
- Changing Lenox Street into one-way northbound and changing Edgewood and Cabot streets each into one-way southbound.

The panel thought these were all needed improvements and endorsed the roadway and streetscape improvement designs. However, they lamented that the project would not cover the entire length of the study area, leaving most of the lower section of Albany Avenue unimproved. They noted that the same length area could be implemented from Woodland to Chestnut, covering most of the two neighborhoods—although this would not include either of the two gateway intersections.

On the issue of speed, the panel noted that pedestrians who are struck by a vehicle traveling less than 30 mph usually have only minor injuries, but pedestrians struck by a vehicle traveling 40 mph usually are killed. They also illustrated examples of how development responds to street design elements like medians, trees, less travel lanes, and bicycle facilities with more urban forms and greater density that create a friendlier pedestrian environment. The panel suggested that the City investigate the feasibility of a form-based approach to zoning along the corridor to complement the street improvements, attaining its desired development outcomes from an urban design perspective.

Vehicle Impact Speed vs. Pedestrian Injury

Initial Impact Only



Economic Development Recommendations

On economic development, the panel identified four thematic areas for the City to prioritize and offered ideas for the redevelopment of the Town Center site, Westbrook Village, Homestead Avenue's large mill sites, and the Downtown North redevelopment area adjacent to Clay-Arsenal.

Priority Strategies

The panel told the City to follow four key strategies for economic development along the corridor and its neighborhoods:

- Capitalize on key institutions and employers
- Cluster retail and services
- Create housing reinvestment strategy for the area
- Continuously market available sites to investors

The panel identified several key regional-scale institutions and employers in the corridor's influence area, including the University of Hartford, St. Francis Hospital and The Hartford. These are major employers that create demand for services and housing that could be met by the corridor neighborhoods. But there also are many local institutions that the City should seek to support because of their ability to strengthen the neighborhood as they grow, including the YMCA, Artists Collective, public library, new Public Safety complex, various schools in the neighborhood, the Chrysalis Center, and numerous small businesses. And the panel also urged the City to consider the proximity of downtown attractions as a potential draw of the Albany Avenue market in the future, after perceptions have changed and more positive real estate momentum is established.

The panel strongly called for the clustering of retail shopping and services along the identified nodes and gateways along the corridor as well as at other important intersections or around local institutions. They recommended that these retail clusters be designed to have a pedestrian orientation rather than cater to the convenience of the auto; joint-use, shared and public parking; and that the City provide a façade improvement matching-grant program to stimulate improvements. The panel noted that the proximity to affluent communities to the west should attract adjacent neighborhoods to eat and shop along the corridor, so it has great long-term potential as a restaurant row of varying price points.

For housing reinvestment, the panel recommended that the City strive to:

- Understand the different market segments being served in the neighborhood today
- Target housing options to downtown and major employers and institutions
- Define the types and available funding of different housing needs
- Facilitate rehabilitation and upgrades
- Infill and develop larger sites for new construction
- Consider partnerships with the University of Connecticut and University of Hartford to meet their growing demand for graduate student housing
- Concentrate housing to foster economic development and further support clustering of personal and retail services

The panel recommended that the City be continuously marketing its available sites in the neighborhood to investors. This means it needs to conduct a continual assessment and inventory of sites, network with brokers, maintain a website with the inventory of available sites, and promote the sites to developers and investors. The market will need to be nurtured for it to see the opportunities and potential of Albany Avenue considering its rough history.

Priority Sites

The panel also offered strategic guidance for the redevelopment of the Town Center site, Westbrook Village, Homestead Avenue's large mill sites, and the Downtown North redevelopment area adjacent to Clay-Arsenal.

For the Town Center project, the panel suggested that the City create a strategic destination at the intersection of Albany Avenue and Woodland Street. It noted that the Bravo Center along with the arts uses (library, artists collective) and the bakery in the commercial building on the northwest corner are all key components, so the goal for the Town Center site should be to create a destination that complements the other three corners. They recommended that the City consider an urban mixed-use project, rather than single-purpose development, and that city officials check in with the stakeholders to confirm what they most want to see come to the site and how they would prioritize trade-offs among competing desires. Finally, they suggested that "Town Center" might not be the most appropriate name for a project on such a small site, and that the City might want to rebrand the project to eliminate any stigma that already has been attached.

