



Arrowhead Gateway

Small Area Plan and Corridor Study



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Executive Summary

The Executive Summary provides a high-level overview of the findings and recommendations of the Arrowhead Gateway Small Area Plan and Corridor Study and makes references to other chapters of the Plan where more information is available.





What's this plan for?

The Arrowhead Gateway Small Area Plan and Corridor Study identifies several projects and policies to guide future development in the study area.

The recommended projects and policies are designed to advance the community-identified goals listed at right which include: establishing a gateway, supporting business development, and promoting homeownership among others.

The City of Hartford will work to implement the recommendations of this Plan with its partners and local community organizations.



Learn more in:

+ Chapter 1
Introduction



1

Plan goals:

Establish a gateway

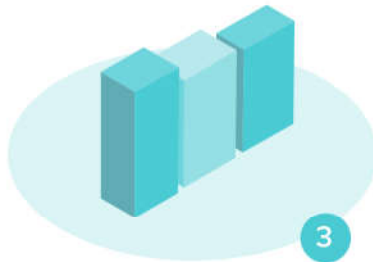
The Arrowhead Gateway neighborhood should be an inviting gateway between the Clay Arsenal neighborhood and Downtown Hartford.



2

Enhance connectivity

Thoughtful connections should be made for all modes of transportation both within the study area and to surrounding neighborhoods and destinations.



3

Ensure cohesive development

Future development in the Arrowhead Gateway should respect and complement the existing character and feel of the neighborhood.



4

Support business development

Technical assistance and financial support should be provided to support existing businesses in the area and create opportunities to grow new small, local, and Black, Indigenous, and people of color (BIPOC)-owned businesses.



5

Create sense of place

The Arrowhead Gateway should have a unique and identifiable sense of place that reflects its cultural heritage and diversity.



6

Promote homeownership

Strategies should be developed to increase and expand access to affordable homeownership opportunities.

Why is it important?

This Plan will help address historic inequities, meet existing needs, and align the future development of the Arrowhead Gateway with the community's vision.

While historic disinvestment and the barrier of I-84 create inequities in access to affordable housing, transportation, employment opportunities, and healthy food for study area residents, there is significant potential in the Arrowhead Gateway for transformative progress. Developable parcels in prime locations, supportive zoning policies, and favorable market dynamics create opportunities for a range of new options, including housing, restaurants, a grocery store, business creation, and more. Public realm improvements in road design, the pedestrian environment, and public space, can also strengthen sense of place and improve quality of life for all.

Learn more in:

+ Chapter 2
Historical Context

+ Chapter 3
Community Engagement

+ Chapter 4
Existing Conditions

Addressing historic inequities

01 Bridging I-84

The I-84 corridor creates a real and perceived barrier between the Arrowhead Gateway and Downtown Hartford and its construction radically altered development patterns in the neighborhood.

02 Mitigating legacy effects of redlining and urban renewal

Racist policies of redlining and urban renewal perpetuated economic, demographic, and social inequities in the Arrowhead Gateway that still affect residents today.

Aligning with the community's vision

03 Increasing access to housing

A diversified housing supply, with accessible and affordable options, can support existing residents and attract new residents to the area.

04 Supporting small businesses

The Arrowhead Gateway has a wealth of local entrepreneurs and small businesses but they need resources, support, and access to spaces to start and grow their businesses in the community.

Meeting existing needs

05 Making streets safer

Wide streets, few crosswalks, limited pedestrian amenities, and the notoriously complicated Main/Albany intersection hinder mobility in the neighborhood and make walking and biking feel unsafe.

06 Activating vacant and underutilized spaces

Numerous vacant lots and underutilized buildings present opportunities for redevelopment and to bring new uses and services to the neighborhood.

07 Promoting health and wellness

Increased access to healthy, affordable foods and expanded recreational opportunities can help promote wellness for neighborhood residents.

08 Leveraging existing assets

The Arrowhead Gateway has a strong foundation of assets and community organizations to grow from and leverage.

09 Building on recent development

Nearby developments, like Dunkin' Donuts Park and North Crossing, are positioning the Arrowhead Gateway for investment.



What's possible?

Three alternative plans were developed for the future of the Arrowhead Gateway neighborhood.

Each of these alternative plans envisions a possible future for the Arrowhead Gateway that is based on community feedback and grounded in market realities. While the plans are distinct in their uses, layout, and density of development, they all have common design elements like a full-service grocery store, retail spaces for entrepreneurs, access to housing, green spaces, and streetscape enhancements. Each plan is also designed to celebrate the neighborhood's heritage, leverage its strengths in arts and culture, and capitalize on placemaking opportunities.

Since each of the alternatives is considered equally viable, none is "preferred" over the others. This flexibility allows for one plan to be implemented in full or for parts of several plans to be combined together.

Learn more in:



Chapter 5
Small Area Plan Alternatives



Chapter 6
Placemaking Opportunities



01

Health and wellness district

This alternative prioritizes community health and well-being and anchors the Arrowhead Block with a large-format grocery store and health and wellness center. Dedicated bus lanes, basketball courts, community green spaces, and protected bike lanes provide recreational and mobility opportunities for all.

See the full plan on page 68.

Placemaking opportunities:



Places to create
Arts centers,
performance spaces,
creative studios



Places to eat
Outdoor dining,
food trucks,
community kitchens



Places to play
Parks, playgrounds,
basketball courts,
community gardens



Places to celebrate
Community
monuments,
historical sites



02

Entertainment and recreation district

This alternative envisions the Arrowhead Block as a major destination and activity hub for the Arrowhead Gateway and surrounding areas, with a mix of entertainment, recreation, retail, and cultural uses that extend up Albany Avenue as well.

See the full plan on page 70.



03

Strong neighborhood

This alternative focuses on expanding the supply and diversity of housing options in the Arrowhead Gateway, with a mix of affordable and market-rate apartment and townhomes. Neighborhood-scale retail options and community green spaces are also provided.

See the full plan on page 72.

How can we make it happen?

Several actionable recommendations were identified to advance the goals of the Arrowhead Gateway Small Area Plan.

These recommendations include redevelopment opportunities, public realm enhancements, policy improvements, and other projects that can be carried out to incrementally implement this Plan. The recommendations are cross-cutting and can be implemented regardless of which small area plan alternative the community decides to move forward with.

Implementing the Plan is a multi-year process that requires community involvement and support, coordination with multiple partners, and funding from multiple sources.

Learn more in:

+ Chapter 7
Implementation Strategy



01

Activate Keney Tower Park and Ely Street

Implement design improvements, new amenities, and fresh programming and events at Keney Tower Park and on Ely Street.



02

Establish a gateway park

Refresh Tunnel Park with a new design and new amenities to create a gateway feature for the neighborhood.

Who can we work with?

Community partners. Each project can be implemented in partnership with local agencies, community organizations, and interested stakeholders. Potential partners may include: CT DOT, CT Landmarks, CT Transit, the CATF, the Friends of Keney Park, the San Juan Center, local artists, local developers, and others.

How can we get funding?

Grant programs and foundations. Projects will require multiple funding sources for implementation. Several projects are likely competitive for local, state, or federal grant programs and some would likely be of interest to local foundations with aligned missions.

03

Improve the Main/Albany intersection

Redesign the Main/Albany intersection to improve safety for all modes of transportation.



04

Enhance the Main/Albany streetscape

Include “complete streets” design treatments that promote walkability, improve safety, and foster a welcoming pedestrian environment.

05

Activate vacant spaces with pop-up events

Host pop-up events and programming activities like markets, food truck rodeos, and block parties at City-owned vacant lots.

06

Promote healthy food access

Expand the availability of healthy food options and retailers in the Arrowhead Gateway.

07

Support small businesses and entrepreneurs

Help entrepreneurs access technical and financial resources and guidance to start or grow businesses in the Arrowhead Gateway.

08

Improve parking availability

Balance the supply of publicly-available parking with the demands of new development.



09

Expand access to housing

Support the development of affordable rental and homeownership options in the neighborhood.



Introduction

This chapter explains the purpose, goals, and expected outcomes of the Arrowhead Gateway Small Area Plan and Corridor Study, as well as how the Plan fits into the context of past plans for the area.





Purpose

The purpose of the Arrowhead Gateway Small Area Plan and Corridor Study is to create a compelling, community-based vision that guides development in the Arrowhead Gateway neighborhood.

In partnership with the local community, the City of Hartford developed this Plan to identify transformative redevelopment opportunities and public realm improvements that respond to community needs and are consistent with the community's vision.



Study Area Stats

41
acres

<100
residents

35
businesses

What this Plan does:



Identifies a community vision

Using community feedback, this Plan depicts the community's and City's vision for the future of the Arrowhead Gateway.



Proposes projects and land uses

This Plan recommends projects to enhance the public realm, reactivate vacant spaces, and improve the streetscape, among others.



Arrowhead Gateway Study Area

The Arrowhead Gateway is a 41-acre area that parallels the Main Street and Albany Avenue corridors just north of I-84. It includes parts of both the Clay Arsenal and Downtown neighborhoods, as well as identifiable features like the Arrowhead Building, the Flatiron Building, and Keney Tower Park.



City neighborhoods map



Recommends supportive policies

The Plan recommends policies like zoning changes, business development strategies, and others to support proposed projects.

What it doesn't do:

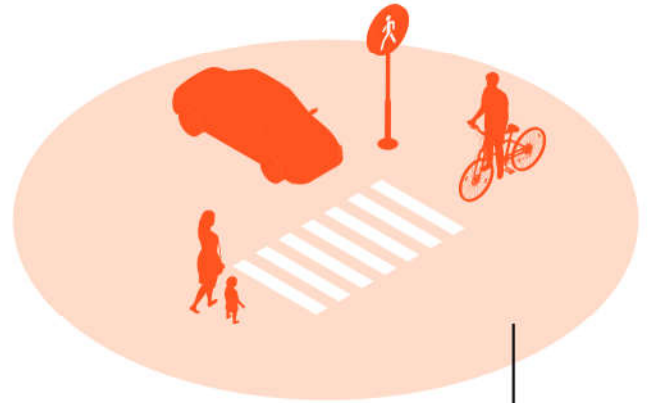


Prescribe exact uses and policies

The projects and policies included in this Plan are recommendations. It is up to the City to move forward with implementation as desired.

Goals

The recommendations included in this Plan advance several, overarching goals for accelerating progress in the neighborhood, including:



1

Establishing a gateway

The Arrowhead Gateway neighborhood should be an inviting gateway between the Clay Arsenal neighborhood and Downtown Hartford.

2

Enhancing connectivity

Thoughtful connections should be made for all modes of transportation both within the study area and to surrounding neighborhoods and destinations.



4

Supporting business development

Technical assistance and financial support should be provided to support existing businesses in the area and create opportunities to grow new small, local, and Black, Indigenous, and people of color (BIPOC)-owned businesses.



5

Creating sense of place

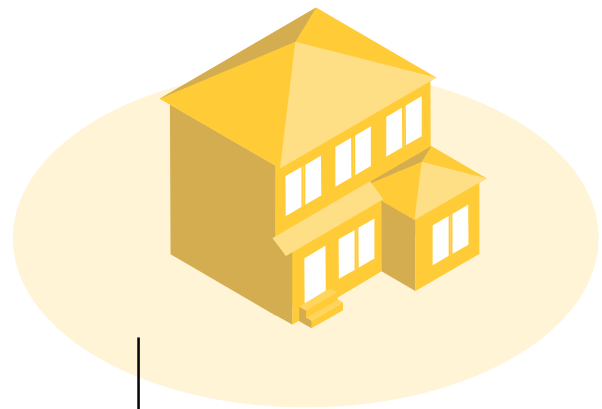
The Arrowhead Gateway should have a unique and identifiable sense of place that reflects its cultural heritage and diversity.



3

Ensuring cohesive development

Future development in the Arrowhead Gateway should respect and complement the existing character and feel of the neighborhood.



6

Promoting homeownership

Strategies should be developed to increase and expand access to affordable homeownership opportunities.

Past plans and studies

For years, the City of Hartford and its partners have been actively studying and planning for the development of the Arrowhead Gateway and surrounding areas.

Several common themes run through these plans including significant potential to redevelop vacant lots, a marked need to improve connectivity and accessibility, and the importance of preserving the area's historic character.

On-going

CT DOT Intersection Study

CT DOT is actively exploring several options to re-design the Main Street/Albany Avenue intersection so that it is safer for all modes of transportation.

2019

Downtown North Walk Audit

Following a walk through the study area, the audit group identified on-the-ground issues including lack of crosswalks, streets that feel too big to safely cross, poor sidewalk conditions, and very limited bicycle facilities, among others.

2018

The Arrowhead: Yesterday, Today, Tomorrow

This plan made several, specific recommendations to advance revitalization of the Arrowhead Block including: redeveloping the Arrowhead Building, rehabilitating the Flatiron Building and 1293 Main Street, improving the Main and Ann Uccello streetscapes, improving several building facades, and studying the potential for adaptive reuse at 180 Pleasant Street.

