

# Capitol Region Council of Governments

## Building Corridors of Opportunity: Best Practices for Engaging Anchor Institutions and Neighborhoods

*Recommendations*

## Acknowledgements

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***Building Corridors of Opportunity: Best Practices for Engaging Anchor Institutions and Neighborhoods, Recommendations*** was prepared with financial support from the Hartford Foundation for Public Giving. The report was prepared for the Capitol Region Council of Governments by the consulting firm of HR&A Advisors, Inc.

Based on national best practices research, the following strategies can support CROG and its partners to advance TOD vision along the CTfastrak corridor and create an ongoing, mutually-beneficial partnership among anchors, government, and communities.



**Recommendations – Vision:** A working group could be formed, comprised of key anchors, including State and local government, medical institutions, universities, and foundations, to identify shared goals and define a vision for TOD.

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**Vision**

- **Define a unified vision for the transit corridor and/or place-based visions for segments, building off past plans and current studies**

**Partnerships**

- **Engage anchors through individual or small group conversations to elicit more open, creative dialogue**

**Development Entity**

- **Identify development goals that would mutually benefit anchor institutions, community organizations, and municipalities**

**Community Involvement**

- **Create unique station-area plans that connect TOD with the needs of nearby anchors and communities**

**Public Investment**

- **Articulate a brand or identity for TOD along the CTfastrak corridor that can be reflected in marketing materials targeted to unique audiences**

**Recommendations – Partnerships:** Based on the shared vision, a partnership would formalize roles and responsibilities for advancing the vision among anchors and interested stakeholders.

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Vision

Partnerships

Development  
Entity

Community  
Involvement

Public  
Investment

- **Identify and engage executive level decision-makers from key anchors, government, communities, as well as neutral stakeholders, such as foundations and local development corporations**
- **Create a consensus-based partnership structure, and identify a leadership strategy for the partnership**
- **Determine roles and responsibilities among participating entities**
- **Tie into existing planning efforts, such as the recently-announced Innovation Places Program in New Britain**

## Recommendations – Partnerships: The geographic focus of the TOD effort should inform the list of potential partners.

Vision

**Partnerships**

Development  
Entity

Community  
Involvement

Public  
Investment

- **A corridor-wide development strategy should engage key anchors and partners such as:**

- CT Department of Transportation
- CT Office of Policy and Management
- CT Department of Economic and Community Development
- CT Housing Finance Authority
- City of Hartford
- City of New Britain
- Town of West Hartford
- Town of Newington
- Capital Region Development Authority
- Asylum Hill Neighborhood Association
- Frog Hollow Neighborhood Revitalization Zone
- Hartford 2000
- CT Trust for Historic Preservation
- Hartford Preservation Alliance
- Parkville Revitalization Association
- West End Civic Association
- Southside Institutions Neighborhood Alliance
- Hospital of Central Connecticut
- Connecticut Children’s Medical Center
- Hartford Hospital
- St. Francis Hospital
- Central Connecticut State University
- Goodwin College
- Trinity College
- University of Connecticut
- University of Hartford
- University of St. Joseph
- Legrand North America
- Bushnell Center for the Performing Arts
- New Britain Museum of American Art
- Wadsworth Atheneum Museum of Art
- Elmwood Business Association
- New Britain Chamber of Commerce
- YWCA New Britain
- Coalition for New Britain’s Youth
- Local Initiatives Support Corporation
- Hartford Foundation for Public Giving
- Mutual Housing Association of Greater Hartford
- Northside Institutions Neighborhood Alliance

**Recommendations – Partnerships:** The geographic focus of the TOD effort should inform the list of potential partners.

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Vision

**Partnerships**

Development  
Entity

Community  
Involvement

Public  
Investment

- **A station-level development strategy for Sigourney Street, as an example, should engage key anchors and partners such as:**
  - City of Hartford
  - Capital Region Development Authority
  - CT Department of Transportation
  - CT Office of Policy and Management
  - CT Department of Economic and Community Development
  - Hartford Foundation for Public Giving
  - Connecticut LISC
  - University of Connecticut
  - Hartford Hospital
  - Aetna
  - Phoenix Companies
  - Bushnell Center for the Performing Arts

**Recommendations – Development Entity:** The Partnership should identify entities with the capacity and ability to lead real estate development as well as channel public and private financing.

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Vision

Partnerships

**Development  
Entity**

Community  
Involvement

Public  
Investment

- **Identify an existing organization or create a new entity that can guide real estate development**
- **Confirm that the entity has the capacity to strategically align private and public financing to carry out the TOD vision**
- **Define opportunities for the entity to take on a more formalized role in municipal and regional planning efforts**



**Recommendations – Community Involvement:** The Partnership should identify and actively engage key community-based organizations to become meaningful members of the development effort.

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Vision

- **Engage community stakeholders and organizations in TOD visioning, planning and implementation**

Partnerships

- **Include nonprofit organizations that have historical ties to neighborhoods surrounding station areas in the formal partnership**

Development  
Entity

- **Connect to community based organizations, such as Hartford NRZ's, and local businesses**

**Community  
Involvement**

- **Develop a structure that allows for meaningful and regular participation and feedback**

Public  
Investment

**Recommendations – Public Investment:** Working with its government partners, the Partnership should identify specific public sector interventions, either in the form of direct development, infrastructure improvements, or financing strategies.

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Vision

- **Identify opportunities for direct public subsidies and investment, such as the potential relocation of large government offices to appropriate CTfastrak station areas**

Partnerships

- **Align public realm improvements and other infrastructure investments with future development sites**

Development  
Entity

- **Explore public financing strategies such as TIFs and PILOTs that help attract private development and large employers**

Community  
Involvement

**Public  
Investment**