The redevelopment of Westbrook Village is an excellent opportunity to create a vibrant new mixed-income, mixed-use community along the corridor. The panel saw the site as ideal for new mixed-income housing integrated with commercial and institutional uses along Albany. They

suggested taking advantage of the frontage along Albany and consider a public plaza, marketplace, or connection that invites surrounding neighborhoods. The redevelopment would create a gateway to West Hartford and the University of Hartford. Finally, they urged the Hartford Housing Authority to partner with a master developer to lend their private-market expertise to oversight of the redevelopment of Westbrook Village.

The panel saw the brownfields and old factories along Homestead Avenue as a dreadful barrier and negative image that impacts the larger community. They suggested that those sites would be a ideal location for business services that would support nearby major institutions and corporations. It is important for the City to oversee Brownfield cleanup and repurposing of the sites, primarily for diverse business services. Examples that the panel came up with were printing, shipping (FedEx Corp., UPS Inc.), St. Francis hospital's laundry service, or direct expansion of St. Francis and uses related to the hospital.

The Albany and Main Street intersection at the edge of the Downtown North Redevelopment Area is the gateway to both downtown Hartford and Albany corridor. The panel saw potential for higher-density residential, corporate headquarters and major institutions. They were most intrigued by the potential for the University of Connecticut to build a new graduate campus to anchor the site. They recommended the City seek state funding to complete the remaining streetscape improvements from Bedford Street to Main Street as part of the redevelopment of Downtown North.

The Albany and Main Street intersection at the edge of the Downtown North Redevelopment Area.



Leadership Recommendations

Leadership for the Albany Avenue corridor must include the entire community to bridge gaps, create connections and commitments and, most importantly, to build trust.

Vision and Program Implementation

Mayor Sagarra has identified this area as a city priority, so the agenda is set. The vision for Albany Avenue as a gateway and main street requires focused and orderly planning, robust and inclusive decision-making, and new leadership strategies to achieve success. The panel encouraged the convening of all stakeholders from the corridor—and ongoing community engagement—to guide meaningful discussion, build consensus, and support accountability.

As a first step, the panel recommended a design work session—or charrette—to establish a unified vision for the corridor. This vision should honor the heritage, traditions, diverse people, and assets of its neighborhoods. Just as a quilt is carefully pieced together, the City and stakeholders must accept responsibility and be accountable for piecing together each element for their Albany Avenue vision.

Attention must be given to developing an action agenda, allocating resources, setting a timeline, and establishing benchmarks and metrics to measure progress. Implementation of an action agenda and program will require:

- Prioritizing projects
- Having a realistic timeframe
- Monitoring progress

The City and stakeholders must determine the who, the how and the when of implementation for both short-term and long-term strategies. The panel underscored that newfound collaboration will be the result of entrusted leadership that is both patient and imaginative and that inspires others through the persistence of will.

Governance

The revitalization of Albany Avenue will need to be governed by a combination of City authority and stakeholder influence. Some elements that the panel suggested could be employed to ensure its long-term success include: an expedited development process for new investors; comprehensive strategies to deal with neighborhood-scale issues such as vacant land; an ombudsman or neighborhood services office housed at the City to coordinate service delivery and respond to problems; a state and federal project liaison if the City is successful in winning grants; licensing and enforcement by City agencies; continued prioritization by the mayor and his successors and leadership from City Council leadership; outreach and communication on public safety and public works; engagement of the school system; positioning this effort as a pilot worthy of repeating in other neighborhoods; and supporting and developing local capacity as projects advance.

Community partnerships are visible where champions emerge from places like business organizations and merchants, residents, educational institutions, arts institutions, anchor institutions, neighborhood activists, social service industry, ethnic and newcomer interests, the health-care and insurance industry, faith communities, and other neighborhood groups.