Area-wide studies:

06

On-going

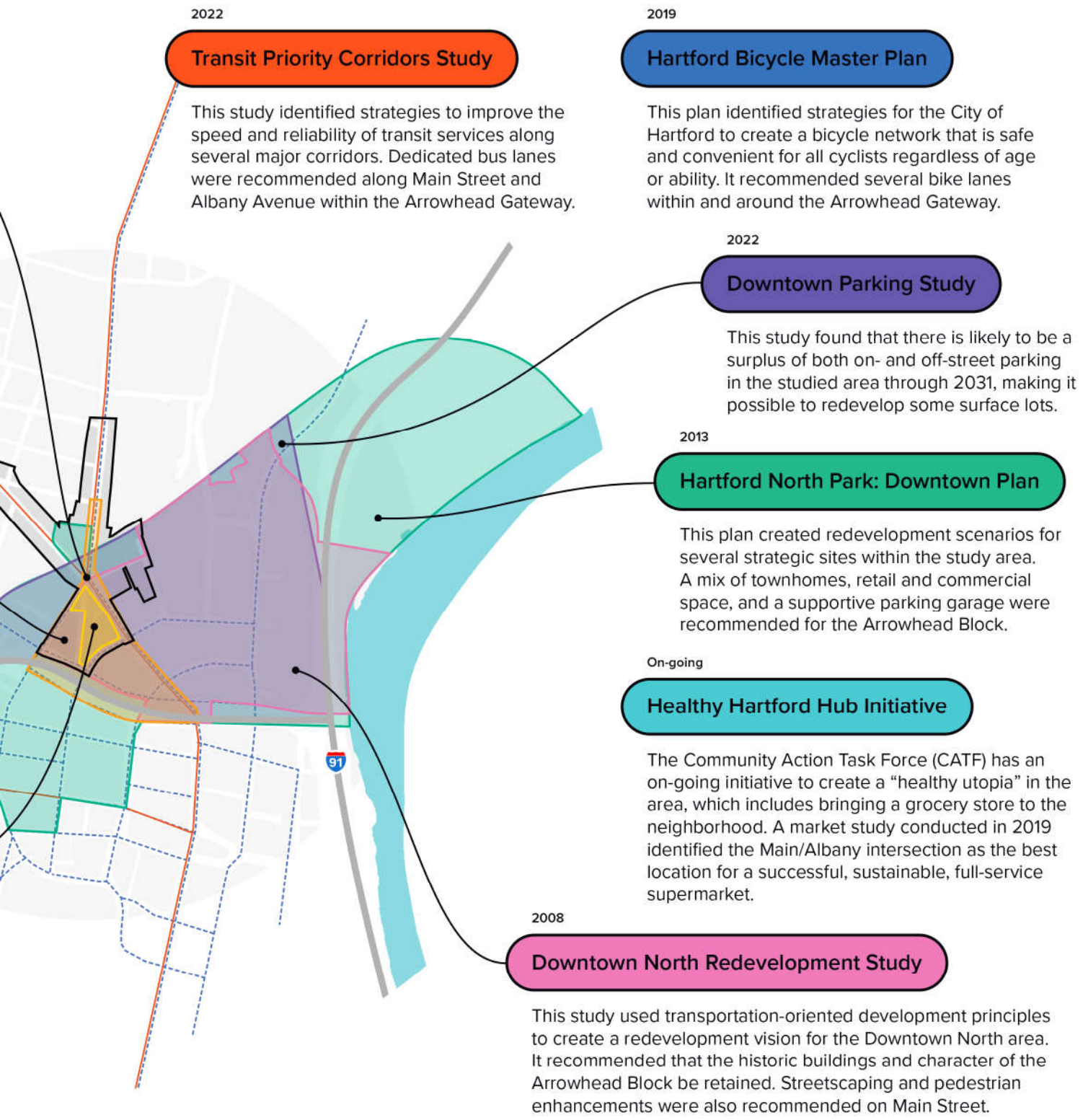
Hartford400

This initiative aligns the efforts of many groups in the Connecticut Valley to create a shared vision and coordinated strategy for advancing their plans and projects.

2020

Hartford City Plan

This plan developed the City of Hartford's vision and goals through 2035. The Downtown North area was identified as a transformative development project.



2022

Transit Priority Corridors Study

This study identified strategies to improve the speed and reliability of transit services along several major corridors. Dedicated bus lanes were recommended along Main Street and Albany Avenue within the Arrowhead Gateway.

2019

Hartford Bicycle Master Plan

This plan identified strategies for the City of Hartford to create a bicycle network that is safe and convenient for all cyclists regardless of age or ability. It recommended several bike lanes within and around the Arrowhead Gateway.

2022

Downtown Parking Study

This study found that there is likely to be a surplus of both on- and off-street parking in the studied area through 2031, making it possible to redevelop some surface lots.

2013

Hartford North Park: Downtown Plan

This plan created redevelopment scenarios for several strategic sites within the study area. A mix of townhomes, retail and commercial space, and a supportive parking garage were recommended for the Arrowhead Block.

On-going

Healthy Hartford Hub Initiative

The Community Action Task Force (CATF) has an on-going initiative to create a “healthy utopia” in the area, which includes bringing a grocery store to the neighborhood. A market study conducted in 2019 identified the Main/Albany intersection as the best location for a successful, sustainable, full-service supermarket.

2008

Downtown North Redevelopment Study

This study used transportation-oriented development principles to create a redevelopment vision for the Downtown North area. It recommended that the historic buildings and character of the Arrowhead Block be retained. Streetscaping and pedestrian enhancements were also recommended on Main Street.

Amended 2020

Hartford Zoning Regulations

The City of Hartford revamped its zoning regulations to create a form-based code that regulates building, street, and site design to ensure that the built environment reinforces the goals and intent of each zoning district.

2020

Hartford Complete Streets Plan

This plan identified standards and other guidance to support the City in the implementation of its Complete Streets Policy, which seeks to create safe streets for all modes of transportation.



Historical Context

This chapter provides a brief history of the Arrowhead Gateway and identifies significant people and events whose impacts are still being felt in the neighborhood today. The neighborhood's history and the influence of local changemakers lay the foundation for the small area plan alternatives presented in Chapter 5 and the placemaking opportunities in Chapter 6.





Neighborhood history

The Arrowhead Gateway has a rich historic and cultural legacy that continues to shape the neighborhood today.

The Arrowhead Gateway neighborhood has long been home to a diverse population. Waves of first Irish and Jewish, then African American, then Puerto Rican and Caribbean immigrants came to the area and put down roots, opening businesses, establishing traditions, and creating community. Today, the neighborhood is more than two-thirds African American and one-third of the population identifies as having Hispanic origin.

Significant disinvestment following the construction of Interstate-84 (I-84) and a wave of civil disturbances in the 1960s and 70s, has made the neighborhood one of the poorest areas in the city, where residents struggle with poverty and the physical environment is marked by deterioration and vacancy.

Despite these issues, the neighborhood maintains a strong sense of community and cultural diversity that continues to make it a vibrant home for business, culture, and the arts.



Early 1800s

The neighborhood is mainly rural farmland.

1847

The Hartford-Springfield Railroad is constructed and more concentrated development springs up around the Main/Albany intersection.



Post-WWII

A growing number of Puerto Rican and Caribbean immigrants come to the neighborhood, many to work the tobacco fields. They create a strong community, open businesses and churches, and establish traditions, including the Puerto Rican Parade.

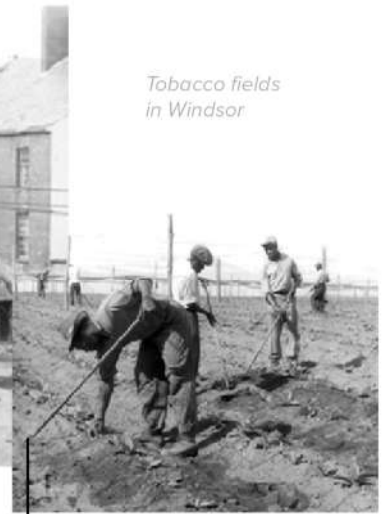
*Keney Brothers
Grocery Store*



Late 1800s

Irish and Jewish working class families emigrate to Hartford. In 1895, the neighborhood is mostly Irish. Soon after, large numbers of Jews arrive from Eastern Europe fleeing anti-Semitism. They open grocery stores, tailors, butcher shops, and jewelry stores along Main Street and Albany Avenue. The neighborhood is made up mostly of multi-family dwellings.

*Tobacco fields
in Windsor*



WWI

Though the African American community had a strong presence in the neighborhood from as early as 1860, it grows significantly during World War I as southern Blacks are recruited to work the Connecticut Valley tobacco fields.

Albany Ave



1960s and 70s

The construction of I-84 (1959-1969) tears through the southern edge of the neighborhood. Around the same time, a wave of riots and civil disturbances affects the area. Thousands of people move out and severe disinvestment results. The neighborhood has been one of the poorest in the city since then.

Main Street



Today

Today, the neighborhood maintains its strong diversity, retains its historic architectural character, and continues to be a vibrant home for business, culture, and the arts.

Neighborhood changemakers

The Arrowhead Gateway is home to many prominent historical figures who were changemakers in areas like social reform and racial and gender equity.

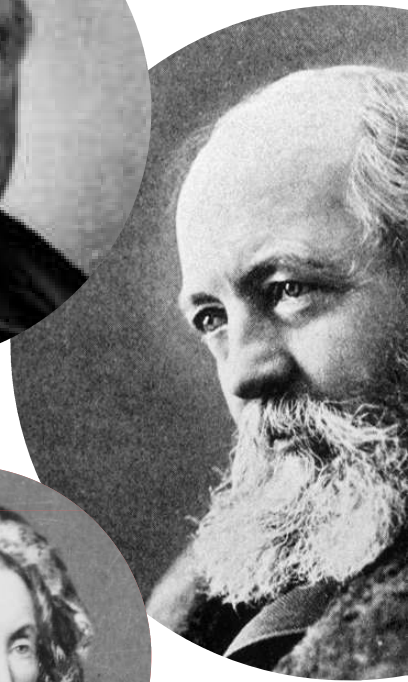
These pioneers include advocates for the neighborhood's Puerto Rican and African American communities, like Maria C. Colon Sanchez, John B. Stewart, Jr., and Dr. Evans Howard Daniels, Jr. who worked to make the community more inclusive and equitable for all. Other hometown pioneers include Frederick Law Olmsted and Horace Bushnell who played a significant role in shaping Hartford's (and the nation's) park system.

The legacy of these changemakers continues today in the Arrowhead Gateway's culture of activism, creativity, and entrepreneurship.



● **Henry Keney**
1806-1894

Operated a grocery business with his brother at 1306 Main Street. The brothers donated the funding to erect a large clock tower on the site of the family business and home, which was dedicated to their mother, Rebecca Turner Keney, in 1898. This clock tower still stands today as an iconic landmark in the neighborhood.



● **Lydia Sigourney**
1791-1865

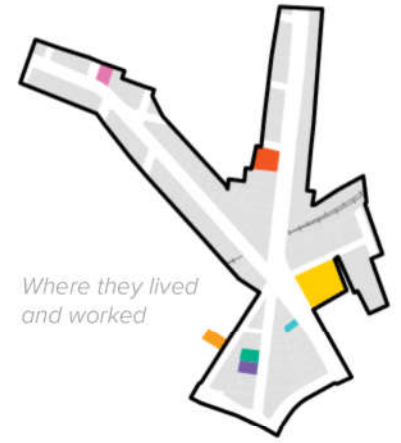
One of the first American women to succeed at a literary career, publishing over 52 books during her lifetime and being one of the most popular writers of her day, both in the United States and in England. For a time, she lived on High Street and was known as "The Sweet Singer of Hartford."

Frederick Law Olmsted
1822-1903

Known as the father of American landscape architecture, he designed such notable works as Central Park in New York City and the Capitol Grounds in D.C. His firm designed Keney Park, Keney Tower Park, and much of the Hartford parks system. He lived on High Street and is buried at Old North Cemetery.

Maria C. Colon Sanchez
1926-1989

Known as "la madrina" or "the godmother," she was an advocate and mentor for the Hartford Puerto Rican community. She owned Maria's News Stand at 246 Albany Avenue where she mobilized and mentored her community. She successfully advocated for bilingual education in Hartford's public schools, was a founder of the Puerto Rican Parade, and was the first Hispanic woman elected to the Connecticut General Assembly.



Horace Bushnell
1802-1876

Regarded as the leading American theologian of the nineteenth century, he preached a philosophy of natural landscapes as sources of morality. He advocated for the creation of a public park as the setting for the State Capitol building. Bushnell Park became the first municipal park in the country to be built with public funds. He lived on High Street.

John B. Stewart Jr.
1930-2015

Joined the Hartford Fire Department and, in 1980, became one of the first African American Fire Chiefs in New England. He was stationed at Fire Station #2. During his tenure as chief, he worked to expand diversity and recruitment of Hispanic and female firefighters. In 1995, he was elected to Hartford City Council and served two terms as Majority Leader.

Dr. Evans Howard Daniels, Jr.
1924-2005

Opened a family medicine practice at 1335 Main Street in the 1950s with a mission of helping the poor and underserved. The success of his practice led him to found Community Health Services (CHS) in 1970, where he served as executive director for 30 years. CHS continues to serve an ever-expanding community to this day.

Historic inequities

Several historic events – notably the redlining of the North End and the construction of I-84 – have had lasting impacts on the Arrowhead Gateway.

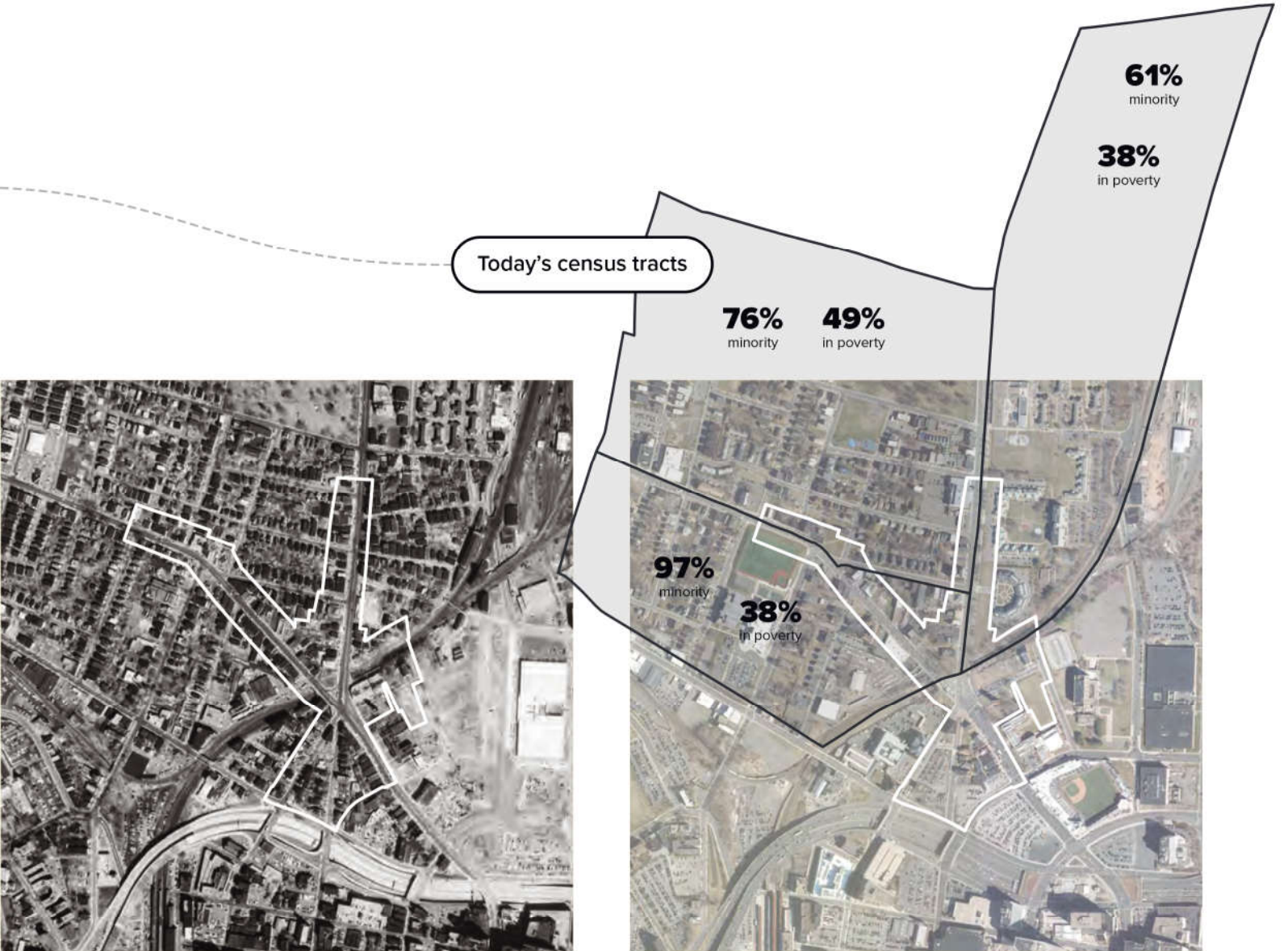
In the 1930s, parts of the North End, including a portion of the Clay Arsenal neighborhood, were “redlined” – or rated as too risky for investment due to their large Black population. Redlining in the North End resulted in segregation, disinvestment, and barriers to housing access that still have legacy impacts in the neighborhood today.