Concluding Thoughts and Next Steps

The panel's concluding thoughts to the City and stakeholders were to communicate so they can develop trust, reach out, show a little love, and celebrate success at every point. They urged both audiences to raise their standards and expectations and be relentless in achieving changes in government processes. It will likely be necessary to change both economic development and design guidelines to reflect new priorities, so it will be important to develop new ones, and both audiences should hold themselves accountable for benchmarks, goals and milestones.

Turning to the planned street improvements, the panel urged that consideration be given as to whether they will achieve desired goals. They reiterated the importance of focus on the catalyst areas such as the identified nodes and gateways.

Next Steps

For the Rose Fellows homework assignment, the panel asked the City to:

- Create, where none exist, communications vehicles between city government and neighborhood stakeholders, such as websites, community newsletters, and other social media
- Establish an ombudsman and neighborhood services officer from City staff
- Conduct a community design charrette to define the vision for the corridor
- Create short-term and long-term timelines for public and private investment goals



About the Fellows and the Panel

Hartford Rose Fellows

■ Pedro Segarra

Pedro E. Segarra was sworn in as Hartford's 66th mayor after he was overwhelmingly elected by Hartford voters on Jan. 3, 2012. However, his commitment to realizing the promise of Connecticut's Capital City began long before that day. Segarra's personal experience with poverty, discrimination and overcoming adversity has shaped his vision for Hartford—to bring people of all ethnicities, faiths and socioeconomic backgrounds together to create meaningful change.

With community activism, social work, law and public service in his background, Segarra is keenly aware of the issues facing Hartford with regard to education, public safety and the need for sustainable jobs. His mission over the next four years is to: aggressively build on the City's education reform foundation; to implement strategies that strengthen community-police relationships and reduce crime; and, through the Livable and Sustainable Neighborhoods Initiative and other programs, improve the vitality of the City's neighborhoods and increase job opportunities.

Born the oldest of six children in Maricao, Puerto Rico, on April 28, 1959, Segarra moved to Hartford from New York as a teenager. While his arrival in the city did not result in an immediate escape from the extreme poverty his family faced, it did fuel his determination to succeed and not be defined by his circumstances. After graduating from the former Hartford Community College (now Capital Community College), Segarra earned a full scholarship to the University of Hartford, where he

earned a bachelor's degree in political science. He went on to attend the University of Connecticut Schools of Social Work and Law, where he was a founding member of the Latino Law School Organization and served as its first president. He is admitted to the Connecticut state and federal bars (1986) and the Bar of the State of Florida (2000).

Segarra was the youngest person to serve as corporation counsel for the City of Hartford after being appointed in 1991. His public service includes his appointment as a member of the Court of Common Council in 2006 and re-election in his own right to that seat the following year. He became Council president in January 2010 and was sworn in as mayor in June of that year.

■ Steven Bonafonte

Steven J. Bonafonte is chair of the Hartford Redevelopment Agency and a partner in the law firm of Pullman & Comley. His practice includes providing general legal counsel services to corporate and government entities, privacy, information security, ethics and compliance, and anti-fraud and corporate internal investigations.

Bonafonte has served in a variety of civic and charitable capacities, including as a director of several nonprofit foundations, chair of the Hartford Parking Authority, a member of the City of Hartford's Civilian Police Review Board and as a City Human Relations commissioner. He also served as a commissioner of the Metropolitan District of Hartford, a regional municipality serving Hartford and eight member towns. Bonafonte was appointed by the Chief Justice of the Connecticut Supreme Court as a representative member on the state's Commission on the Death Penalty, serving from 2001 to 2003.

Prior to joining Pullman & Comley, he served as managing corporate counsel and as the enterprise privacy and corporate compliance officer at a Fortune 100 financial services company, where he led a team of attorneys and other professional staff in managing global privacy practices and diverse corporate compliance initiatives. Bonafonte also developed legal anti-fraud protocols and directed major case investigations and filing of affirmative civil anti-fraud RICO litigation against suspected fraudulent medical providers and other organized ring activity. Prior to these roles, he provided principal legal counsel to several diverse internal business groups, including Information Technology (internal compliance, vendor contracts), Marketing and Communications (legal review and compliance) and Global Sourcing (cross-border data transfer, business continuity).

Bonafonte has a bachelor's degree in political science from Gettysburg College and a J.D., cum laude, from Quinnipiac University School of Law. He received the Hartford Business Journal's "40 under Forty" leadership award in 2004.

Thomas Deller

Thomas E. Deller was appointed director of the Hartford Department of Development Services in April 2012. In this capacity he directs planning, housing and property management, economic development, licensing and inspections and the marketing events and cultural affairs divisions. Deller serves as executive director to the Redevelopment Agency and has been appointed by the mayor to the Capital Region Development Authority.

Prior to arriving in Hartford, Deller served as director of the Department of Planning and Development for the City of Providence, Rhode Island, for nine years. As director of the department, Deller served as executive director to the Redevelopment Agency, the Economic Development Partnership, the Housing Trust, the Off Street Parking Corporation and the Public Building Authority. For 15 years, Deller served

as a board member of the Rhode Island Public Transit Authority and was chair of the authority for six years. Prior to his position as director for Providence, Deller served as deputy executive director for programs at Rhode Island Housing, the state's affordable housing agency.

Deller is a member of the American Institute of Certified Planners. He graduated with a bachelor's and a master's degree from the University of Rhode Island.

Brandon McGee

Brandon L. McGee Jr. is a political contriver, public speaker and the founder of SPEAK Consulting, a boutique firm that specializes in an innovative tier program that offers training and collaborative development, strategic planning and leadership and organizational development.

A native of Hartford, McGee is Urban Alliance's director of network development and was elected to the Connecticut State Assembly in 2012. McGee holds his bachelor's degree in political science from Alabama State University and master's in management and organizational leadership from Albertus Magnus College. He is a firm advocate for equity in education and is committed to creating progressive processes that skillfully marry standard grass-roots techniques with the art of relating to people on basic levels.

McGee also has been actively involved in the political arena. Most recently, he served as the director of outreach and strategic planning for former gubernatorial candidate Ned Lamont and Congressman John Larson. McGee also is known for his political and moral insight and charismatic approach to galvanizing his community during his recent run for state representative in the newly redrawn 5th Assembly District.

Rose Fellowship Hartford Faculty and Study Visit Panel Co-Chairs

■ Ana Gelabert-Sanchez

Ana Gelabert-Sanchez, is the principal and owner of Gelabert-Sanchez & Associates. She recently completed a Loeb Fellowship at Harvard University's Graduate School of Design and worked as a design critic in urban planning and design at the Harvard Graduate School of Design in the fall of 2011.

Gelabert-Sanchez was planning director for the City of Miami from 1998 to 2010, where she led the Miami 21 rezoning initiative to make Miami a more sustainable, pedestrian-friendly and better-planned city. Miami was the first major U.S. city to adopt a form-based zoning citywide code. Miami 21 won numerous awards, including the American Planning Association National Planning Excellence Award for Best Practice in 2011.

Gelabert-Sanchez led several planning efforts, including the Museum Park master plan, the Coconut Grove master plan, the Virginia Key master plan, and the Parks and Public Spaces master plan. She also led the review and approval of more than 75,000 residential units, about 6,000 hotel rooms, more than 8 million square feet of office space, and 7 million square feet of retail space, contributing to Miami's greatest growth period in history. Gelabert-Sanchez directed all urban planning programs, including coordinating, developing and implementing Miami's Comprehensive Neighborhood Plan, directing a professional staff in the areas of general planning, land development, urban design, historic preservation, and community planning. She worked closely with the development community and with Miami's culturally diverse neighborhood groups, bridging their needs with high-quality projects that helped further the city's goal of creating a sustainable community with a better quality of life.

Before being appointed planning director, Gelabert-Sanchez held several positions as both a planner and an area administrator for the city's upper eastside and downtown neighborhoods, dating to 1985. Before joining the City of Miami, she worked in the private sector in both architecture and land planning firms. She was also an adjunct design professor at the University of Miami and Florida International University.