In 1965, the construction of I-84 cut off the North End from Downtown Hartford, furthering the racial segregation created by redlining, radically altering development patterns and destroying neighborhoods, and perpetuating economic, demographic, and social inequities that still persist today.



1934

In the first half of the 20th century, the Arrowhead Gateway and the surrounding area are densely developed with a network of medium-rise, mixed-use buildings and the Arrowhead Gateway is connected to Downtown via a series of at-grade streets.



1965

By the 1960s, urban renewal and the construction of I-84 (1959-1969) resulted in radical changes to development patterns in the area. Notably, south and east of the Arrowhead Gateway several large blocks were razed completely to make way for the highway, for parking lots, or for other large development projects.

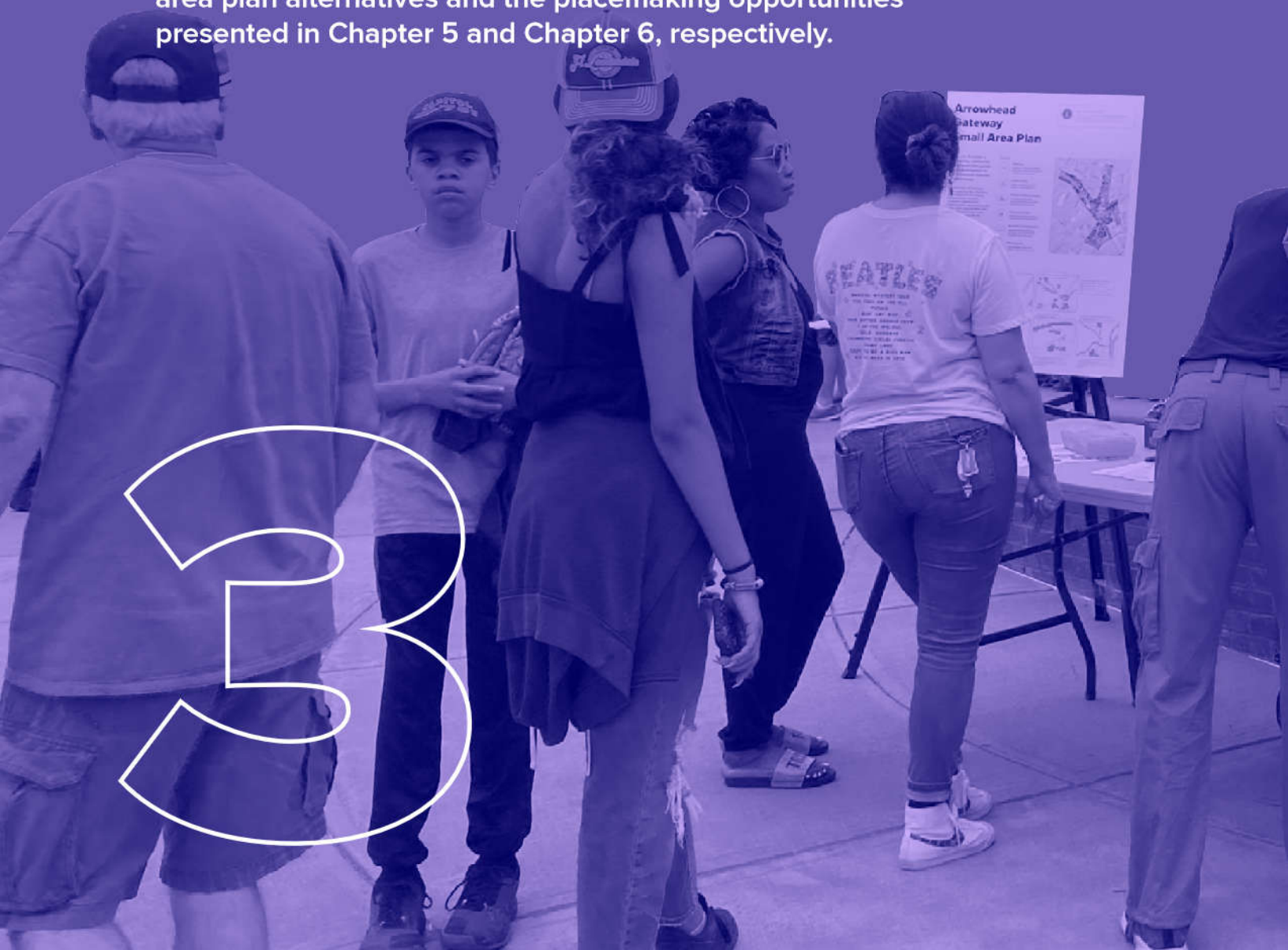
2022

Today, the Arrowhead Gateway and surrounding areas are considerably less dense than they once were, with large areas of surface parking lots and pockets of vacancy. The I-84 corridor creates a real and perceived divide between the North End and Downtown Hartford, and the legacy impacts of racist policies of redlining and urban renewal are still felt by residents today, who struggle with poverty and access to housing and healthy, affordable food.



Community Engagement

This chapter summarizes the community engagement efforts used to develop the Plan and highlights key themes from community feedback. Community feedback, paired with a market analysis, is the primary driver of the small area plan alternatives and the placemaking opportunities presented in Chapter 5 and Chapter 6, respectively.





Engagement activities

Community feedback was central to the development of the plan. Opportunities for engagement were provided throughout the planning process.



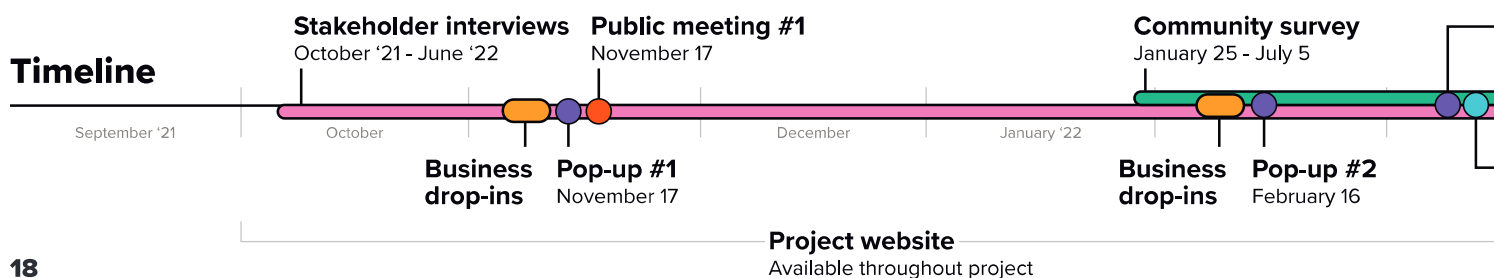
Business drop-ins

Project Team members visited businesses on Main Street and Albany Avenue to advertise the study, encourage business owners to get the word out as well, and gather their feedback.



Pop-up events

On several occasions, Project Team members hosted pop-up events at locations throughout the study area – including Keney Tower Park, Heaven Skatepark, and at a Yard Goats game – where community members could stop by, learn about the project, and share their ideas. Two pop-ups were also held at Semilla Cafe + Studio to launch the community survey.





x2

Public meetings

A public meeting was held at Sacred Heart Church at the beginning of the planning process to introduce the study to the community. Another public meeting was held at Dunkin' Donuts Park at the end of the study to present the small area plan alternatives and recommendations.



x30

Stakeholder interviews

The Project Team met with more than 30 stakeholders with interest in the study area including:

- Capital Prep Magnet School
- Carabetta Properties
- Community Advisory Task Force (CATF)
(Team members regularly participated in the CATF's monthly meetings and hosted an in-person meeting with the CATF in April 2022.)
- Clay Arsenal NRZ
(Team members participated in the NRZ's monthly meetings from January through June 2022.)
- Community Loan Fund
- Community Renewal Team (CRT)
- CT DOT
- CT Landmarks
- Friends of Keney Park
- Gateway Partnership
- iQuilt
- RMS Companies
- San Juan Center
- Shelbourne
- Trinity Health
- UCONN

Community Advisory Committee (CAC)

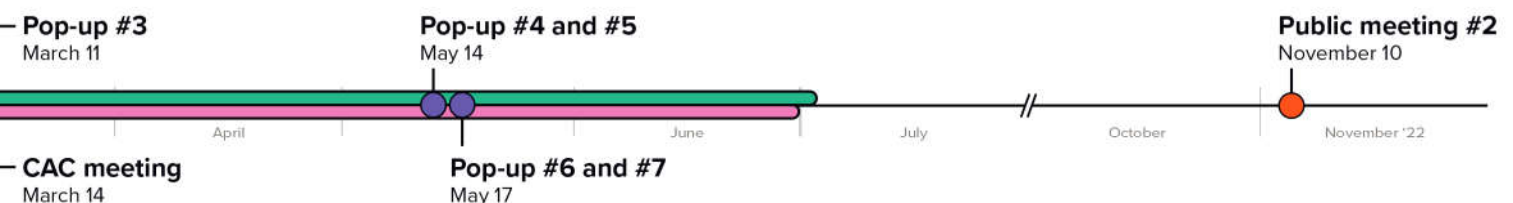
A Community Advisory Committee of local representatives and community members oversaw the development of the plan and reviewed deliverables along the way to make sure the direction of the project aligned with the community's vision.



Project website
ArrowheadGateway.com

Community survey

Over 120 people completed the community survey, which was distributed both online and in person. CRT also distributed the survey through its Meals on Wheels program and to students in its youth programs. Responses to this survey helped the Project Team understand community needs and concerns, which informed the development of the small area plan alternatives.



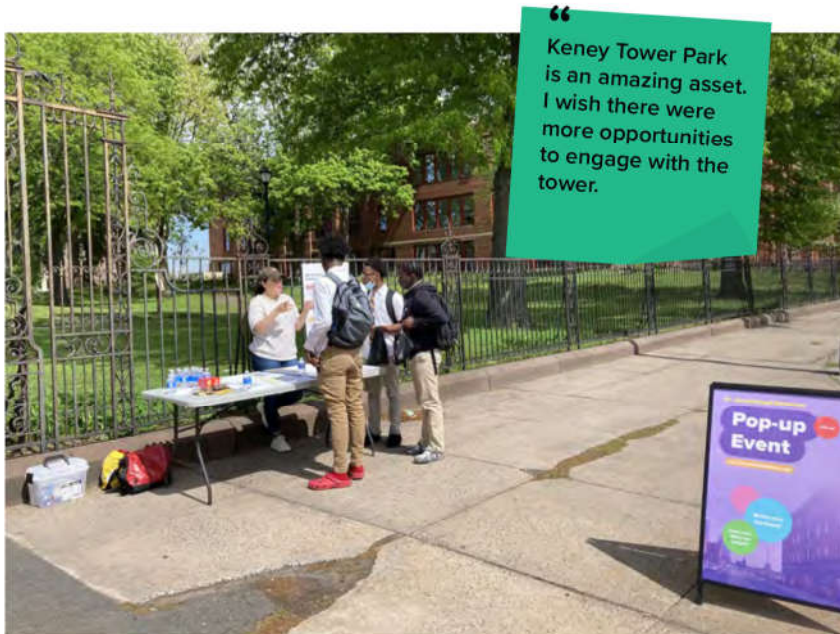
Project website
Available throughout project

Summary of feedback

Highlights from community feedback are summarized here. Common themes across the feedback include improvements to housing, business, recreation, and community services.



Heaven Skate Park Pop-up



Keney Tower Park Pop-up



CAC Meeting

Key findings:

1

More, better, and affordable housing

A diverse housing supply, with accessible and affordable options, can support existing residents and attract new residents to the area.

2

Let the kids play

Options for outdoor and cultural recreation can provide family-friendly activities and educational experiences for local families and youth and attract visitors.

Public comments



3

Support small businesses

There is a lot of local talent and creativity, however, local entrepreneurs and small businesses need resources, support, and access to space to start and grow in the community.

4

Really need food- and health-related services

Healthy food options and stores are absent in and around the study area. Pairing access to healthy affordable food with health-promoting services (e.g., social-emotional skills, job training programs, yoga studios, apothecaries, etc.) can improve overall community health and well-being.



Existing Conditions

This chapter provides an overview of current socio-demographic, physical, and economic conditions in the Arrowhead Gateway.



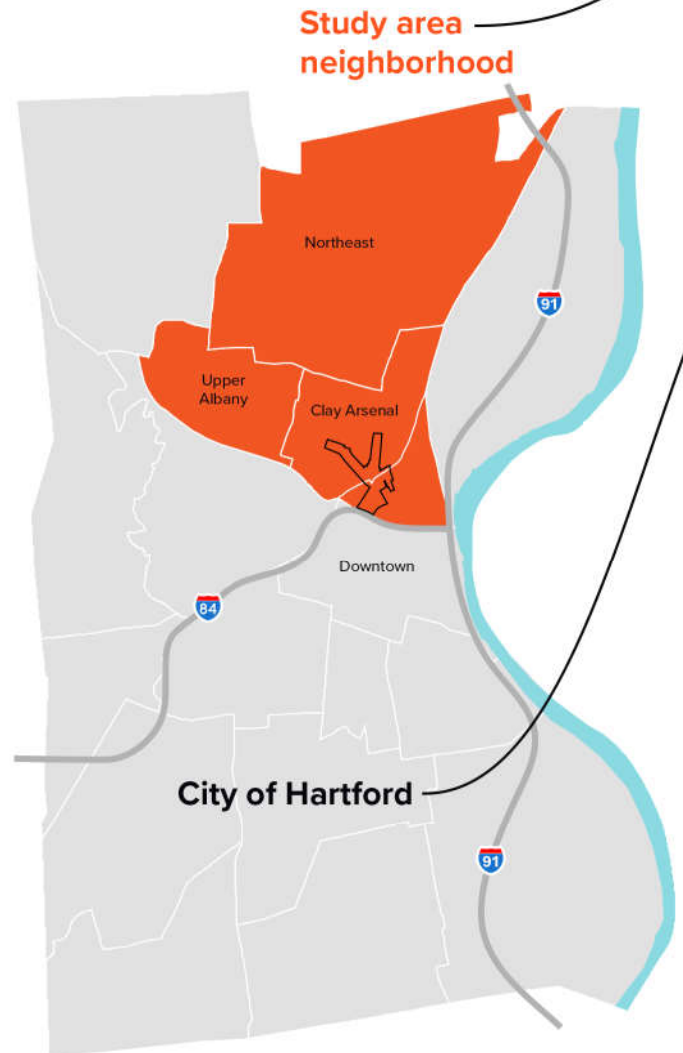


Socio-demographics

The study area and surrounding neighborhood have an incredibly diverse, young population that's been growing in recent years, but faces disparities in access to housing, employment, and transportation.

While the study area neighborhood (defined here as the study area and surrounding Clay Arsenal, Upper Albany, Northeast, and Downtown North neighborhoods¹) has outpaced growth in the larger City of Hartford, residents struggle with poverty, low incomes, and housing affordability. Low vehicle access and limited healthy food options contribute, in part, to lower life expectancies and higher rates of diabetes, hypertension, and obesity for study area neighborhood residents.²

- 1 This area is consistent with the study area used for the market analysis. See [Appendix A](#).
- 2 Source: CT Health Foundation.



Key findings:

1
A unique, diverse population
The study area is and always has been incredibly, culturally diverse.

2
Financial constraints
Incomes are low and poverty rates are high in the study area, which contribute to housing, employment, and financial instability.

Population

24,600
population

+2.2%
growth since 2010

31.1
median age

25%
children 14 and under

70%
African American population

31%
Hispanic population

125,700
population

+0.8%
growth since 2010

32.4
median age

20%
children 14 and under

38%
African American population

49%
Hispanic population

Income

\$27,000
median income

38%
poverty rate

\$46,200
median income

29%
poverty rate

Education

59%
high school education or less

53%
high school education or less

Housing

1956
median year built of housing stock

53%
2- to 4-unit structures

9%
single-family detached

1951
median year built of housing stock

51%
2- to 4-unit structures

14%
single-family detached

Housing CONTINUED

\$171,000
median home value

\$940
median monthly gross rent

19%
vacant units

80%
renter households

20%
owner households

\$177,900
median home value

\$985
median monthly gross rent

15%
vacant units

76%
renter households

24%
owner households

Life expectancy

69 yrs
life expectancy

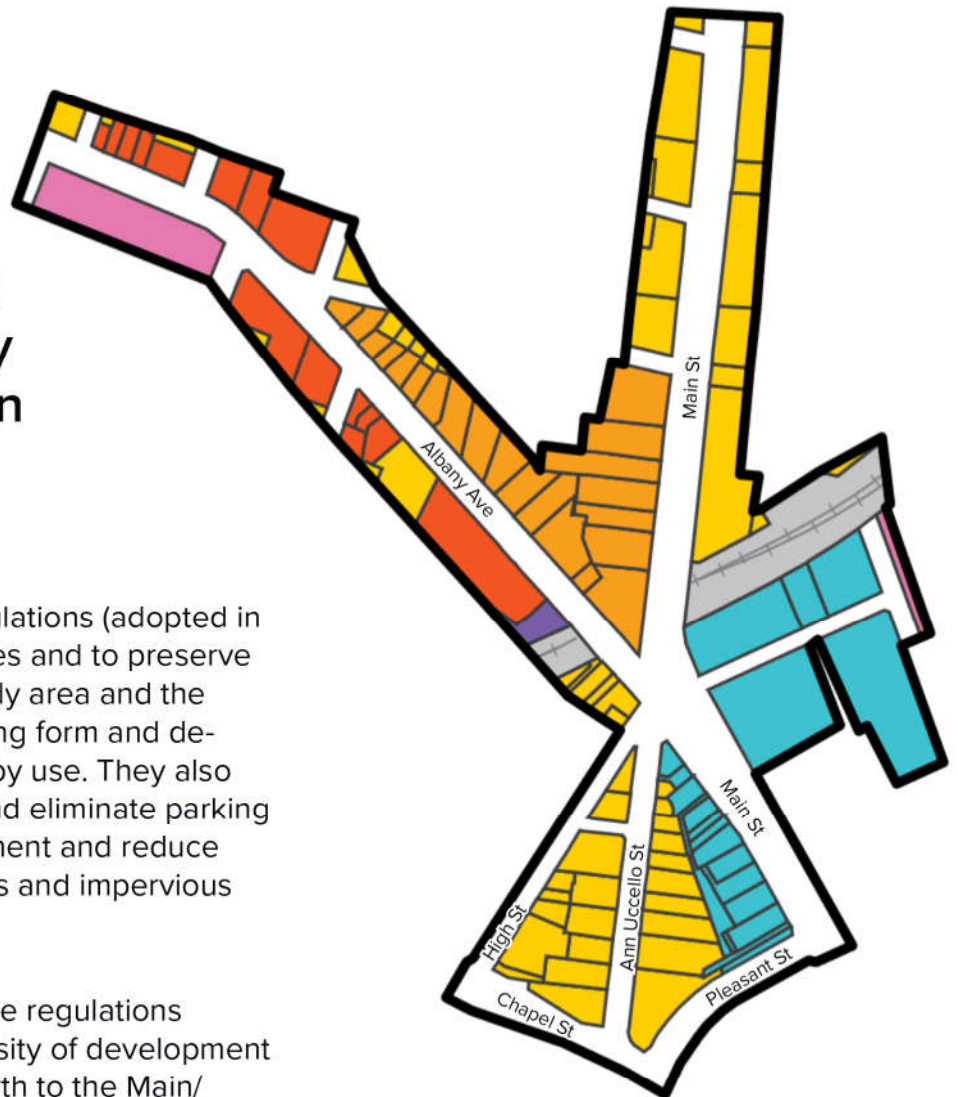
80+ yrs
life expectancy

Zoning

The study area is a mixed-use gateway between downtown and the northern neighborhoods.

The City's updated Zoning Regulations (adopted in 2016) work to foster a mix of uses and to preserve the historic character of the study area and the city at large by regulating building form and de-emphasizing traditional zoning by use. They also reduce parking requirements and eliminate parking minimums to promote development and reduce an excess of surface parking lots and impervious surfaces.

In the Arrowhead Gateway, these regulations extend the style, scale, and density of development found in downtown Hartford north to the Main/Albany intersection. North of the intersection, development becomes less dense and buildings reduce in scale. Albany Avenue is characterized by mixed-use buildings with ground-floor retail. Main Street north of the intersection is primarily residential, with multiple apartment complexes.



Key:

- Multi-Use Mix (MX-2)
- Main Street 1 (MS-1)
- Main Street 2 (MS-2)
- Neighborhood Mix 1 (NX-1)
- Downtown 3 (DT-3)
- Commercial Industrial Mix 1 (CX-1)

Key findings:

1
A mix of uses permitted
The study area is a mixed-use area, permitting many types of retail and residential and some industrial uses.

2
A transitional gateway
The study area is a gateway between downtown and neighborhoods to the north, and provides a transition both in scale and diversity of uses.

Multi-Use Mix (MX-2)

Multi-use district centered around large-scale institutional facilities.

Uses (selected):

- | | |
|--------------------------|----------------------------|
| ● Residential, various | ● Industrial |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office | ● Food truck operation |

Neighborhood Mix 1 (NX-1)

Low-scale neighborhood areas that include a mix of apartment buildings and multi-unit houses.

Uses (selected):

- | | |
|--------------------------|----------------------------|
| ● Residential, various | ● Industrial |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office | ● Food truck operation |

Main Street 1 (MS-1)

Low-scale storefront buildings and houses converted to commercial uses, all fronting pedestrian-friendly sidewalks. Ground floor storefronts contain a mix of retail and service uses, while upper stories may include office and residential uses.

Uses (selected):

- | | |
|------------------------------|----------------------------|
| ● Residential (upper floors) | ● Industrial |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office (upper floors) | ● Food truck operation |

Downtown 3 (DT-3)

Preserves and complements the scale of existing buildings extending out of downtown along Main Street. Required ground-floor storefront retail uses help define the streetwall.

Uses (selected):

- | | |
|------------------------------|----------------------------|
| ● Residential (upper floors) | ● Industrial (light) |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office | ● Food truck operation |

Main Street 2 (MS-2)

Wider mix of building types and ground story uses than MS-1. Can include retail, service, residential, and office uses on the ground floor.

Uses (selected):

- | | |
|--------------------------|----------------------------|
| ● Residential, various | ● Industrial |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office | ● Food truck operation |

Commercial Industrial Mix 1 (CX-1)

Innovative mix of office, residential, and low-intensity industrial uses. Can include large- and small-scale warehouse and factory buildings.

Uses (selected):

- | | |
|--------------------------|----------------------------|
| ● Residential, various | ● Industrial (light) |
| ● Neighborhood retail | ● Hotel |
| ● Neighborhood service | ● Library / museum |
| ● Eating places | ● Park |
| ● Drinking places | ● Community garden |
| ● Entertainment assembly | ● Temporary outdoor events |
| ● Office | ● Food truck operation |

Key:

- Permitted use ● May require a special use permit ● Not permitted

Uses and services

There are a wide variety of uses and services available in the study area, but also some major gaps.

The study area is home to many small businesses, several of which offer cultural services or cuisine. Many engaged community organizations are also located within or nearby the study area including the San Juan Center, the House of Bread, the Community Renewal Team, and several religious institutions.

Despite the concentration of small businesses, offerings are somewhat limited. There is an abundance of salons and beauty stores and a lack of restaurant and healthy food options in the study area. Housing options are limited in type and price and the urban fabric in the study area is also broken up by a significant amount of vacant land.



Key findings:

1

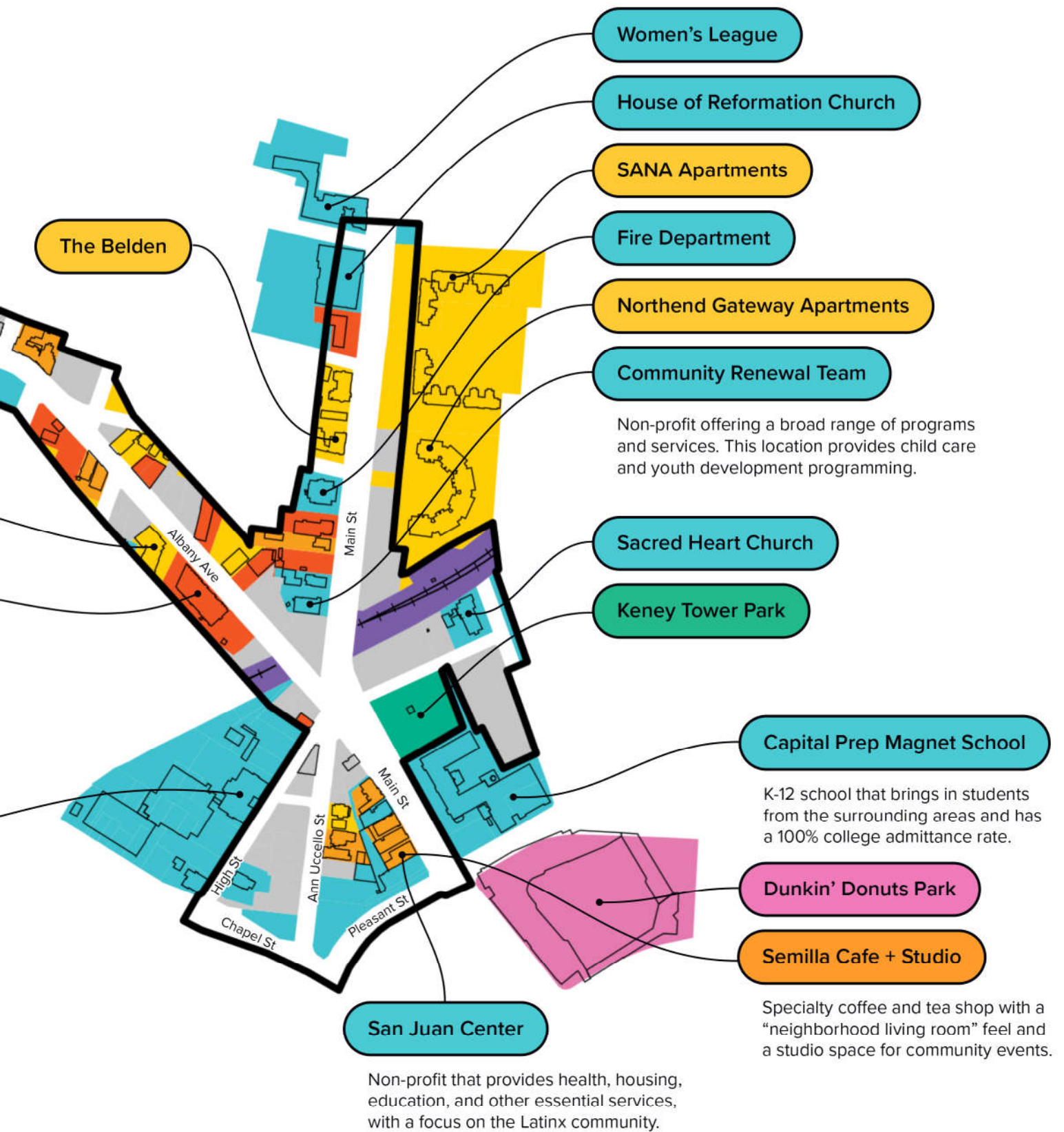
A strong foundation

Many community organizations are committed to providing essential and supportive services for study area residents and business owners.

2

Room to grow

There's opportunity to diversify existing business and service offerings in the study area.