Gelabert-Sanchez holds bachelor's degrees in architecture and fine arts from the Rhode Island School of Design and a master's in landscape architecture from Harvard University. She was named Top Public Official of the Year for 2010 by Governing magazine and received the CNU Groves Award on Leadership and Vision in 2011.

■ Christopher W. Kurz

Christopher W. Kurz is president and CEO of Linden Associates Inc., a regional real estate services and mortgage banking company engaged in the financing, acquisition, development and management of commercial property. The firm also consults for corporations on real estate matters.

Previously, he was a co-founder, chairman and CEO of McGill Development Company, which grew into the fourth largest commercial real estate development company in the Baltimore metropolitan area. Kurz served as chairman of the board of directors and co-founder of Columbia Bancorp and The Columbia Bank that is a \$500 million, publicly traded bank holding company. As a principal at Alex Brown Real Estate Group Inc., he acquired investments for pension fund clients. Other companies with which Kurz has been involved include J.G. Smithy Co., Maryland National Corporation, and the Rouse Company.

Kurz holds a master's of business administration from The Wharton School at the University of Pennsylvania and a bachelor's degree from the University of Pennsylvania. Some of his professional affiliations include memberships in

the Urban Land Institute, where he has been a member of the national leadership group, chair of the Baltimore District Council, vice chair of the Small Scale Blue Development Council and a National Program Committee member. He is also a member of the international Council of Shopping Centers, past member of NAIOP, the Mortgage Bankers Association and past board member of the Catherine McAuley Housing Foundation in Denver.

Rose Fellowship Hartford Study Visit Panelists

■ Andre Brumfield

Andre Brumfield is the regional director of planning and urban design at Gensler Chicago. With more than 17 years of professional experience, Brumfield has focused on neighborhood revitalization, urban redevelopment, and long-range, citywide master planning efforts through the fields of urban design, master planning architecture. His work emphasizes the rebuilding of distressed neighborhoods, urban nodes and commercial centers.

Brumfield has addressed urban design and planning issues in a variety of projects including downtown mixed-use projects, community redevelopment, large-scale, high-density urban infill projects, Brownfield redevelopment and regional master planning efforts. Examples of his work include the Park Boulevard Revitalization Plan and Lakeside Master Plan in Chicago; the 30th Street Corridor/AO Smith Master Plan in Milwaukee, Wis.; and his involvement in the Detroit Works Project. He is working with the Chicago Housing Authority to assist in its ambitious project to assess and craft a new long-range plan for a mixed-income development on the city's public housing sites. Brumfield continually seeks opportunities to revitalize the country's most distressed and economically challenged neighborhoods and communities.

Brumfield received a bachelor's degree in architecture from the University of Wisconsin-

Milwaukee and a master's degree in urban planning from the University of Washington.

■ Chester "Rick" Chellman

Chester "Rick" Chellman has more than 30 years of experience in civil engineering, engineering consulting, traffic engineering and land surveying, land use regulations and development planning. Chellman has site planning, civil and forensic engineering, zoning, expert testimony and land use experience throughout the United States and to a lesser extent in Canada, the United Kingdom, Romania, Central America the Middle East and India.

In recent years, Chellman has also worked extensively on the engineering and traffic engineering aspects of Traditional Neighborhood Development (TND) and New Urbanism, particularly in connection with the matters of street design, vehicular and human-powered traffic control and external transportation connections. Chellman has authored and co-authored numerous works on topics related to the traffic and transportation aspects of TND/NU design.

Chellman founded White Mountain Survey Co., Inc., a multidisciplinary firm that focuses on projects in New Hampshire, in 1977. He more recently founded TND Engineering, a specialty firm addressing engineering consulting and TND and New Urbanism at all levels and at any location. TND Engineering's primary focus concerns street design and transportation planning. Chellman has extensive experience in public participatory planning events including dozens of charrettes in many U.S. and international locations. Chellman has also written several land use regulations and zoning ordinances by more conventional means.