Key:

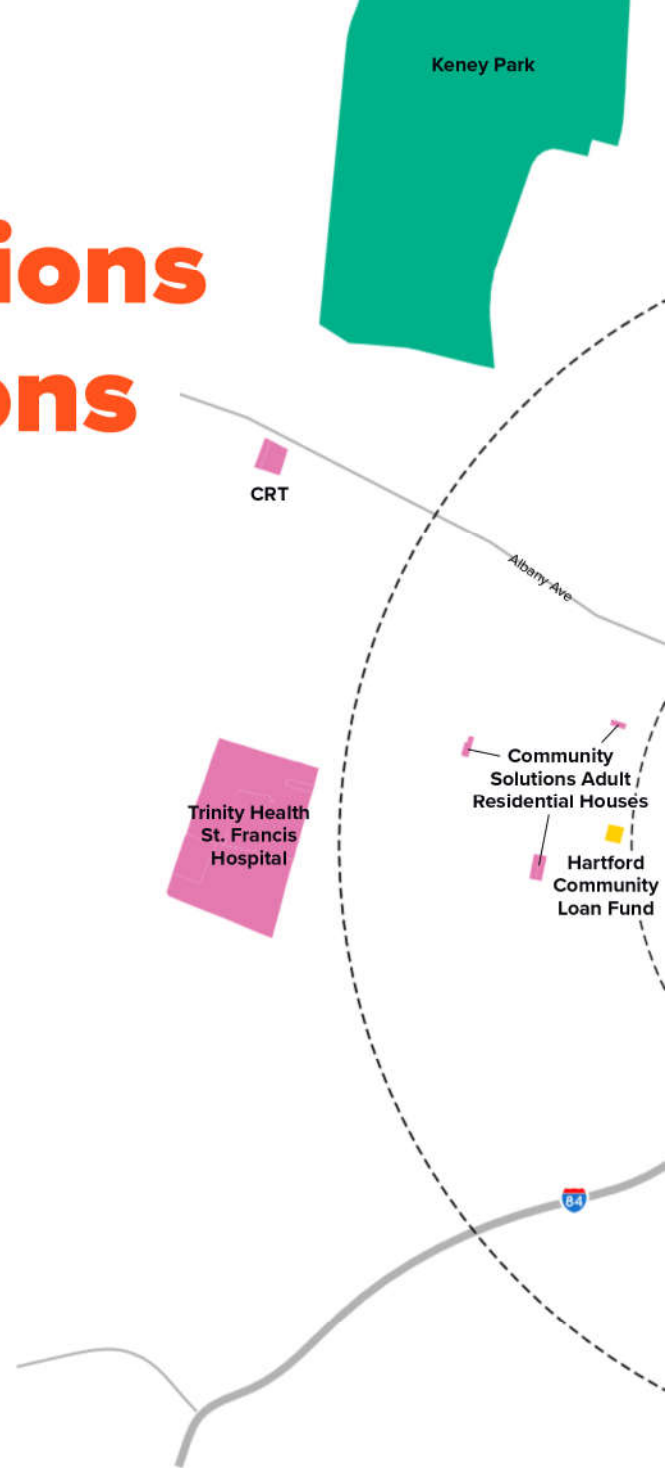
- Residential
- Community services
- Recreation
- Retail
- Parks
- Mixed-use
- Railroad
- Vacant

Anchor institutions and organizations

The Arrowhead Gateway is supported by a number of local organizations.

The study area benefits from many nearby anchor institutions and local organizations that provide supportive services in areas like housing, healthcare, education, economic development, and arts and recreation. These organizations are vital resources for community members and many offer assistance and services to those who might not otherwise be able to access them.

These organizations can act as partners in advancing community goals, especially with projects and policies of interest to them. Many of these organizations have a presence in or active efforts in the study area. For example, the Hartford Community Loan Fund, in partnership with the Community Advisory Task Force (CATF) and with support from Trinity Health, has been actively working to bring a grocery store to the neighborhood as part of the Healthy Hartford Hub initiative.



Key findings:

1

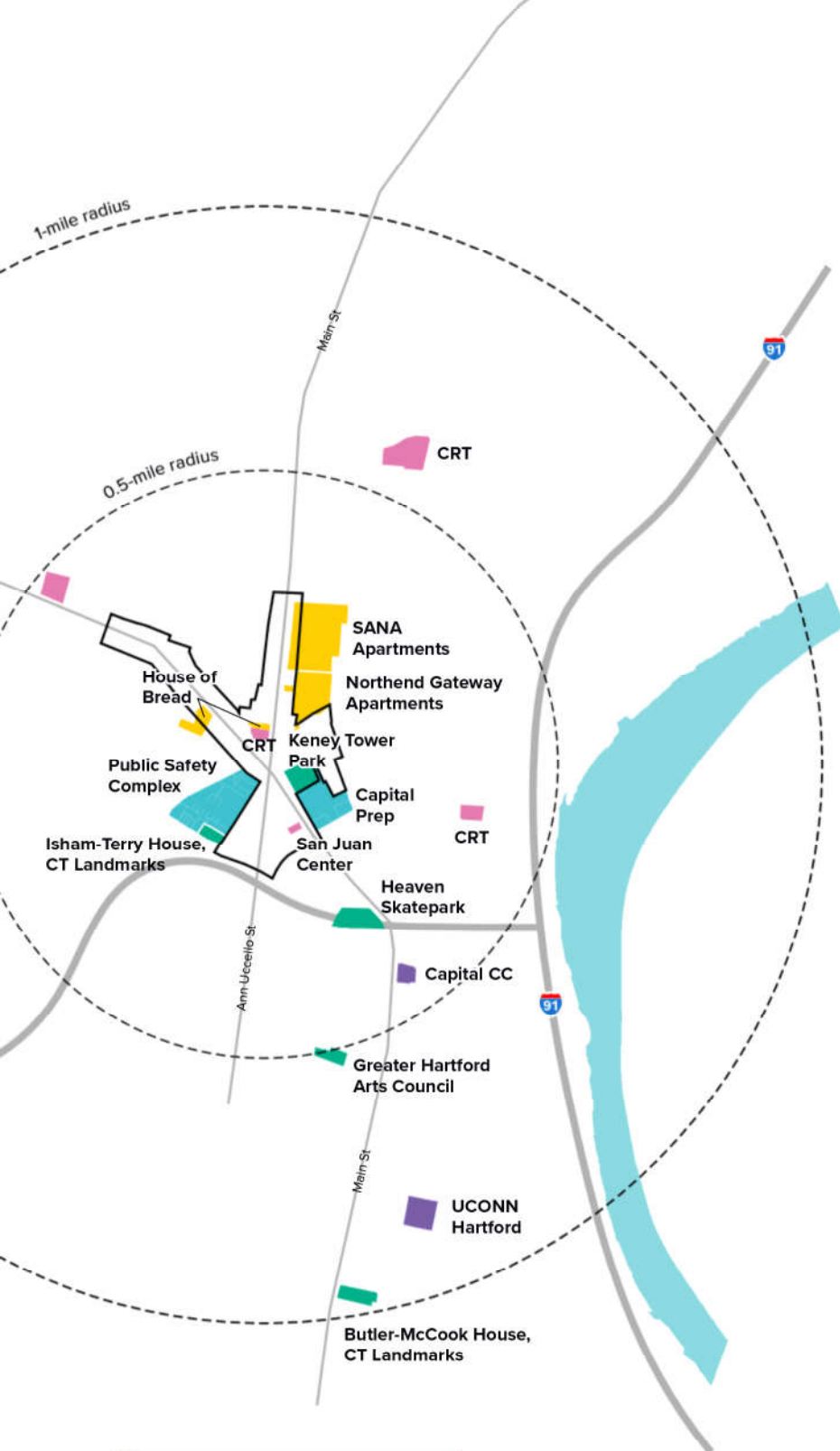
A wealth of resources

The local organizations in and around the study area provide a wide variety of resources for residents.

2

Important partners

Local organizations should be considered leaders and key partners in implementing this plan to ensure that community needs and interests are prioritized and addressed.



Community support organizations

Clay Arsenal Neighborhood Revitalization Zone (NRZ). A collaborative effort between residents, stakeholders, and local officials to revitalize the Clay Arsenal neighborhood.

Community Renewal Team (CRT). Non-profit offering housing, wellness, job training, youth, and other programs.

Community Solutions. Non-profit that supports at-risk and disadvantaged youth and adults with housing and supportive resources.

Keney Park Sustainability Project (KPSP). The KPSP provides educational outreach and training to help community members implement sustainable practices.

reSET. Non-profit that offers food and retail incubator programs, mentorship, and other resources for entrepreneurs.

San Juan Center. Non-profit that provides health, housing, and other basic services, with a focus on the Latinx community.

Trinity Health. Integrated healthcare system with two hospitals in Hartford.

Wilson-Gray YMCA Youth and Family Center. Community center offering child care, wellness classes, and other programming.

Housing organizations

Hartford Community Loan Fund. A Community Development Financial Institution (CDFI) that provides affordable financial services to low-wealth communities.

Hartford Land Bank. Non-profit that identifies and acquires vacant, abandoned, and distressed properties to steward their rehabilitation.

House of Bread. Non-profit providing meals, housing, and training programs for the homeless. House of Bread operates a 27-unit affordable apartment complex on Albany Avenue and runs its food distribution and H.O.M.E. (Helping Our Mothers through Education) programs out of 1453 Main Street.

Northend Gateway Apartments. 57-unit apartment complex with 1- and 2-bedroom units for low- and very-low income families.

SANA Apartments. 256-unit apartment complex housing low- and very-low income families and the elderly.

Arts and recreation organizations

CT Landmarks. State-wide network of historic properties in Connecticut, including the Isham-Terry House.

Friends of Keney Park. Volunteer group that stewards Keney Park and Keney Tower Park and offers a variety of programming.

Greater Hartford Arts Council. Supports the arts and culture in greater Hartford.

Heaven Skatepark. Skatepark and a haven for street artists and muralists.

Educational organizations

Capital Community College. Public community college with one of the most ethnically-diverse student bodies in New England.

UCONN Hartford Downtown Campus. UCONN satellite campus that offers a variety of undergraduate, graduate, and professional programs.

Public service organizations

Capital Prep Magnet School. K-12 school that brings in students from the neighborhood and surrounding areas.

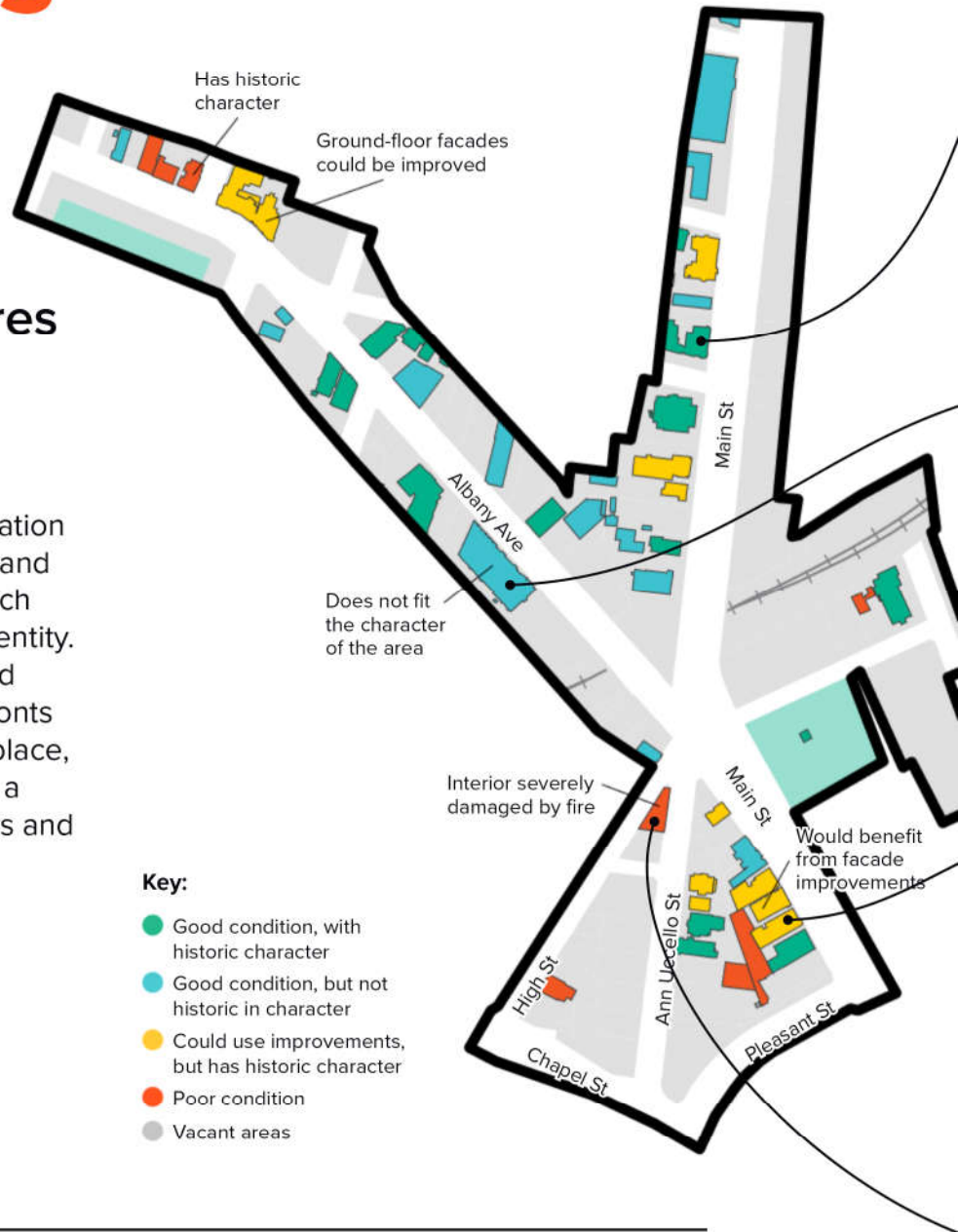
Public Safety Complex. Home to Hartford's police, fire, and emergency dispatch services.

Building conditions

Building conditions³ are generally good, though some structures could use facade improvements.

The study area has a large concentration of both registered historic buildings and buildings with historic character, which help give it a unique architectural identity. Facade improvements and enhanced transparency of ground-floor storefronts can further the Gateway's sense of place, activate the streetscape, and create a welcoming environment for residents and visitors.

³ Building condition ratings are based on exterior conditions only.



Key findings:

1

A ton of historic character

Many buildings in the study area have historic and architectural character that is still well preserved.

2

Some facades could be improved

Improvements to facades, especially ground-floor, could bring additional character and cohesion to the study area.

Good condition, with historic character



The Belden, 1545 Main Street



Ali Baba Bail Bonds, 490 Ann Uccello Street



Sacred Heart Church, 49 Winthrop Street

Good condition, but not historic in character



25-73 Albany Ave



CRT Youth Services, 1443 Main Street

Could use improvements, but has historic character



Arrowhead Block, 1295-1305 Albany Ave



238-258 Albany Ave

Poor condition



Flatiron Building, 533 Ann Uccello Street

Note: This building is historic and is listed on the State Register of Historic Places.



284-292 Albany Ave

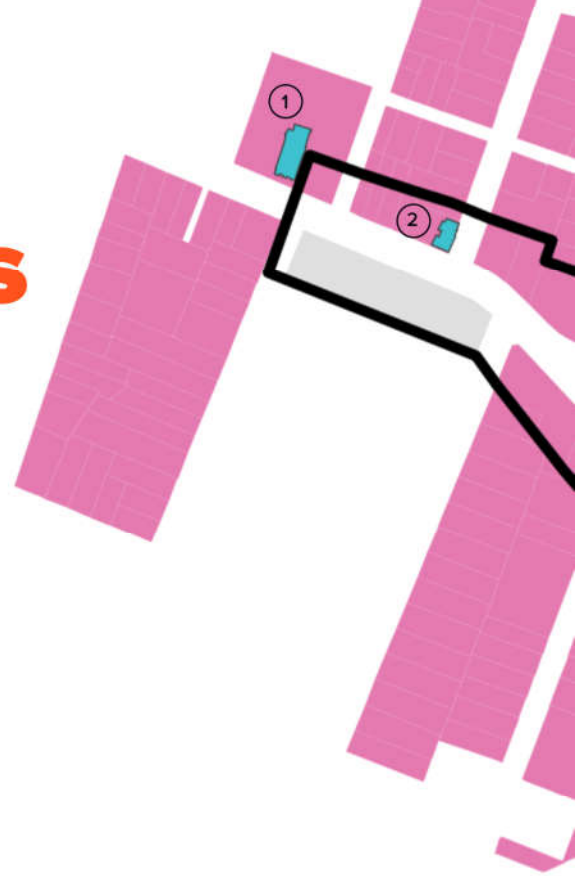
Note: These buildings were recently impacted by a fire and the City plans to redevelop them in the near future.



270 Albany Ave

Note: This building was recently impacted by a fire but is listed on the State Register of Historic Places and will be preserved.

Historic buildings and districts



The study area is almost entirely located within a historic district, signaling its important historical legacy.

Home to parts of Clay Hill, one of the oldest neighborhoods in Hartford, and several other historic districts and buildings, the study area played a pivotal role in the growth and development of Greater Hartford, especially for Irish, Jewish, Hispanic, and Black communities.

Key:

- National Register of Historic Places:
 - Clay Hill District
 - Downtown North District
 - Historic sites
- State Register of Historic Places:
 - Historic buildings



Isam-Terry House, 211 High Street



Shiloh Baptist Church, 350 Albany Ave



Engine Co. 2 Fire Station, 1515 Main St

Key findings:

1

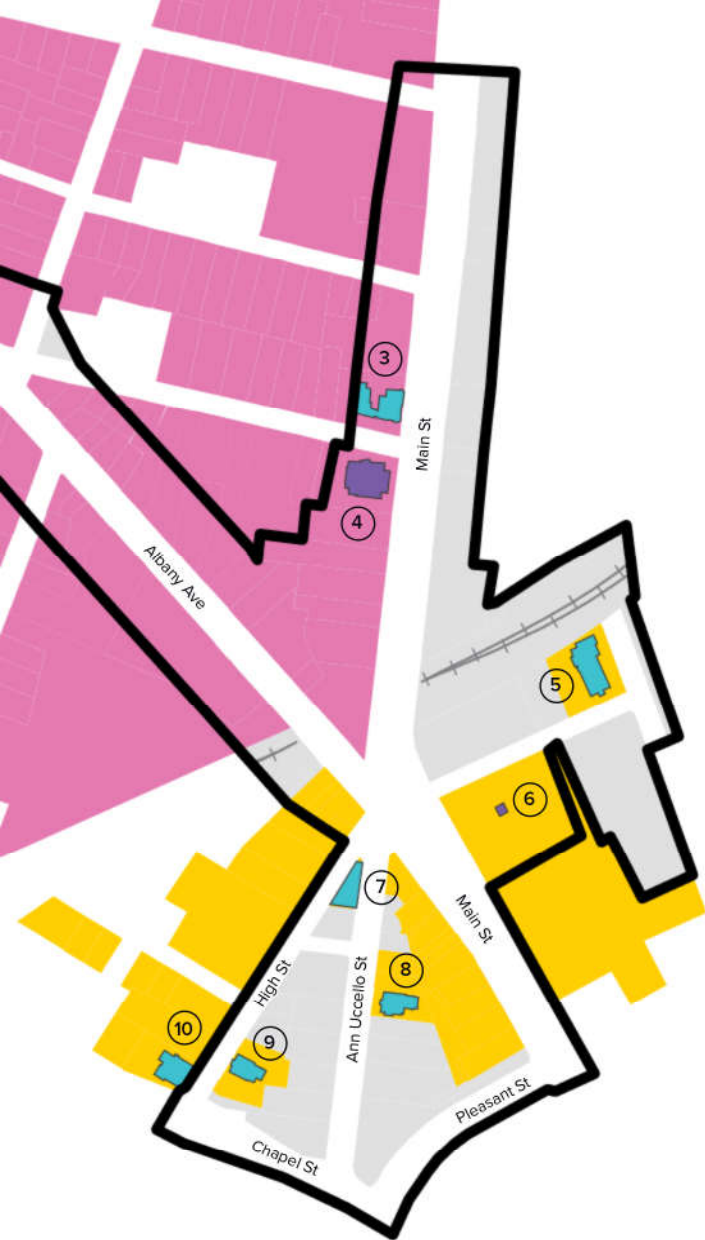
A historic legacy to celebrate...

The important historical legacy of the study area and its people deserves to be told, interpreted, and celebrated.

2

And preserve

Several historic buildings in the study area, most prominently the Flatiron Building, offer potential for preservation and adaptive reuse.



Historic Buildings and Sites

- ① **Shiloh Baptist Church (1915)**
350 Albany Ave
Hartford's fourth oldest black church.
- ② **Terence McGovern House (1875)**
280 Albany Ave
Second Empire-style house owned by Terence McGovern, who lived in and operated a saloon in the building when the Clay Hill neighborhood was heavily Irish.
- ③ **The Belden (1898)**
1545-1555 Main St
Colonial/Neoclassical Revival apartment building.
- ④ **Engine Co. 2 Fire Station (1875)**
1515 Main St
Firehouse designed in the Italian Renaissance Revival style, which is unusual for firehouses. One of two remaining firehouses in Hartford originally designed to accommodate both men and horses. Still operating today.
- ⑤ **Sacred Heart Church (1917)**
49 Winthrop St
Originally built by a congregation of German immigrants in 1872. The Gothic yellow facade was dedicated in 1917.
- ⑥ **Keney Memorial Tower (1898)**
490 Ann Uccello St
Brownstone clock tower modeled after the Tour Saint-Jacques, a Gothic tower in Paris. Funded by Henry Keney as a memorial to his mother and located on the site of the Keney Brothers' wholesale grocery business.
- ⑦ **Flatiron Building (1896)**
592-543 Ann Uccello St
Neoclassical Revival structure designed by Frederick R. Comstock.
- ⑧ **Arthur G. Pomeroy House (1882)**
490 Ann Uccello St
Queen Anne-High Victorian Gothic house that was home to Pomeroy, a wealthy tobacco leaf grower.
- ⑨ **220 High Street (1855)**
Mid-nineteenth century Italianate house designed by William G. Allen.
- ⑩ **Isham-Terry House (1854)**
211 High St
Italian Villa-style home that is the lone survivor of a dense, residential neighborhood that used to stand in this location. Originally designed for Ebenezer Roberts, a partner in a wholesale grocery firm with the Keney Brothers. Later bought in 1896 by Dr. Oliver K. Isham, who used it as a home and doctor's office. Operates today as a historic house museum.

Historic Districts

● Clay Hill District

So named for the type of soil and the gentle rise in this area, the Clay Hill District encompasses part of the Clay Arsenal neighborhood – one of the oldest neighborhoods in the city. Once primarily farmland, the district transitioned from rural to urban in the mid-19th century and consisted mainly of multi-family dwellings by the end of the century. The district contains prime examples of Queen Anne, Italianate, and Neoclassical Revival architecture.

● Downtown North District

The Downtown North District was built up in the late-19th and early-20th centuries as part of the expansion of the city's urban core. It contains several notable historic buildings including Keney Tower and Sacred Heart Church, both examples of Gothic Revival architecture. A row of Italianate duplex residences built in the 1890s is also located on Main Street. When the district was originally listed in 2004, the west side of High Street was residential but is now occupied by the Public Safety Complex.

Food access

Access to healthy, affordable food and restaurant options is limited in the study area.

While there are several bodegas and convenience stores in the study area, their offerings are more limited and less healthy than those in traditional supermarkets. There are also very few restaurants and cafes in the study area.

Several organizations, including Healthy Hartford Hub and the Hartford Community Loan Fund, have been working to attract a grocery operator to the study area. The *Hartford Food Retail Market Study* (2019) found the Main/Albany intersection to be the most ideal location for a successful, sustainable full-service supermarket as a store here would be able to capture existing demand, is at the convergence of several bus routes that serve many no-vehicle households, and would serve the city's rapidly growing downtown population as well.



Food desert

Census tracts highlighted in yellow have low food access and are considered “food deserts.” They are low-income tracts where more than 100 housing units do not have access to a vehicle and are more than half-a-mile from the nearest supermarket.

Key findings:

1

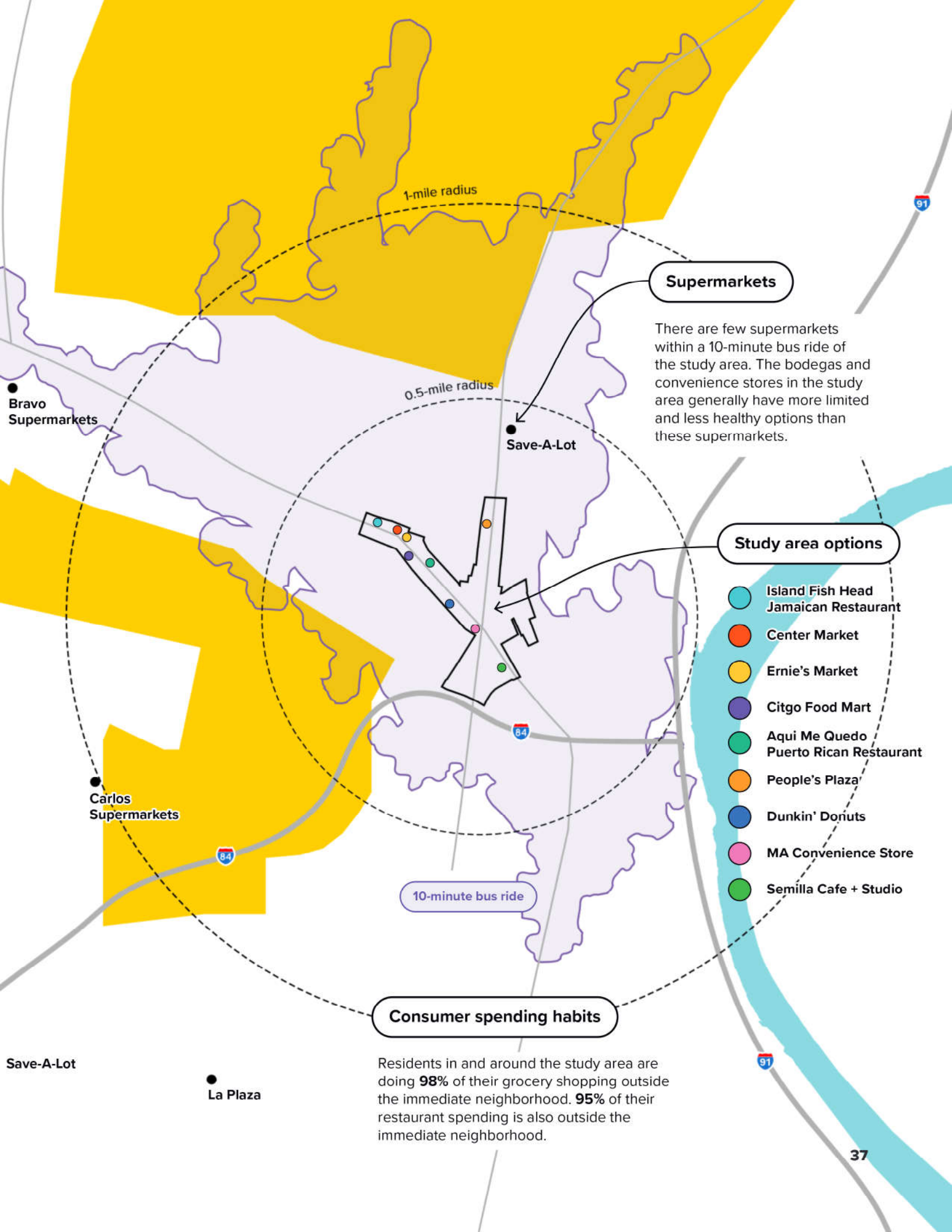
Limited food options and access

A lack of food-related retail options nearby and low vehicle access contribute to food and health disparities and impact quality of life.

2

Potential for new options

Market studies indicate that the study area could support a grocery store as well as multiple new restaurants.



Supermarkets

There are few supermarkets within a 10-minute bus ride of the study area. The bodegas and convenience stores in the study area generally have more limited and less healthy options than these supermarkets.

Study area options

- Island Fish Head Jamaican Restaurant
- Center Market
- Ernie's Market
- Citgo Food Mart
- Aqui Me Quedo Puerto Rican Restaurant
- People's Plaza
- Dunkin' Donuts
- MA Convenience Store
- Semilla Cafe + Studio

Consumer spending habits

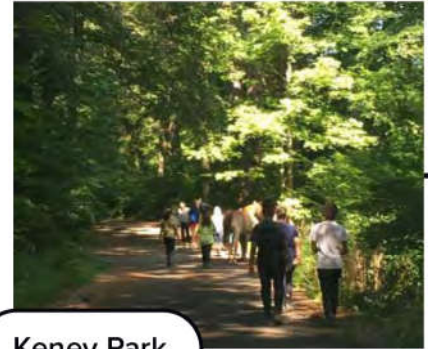
Residents in and around the study area are doing **98%** of their grocery shopping outside the immediate neighborhood. **95%** of their restaurant spending is also outside the immediate neighborhood.