Chellman was awarded a Knight Fellowship from the University of Miami for 2003, and he has lectured at Harvard University and the universities of New Hampshire, California, Pennsylvania, Texas and New Mexico. He is licensed as a professional engineer in more than 40 U.S. jurisdictions and is

licensed as a registered land surveyor in Maine. He is a member of the American Society of Civil Engineers, a charter member of the Congress for the New Urbanism, a Fellow of the Institute of Transportation Engineers, a member of ITE's Transportation Expert Witness, Traffic Engineering, Transit, Transportation Planning, Parking and Pedestrian and Bicycle Councils, and a member of the National Society of Professional Engineers.

Antonio Fiol-Silva

Rose Center Advisory Board Member

Antonio Fiol-Solva is a leading principal at Wallace Roberts & Todd , LLC in Philadelphia, where that firm's nationally recognized practice is based. His planning, urban design and architectural practice spans 25 years and has encompassed a broad range of cross-disciplinary experiences both in the public and the private sector, with particular emphasis on complex urban redevelopment and infrastructure projects, and the creation of public urban spaces.

Fiol-Silva's recent high-profile projects include the South Capitol Area Plan for the Architect of the Capitol in Washington, D.C., and the Downtown Transit and Visitor Center and the Albemarle Courthouse Complex in downtown Charlottesville, Virginia. Prior to rejoining WRT in 2000, Fiol-Silva served as planning director for the City of San Juan, Puerto Rico. As head of that city's Urban Development Department, he spearheaded an extensive program of capital improvement projects that were implemented in the late 1990s. Before that, he served as director of urban planning and design for Tren Urbano, San Juan's new \$2.1 billion transit system. Fiol-Silva has also worked in the City of Boston, where he had a leading role on Boston's Central Artery Air Rights Plan, Boston 2000, while working at the Boston Redevelopment Authority, and in Barcelona, Spain, where he served as a Fulbright Scholar from 1992 to 1993.

His work in architecture and urban design has earned him several awards, including three Gold

Commonwealth Design Awards from the State of Pennsylvania, an Urban Design Award from Progressive Architecture magazine, a national Urban Design Award from the American Institute of Architects, and a Charter Award from the Congress of the New Urbanism. Fiol-Silva is active in several professional organizations, including the American Institute of Architects, the American Planning Association and the Urban Land Institute.

Fiol-Silva received his masters of architecture in urban design degree from Harvard University in 1989. He received his bachelor's of architecture from Cornell University. He has also taught at the University of Puerto Rico and at the Boston Architectural Center.

J. Rodney Gonzales

Austin Rose Fellow

J. Rodney Gonzales is deputy director for the City of Austin's Economic Growth and Redevelopment Services Office (EGRSO). He has been in municipal government finance and economic development since 1996 and has been with the City of Austin since June 2006. Prior to coming to Austin, Rodney was the director of finance for the cities of San Marcos, Texas, and Luling, Texas.

As deputy director, Gonzales oversees the redevelopment, economic development, international economic development, music office and support service activities for EGRSO. He holds a bachelor's of business administration in accounting degree and an MBA from Texas State University and is a Certified Public Manager. In 2007, the American Society for Public Administration named Gonzales the Emerging Public Administration Professional of the Year.

Gonzales has shepherded many complex projects that have resulted in thousands of jobs created for the Austin community. He negotiated agreements to bring expansions to Austin from HelioVolt, Facebook, LegalZoom, Hangar Orthopedics and Apple. Gonzales has been involved in agreement negotiations for major redevelopment projects in

downtown Austin and has led the creation of Tax Increment Finance districts (TIFs), resulting in hundreds of millions of public-private investment into new, mixed-use projects.

Recently, Gonzales co-led negotiations between the City of Austin and Circuit of the Americas (COTA), resulting in a 10-year commitment to bring the Formula 1 U.S. Grand Prix to Austin from 2012 through 2021. COTA is building a \$400 million purpose-built track to be used for Formula 1 and other annual events. Gonzales is leading the City's planning and preparation efforts for the November 2012 F1 race, which is expected to attract up to 300,000 visitors to Austin over race weekend and generate an estimated \$6.1 million in tax revenue to the City.