Parks and open spaces

The legacy of Hartford’s revolutionary parks system runs deep in the study area.

Hartford’s municipal park system was among the earliest in the country. The pioneers who built it – and who are regarded today as some of the leading landscape architects in American history – called Ann Uccello and High Streets home and lived just outside the study area (in what is now the I-84 right-of-way). These pioneers, including Frederick Law Olmsted and Horace Bushnell, left their mark inside and outside the study area, and their firms designed some of Hartford’s most notable parks including Keney Park, Keney Tower Park, and Riverside Park.

Keney Tower Park is a cornerstone of the study area and probably its most recognizable asset. There are no other formal greenspaces in the study area, but there are several within walking distance, including the field at the SAND/Ropkins library and the playground at the YMCA.



Keney Park

693-acre park designed by the Olmsted, Olmsted, and Eliot firm and donated to the City of Hartford by Henry Keney in 1894. The park is one of the largest designed landscapes in the country and features several distinct areas including meadows, bushlands, and woods as well as a golf course, baseball fields, an equestrian center, and a swimming pool.

Hartline Connector **PROPOSED**

Proposed trail connecting the study area to the riverfront via Pleasant Street and the Riverside Park Overpass across I-91. The connector is part of a much larger *Hartford400* proposal to create a linear “Hartline” park connecting Bloomfield with East Hartford.

Available recreation options:

- Trails
- Baseball
- Tennis
- Playground
- Water access
- Golf
- Basketball
- Skateboarding

Key findings:

1

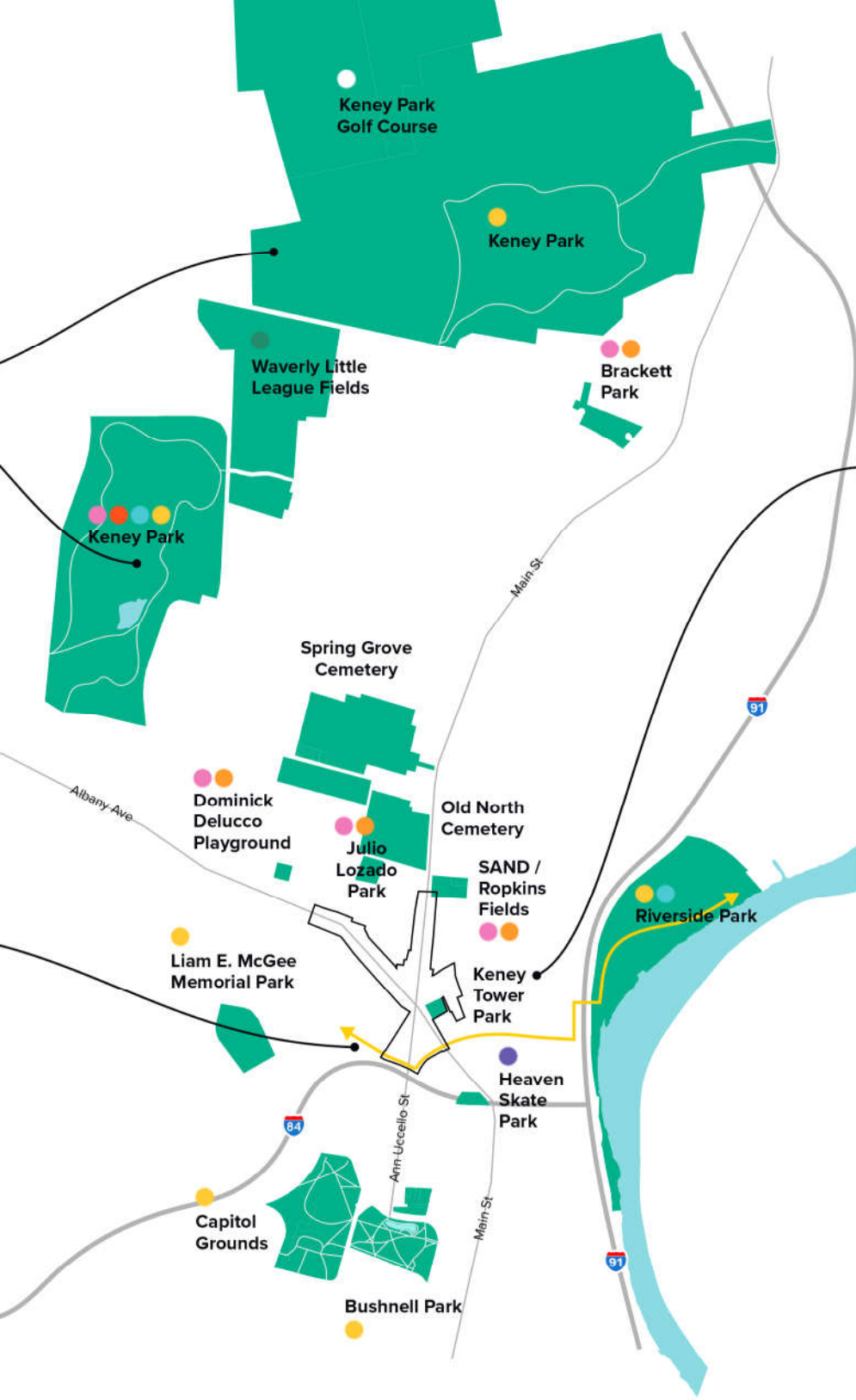
Keney Tower Park is a huge asset

Keney Tower Park is a landmark in the study area. Enhanced programming could make it an even more identifiable gateway for the study area.

2

A historic legacy

Parks in and around the study area were designed by some of the most famous landscape architects in the country.



Keney Tower Park

A memorial built by Henry Keney to his mother in 1898. The 130-foot tall tower is listed on the National Register of Historic Places.

Keney Tower Park Timeline



Late 1800s
The Keney Brothers grocery store is located at the site.



1898
The tower is built. In 1924, the park and tower are deeded to the City.



Early 1900s
The tower is surrounded by homes and is used for passive recreation, for school gatherings, and sometimes for services by Sacred Heart Church.



Today and tomorrow
The deed protects the park into perpetuity and limits what uses can occur at the site. However, temporary commercial activity like farmers markets and pop-up events are possible.

3

More sports courts, please

Community members continuously expressed desire for basketball courts. Courts and other sports fields would also create opportunities for organized games and expand youth activities and programming.

4

It's possible to connect to the river

The Connecticut River is just a half-mile from the study area. An east-west connector could link the study area to Riverside Park and the waterfront.

Pedestrian and bicycle facilities

Pedestrian and bicycle infrastructure is lacking in the study area and is often not accessible to all users where it does exist.

Poor sidewalk conditions, few crosswalks, wide streets, and no dedicated bike facilities make walking and biking in the study area challenging. The central Main/Albany intersection is particularly dangerous for all modes of transportation and is being considered for a complete redesign by the Connecticut Department of Transportation (CT DOT).

Bus stops

Bus stops in the study area are most commonly marked with a sign and usually have a trash can. Only two stops have benches. Shelters are not provided at any of the bus stops in the study area.



Crosswalks

Crosswalk provisions in the study area are uneven. Several crossings lack marked crosswalks. Other crosswalks need to be re-striped to increase visibility. Some crosswalks do not have working crosswalk buttons and others do not have pedestrian signals.



Sidewalk conditions

Sidewalk conditions in some parts of the study area are in extremely poor condition and may be difficult for people with mobility issues to navigate.

Key findings:

1

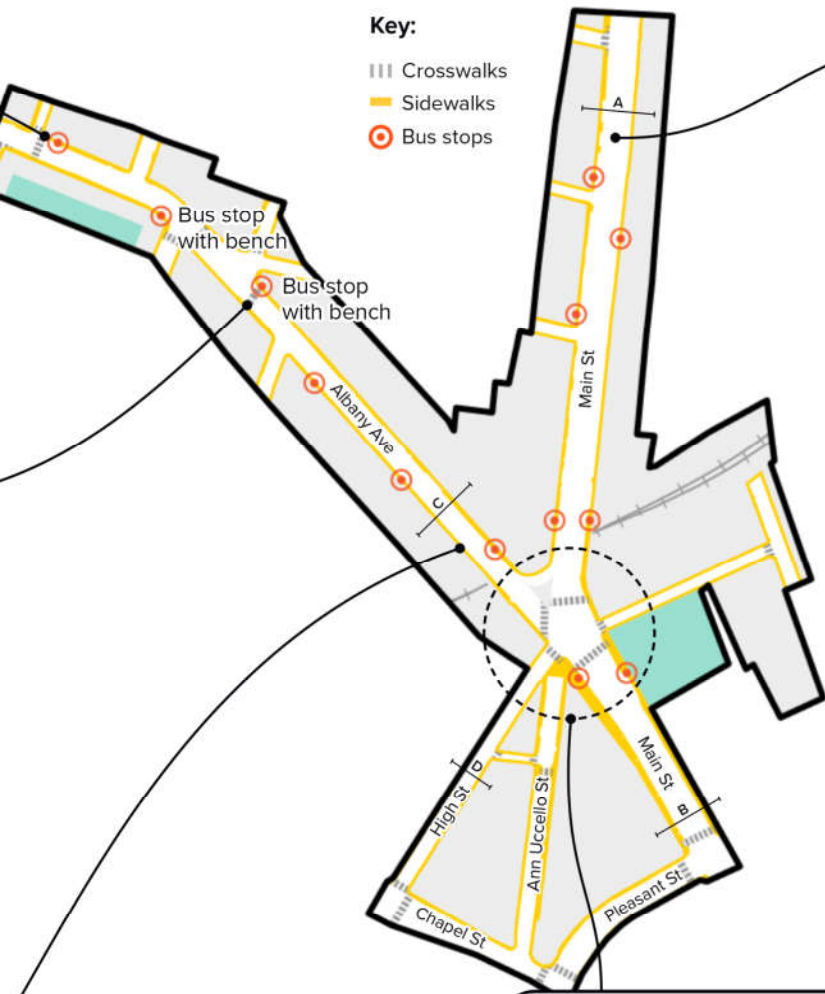
Make improvements for pedestrians

Re-paved and wider sidewalks, high visibility crosswalks, curb ramps with detectable warnings, and a reduction of vehicular travel lanes on Main and Albany would help improve multi-modal accessibility in the study area.

2

And cyclists too!

Several streets in the study area can support either separated or dedicated bike lanes.

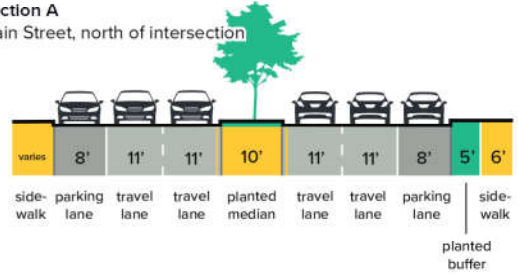


Key:
 --- Crosswalks
 — Sidewalks
 ● Bus stops

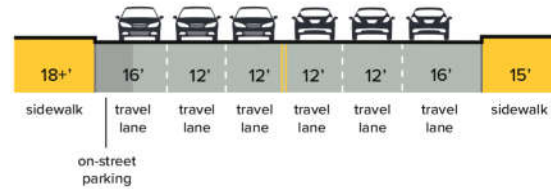
Street widths

The Main Street and Albany Avenue corridors in the study area prioritize vehicular travel, with 6 lanes for travel and on-street parking on Main Street and the equivalent of 5 lanes on Albany Avenue. These wide streets encourage speeding, are hard to cross, and make the pedestrian environment feel unsafe.

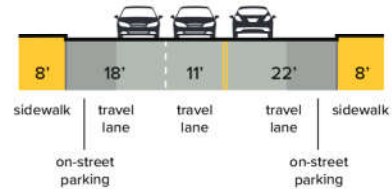
Section A
 Main Street, north of intersection



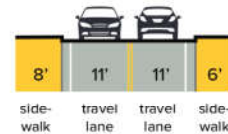
Section B
 Main Street, south of intersection



Section C
 Albany Avenue



Section D
 High Street



Curb ramps

Some curb ramps are in poor condition, which can make access difficult for people in wheelchairs or for parents with strollers.

Main/Albany intersection

The Main/Albany intersection is a busy, complicated intersection with five legs that is unsafe for drivers, pedestrians, and cyclists.

Bike facilities

There are no bike facilities in the study area. The *Hartford Bicycle Master Plan* recommends bike lanes on High and Pleasant and separated bike lanes on Main and Chapel.

3

Redesign the Main/Albany intersection

The complicated turning movements, abundance of space dedicated to cars, lack of accessible crossings, and long crossing distances make this intersection extremely challenging for pedestrians.

4

Prioritize multi-modal accessibility

A walkable and bikeable environment with safe and convenient transit access is particularly important in the study area, where car access is low and transit ridership is high.

Traffic

Albany Avenue and Main Street experience the most traffic in the study area, especially at rush hour.