Charnelle Hicks

Charnelle Hicks is president of CHPlanning Ltd., a firm specializing in land use, environmental, community and airport planning. CHPlanning, headquartered in Center City Philadelphia with offices in Pittsburgh, southern New Jersey and New Orleans, prepares land use, socio-economic and environmental justice analyses throughout the nation. Ongoing projects include neighborhood recovery planning for New Orleans following Hurricane Katrina and PennDOT's model zoning ordinances in Pennsylvania.

Hicks' experience includes preparing comprehensive plans, zoning and subdivision regulations for urban and rural communities in both the United States and abroad. CHPlanning also specializes in a wide array of technical services for aviation facilities, which include Atlantic City International Airport, Philadelphia Airport, Pittsburgh Airport and Pope Air Force Base. Hicks was tapped to participate in the international Airport Cities Conference in Singapore. The 11 year-old firm, which employs 15 professionals, has been recognized by the Philadelphia 100 as one of the fastest growing firms in the region. The firm is a certified minority- and woman-owned business.

Hicks holds a bachelor's degree from Swarthmore College and a master's of regional planning from the University of North Carolina. She is a member of the American Institute of Certified Planners and holds a New Jersey professional planners license. She also is a certified instructor for the Pennsylvania Municipal Planning Education Institute, where she provides in-depth planning, zoning and subdivision instruction to elected officials, planning commissioners, zoning hearing boards and zoning officers throughout the Commonwealth of Pennsylvania. She has worked and taught in the planning field for more than 20 years.

Glenda E. Hood

Rose Center Advisory Board Member

The Hon. Glenda E. Hood served as Florida's secretary of state from 2003 to 2005 and as mayor of Orlando from 1992 to 2003. Before being elected Orlando's first woman mayor, she served as a City Council member for 12 years and was president of her own public relations firm.

As mayor, Hood was a strong advocate of growth-management strategies and smart-growth principles to build safe, livable neighborhoods, revitalized downtowns and strong local economies. Under her leadership, the city's land area grew by 50 percent, older and historic in-town neighborhoods were revitalized, compatible new mixed-use infill was constructed, the city's largest parks initiative built new parks and refurbished existing ones, unprecedented partnerships in education were established, transportation alternatives were championed, Orlando became a high-tech center and competitive world marketplace, and the arts became a civic priority.

She spearheaded the reuse plan for the Orlando Naval Training Center, which was the most ambitious economic development project in the city's history and was recognized across the country as one of the finest examples of reuse of former government properties and a model for

incorporating all elements of smart growth. She also has been a key adviser on domestic security and disaster preparedness for Florida and the federal Department of Homeland Security. As secretary of state, Hood was responsible for her department's divisions of administrative services, corporations, cultural affairs, elections, historical resources, and library and information services.

Hood has served as president of the National League of Cities and Florida League of Cities and as chair of the Florida Chamber of Commerce. She is a Fellow of the National Academy of Public Administration, an active participant with the Urban Land Institute's advisory services panels and ULI's Daniel Rose Center for Land Use and Leadership and she is a long-standing board member and past board chair of Partners for Livable Communities. She serves on the corporate boards of SantaFe HealthCare, Baskerville-Donovan Inc. and Urban Trust Bank as well as Florida's Blood Centers and Florida Trust for Historic Preservation.

Hood is president of Hood Partners LLC, a business development and consulting group.

Ricardo Noguera

Tacoma Rose Fellow

Ricardo Noguera hails from New York. He was born in Brooklyn and raised in Long Island. His education includes a bachelor's degree in cultural geography from Hunter College, City University of New York, and a master's in city and regional planning from U.C. Berkeley.

Noguera has more than 22 years of experience in the field of community economic development representing communities throughout the San Francisco Bay area, South Florida, Los Angeles and, for the past five years, the central valley community of Visalia, California. He joins the City of Tacoma's Community and Economic Development Department as director in September 2012.

Noguera's key successes include: authoring the Industrial Protection Zone in San Francisco's

Mission District; build-out of two RDA project areas in East Palo Alto, including recruitment of IKEA and negotiating several development agreements with retailers and 400,000 square feet of office development; administering the entitlement process for 4,800 units of high-rise luxury condos; managing completion of a master plan for Johnson & Wales University in North Miami; financing several affordable housing developments and a market rate retail and residential development in South Los Angeles; recruiting and filling more than 450,000 square feet of national retailers to the Mooney Boulevard commercial corridor; and expansion and recruitment of more than a dozen industrial firms in Visalia's industrial park during the 2007-12 recession.

Richard Ward

Richard Ward is a seasoned urban development and planning adviser and counselor. His principal areas of focus include: development project and program feasibility and strategy; land use planning and controls; redevelopment, shaping and advising public-private ventures and partnerships; development partner and team member selection and procurement; site selection and acquisition strategies; structuring incentive agreements between local governments and private investors; and master developer for complex multi-developer projects.

Prior to creation of Ward Development Counsel in 2011, Ward managed the St. Louis office of Zimmer Real Estate Services and was vice president of the firm's Development Management Group (2008-11). Prior to Zimmer, Ward founded, built and sold to his former colleagues two successive development advisory groups. the latter being Development Strategies, a highly respected provider of professional services supporting economic, community and real estate development nationwide (1988-2008). Between 1973 and 1986, he was managing partner of two real estate investment partnerships active in inner-city neighborhoods of St. Louis.

Ward is frequently retained as an adviser and expert witness in legal proceedings. These typically relate to questions of highest and best use of real estate, issues associated with land use controls or use of the eminent domain power, and real estate development best practices. He led the creation of strategic economic development plans for communities and public-private partnerships in Tulsa, Oklahoma, Charlotte, North Carolina, West Des Moines, Iowa, St. Louis County and the St. Louis region in Missouri and of economic development plans for all or major sectors of downtown Charleston and Greenville, South Carolina, Knoxville, Tennessee, Oklahoma City, Augusta, Maine, Des Moines, Iowa, Detroit and Royal Oak, Michigan, New Orleans, Hartford, Connecticut, and Clayton, Webster Groves, University City, and St. Louis in Missouri.

Ward has served on 12 Urban Land Institute advisory panels in the United States and Europe. He is a frequent speaker/panelist at diverse professional and civic organization meetings and conferences and a contributor to a variety of professional journals. He received his MBA from the Olin School of Business and a master's of urban design from Washington University in St. Louis and master's of urban and regional planning from Virginia Tech.

Mary Ellen Wiederwohl

Louisville Rose Fellow

Mary Ellen Wiederwohl has spent most of her career in and around state and local government. She previously held positions in the state legislative and executive branches.

Wiederwohl has deep knowledge of government and the private sector and their interplay from numerous years advising an array of business and nonprofit entities on strategic planning, public affairs, grass-roots organization, and communications across the public-policy spectrum with specialties in education, health care, budgeting, regulation and land use. She is using her skills to inspire and integrate policy and communications for Louisville Metro's long-term planning and strategic initiatives.

Wiederwohl has deep roots in Louisville's business, cultural and arts community. She serves on the board of the Louisville Orchestra and is a past president of the Junior League of Louisville. In 2011, she served as a Leadership Louisville Center Bingham Fellow focusing on plans for the future of Louisville's built environment.



The Hartford Rose Fellowship team (from left to right): city project manager Jeff Cormier, State Assembly Member Brandon McGee, Redevelopment Agency Chair Steven Bonafonte, Mayor Pedro Segarra, Rose Fellowship faculty and panel co-chair Chris Kurz, Rose Fellowship faculty and panel co-chair Ana Gelabert-Sanchez, and Development Services Director Thomas Deller.

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ROSE CENTER FOR PUBLIC LEADERSHIP IN LAND USE

1301 Pennsylvania Ave NW • Suite 550

Washington, DC 20004

202.626.3000 | www.danielrosecenter.org