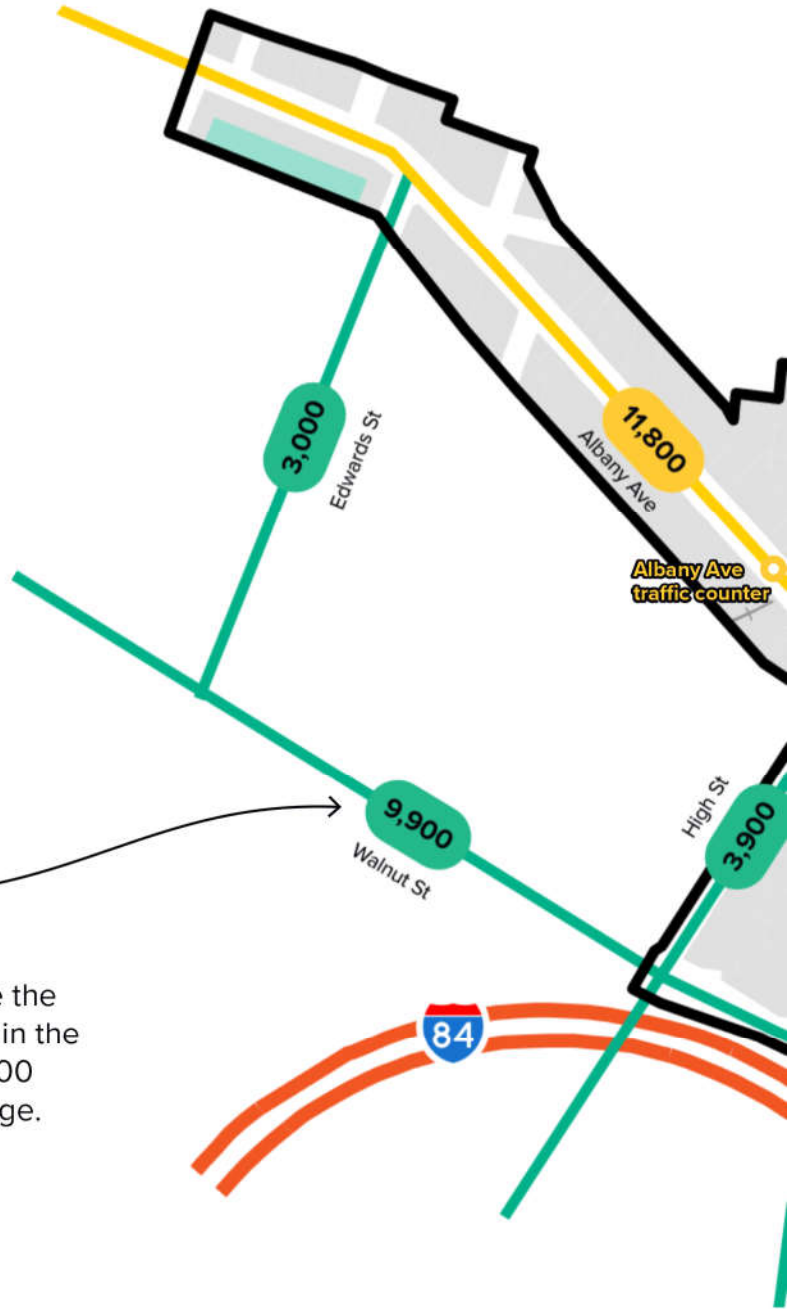
Albany and Main are important corridors, providing direct connection between Downtown and the North End. Pulses of heavy traffic at peak times and many lanes can make the Main/Albany intersection feel packed with cars and unfriendly to pedestrians and cyclists.

- Low**
< 4,000 vpd
- Moderate**
< 25,000 vpd
- High**
< 75,000 vpd
- Interstate**
75,000+ vpd

Traffic volumes

Albany Ave and Main Street are the most heavily-traveled corridors in the study area, with 10,000 to 20,000 vehicles per day (vpd) on average.

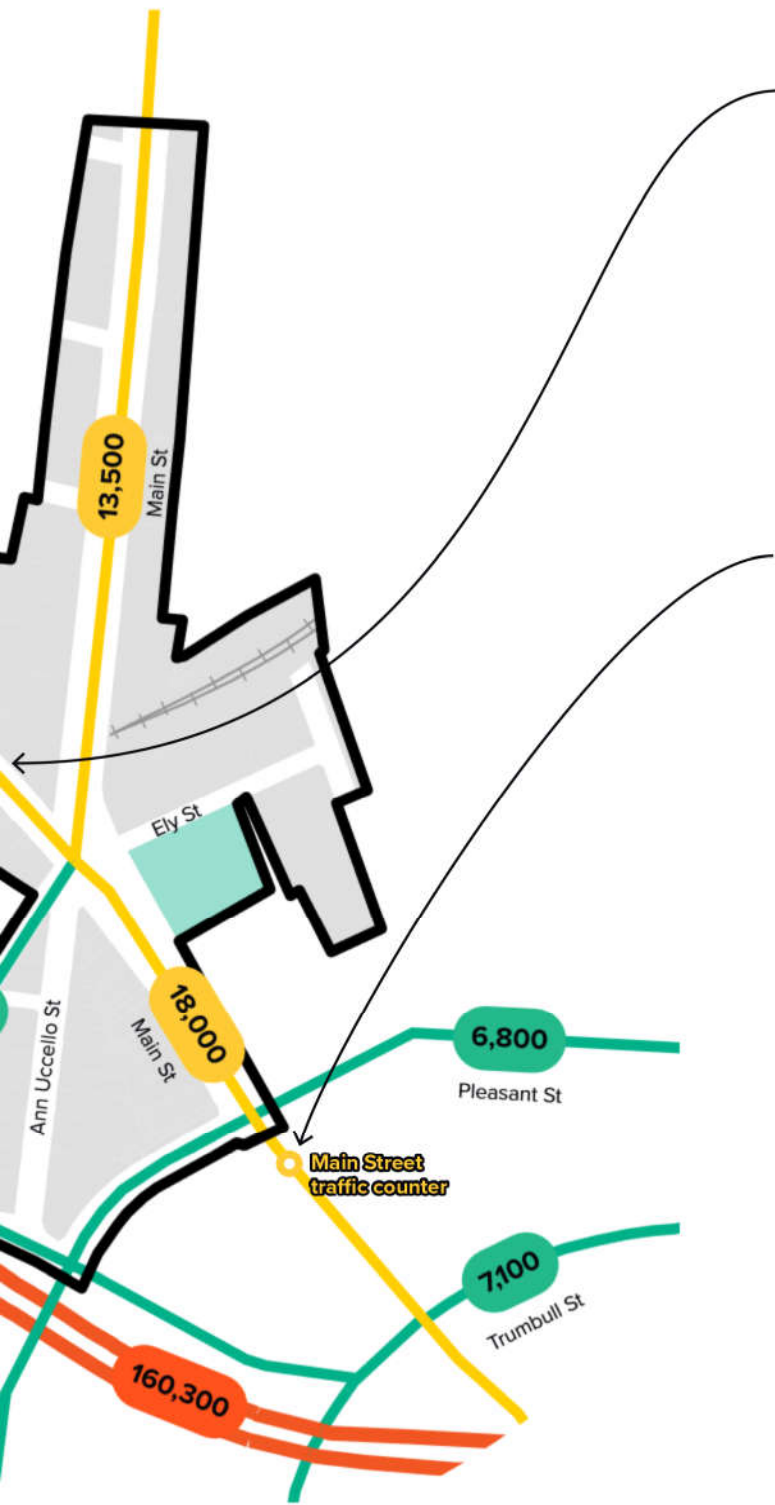
Source: CTDOT, AADT, 2018



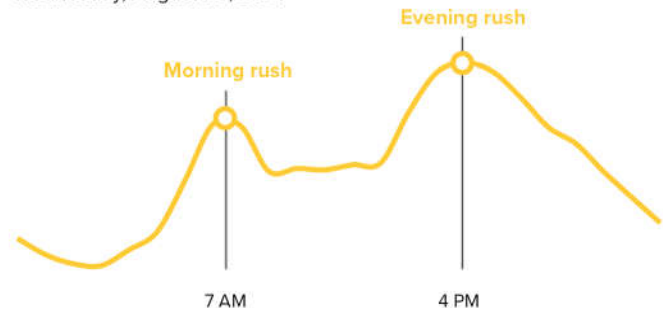
Key findings:

2 Albany and Main are primary routes
Albany and Main are important connectors between Downtown and the North End and see the most traffic in the study area.

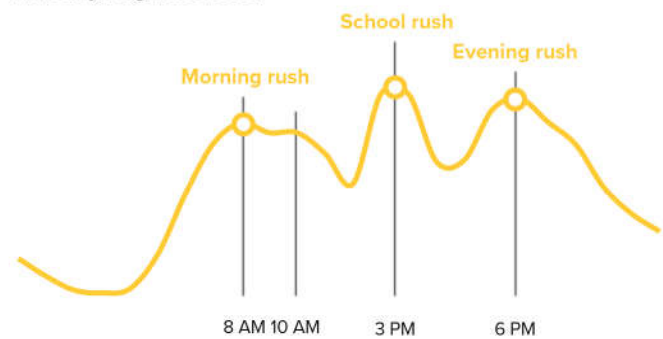
3 Traffic peaks at rush hours, as expected
Traffic peaks during morning (7 to 10 AM) and evening commutes (4 to 6 PM). A spike also occurs at 3 PM on schooldays when Capital Prep releases its students.



Albany Ave Hourly Traffic Counts
Wednesday, August 25, 2021



Main Street Hourly Traffic Counts
Thursday, August 26, 2021



Traffic pulses

Pulses of higher traffic volumes occur throughout the day, primarily at morning and evening rush hours and on schooldays when Capital Prep students are released around 3 PM. This can cause queuing at the Main/Albany intersection.

Source: CTDOT, Hourly Volume Counts, 2021

4

The pandemic is still having an effect

Traffic volumes have not yet recovered to pre-pandemic levels, although they are only marginally lower than they were before the pandemic.

1

Road diets are possible

Traffic volumes are low enough that vehicle lanes can be reduced on Main and Albany and bike, parking, or bus lanes can be added.

Crashes

Car crashes are fairly frequent in the study area, especially at intersections and along Route 44.

- Fatal crashes
- Crashes involving injury
- Crashes involving property damage

Crash severity and frequency

Crashes between two cars are the most frequent type of crash that occurs in the study area. They're most likely to occur on Route 44 (Albany Ave and Main Street south of the Main/Albany intersection) and at intersections. Most crashes involved minor injuries or property damage and very few involved serious injuries.

Source: UConn, Crash Data Repository, 2018-2020



Car crashes
2018 to 2020

155 crashes in the study area
74% involving property damage
26% involving injury

Key findings:

44

1

Route 44 sees a lot of crashes

On-street parking, frequent curb cuts, few crosswalks, and pedestrians crossing mid-block to get to businesses contribute to the frequency of crashes on Route 44.

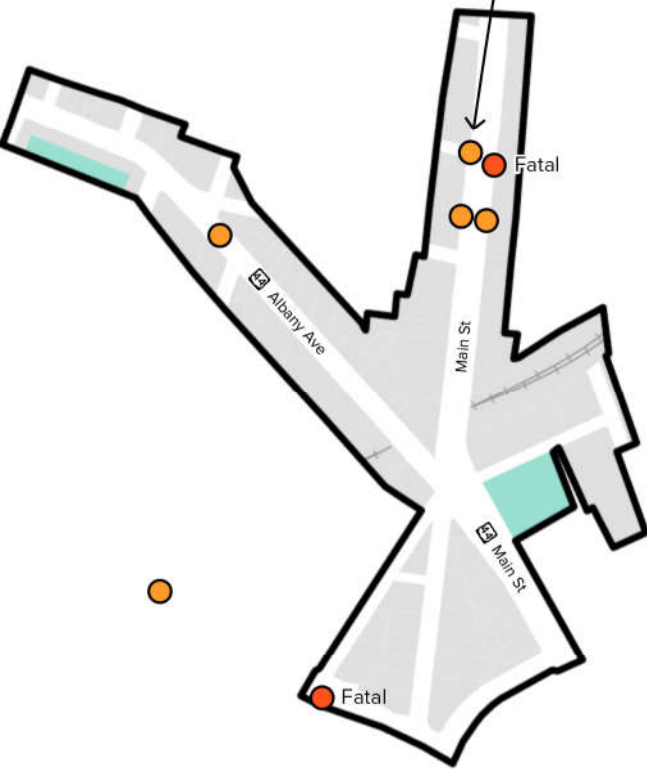
2

Injuries are usually minor

A majority of crashes result in minor injuries. However, there were 2 fatal crashes involving pedestrians from 2018 to 2020.

Crash causes

Crossing the roadway was the most common cause for crashes involving pedestrians and cyclists. Many of these crashes occurred mid-block or at intersections without marked crosswalks.



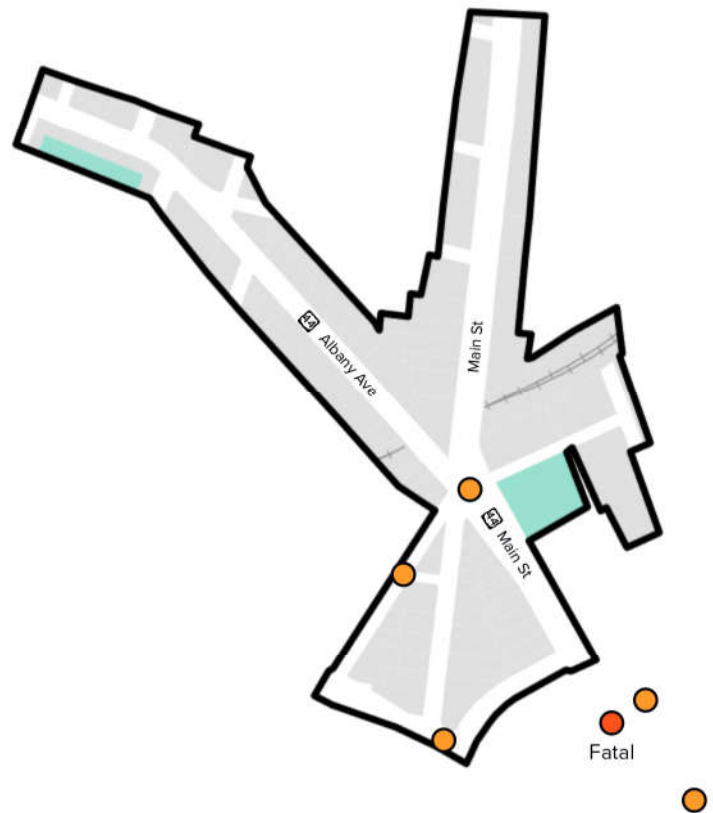
Crashes involving pedestrians

2018 to 2020

6 crashes in the study area

2 fatal

67% involving injury



Crashes involving cyclists

2018 to 2020

3 crashes in the study area

100% involving injury

3

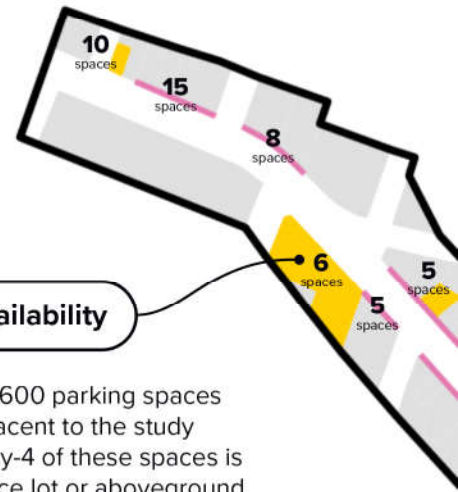
Roadway crossings aren't safe

Pedestrians and cyclists are often involved in crashes when they're trying to cross the road, especially mid-block or at intersections without marked crossings.

Parking

While there are many parking spaces available in and around the study area, a perceived lack of parking and recent new development in the area make parking a concern.

Surface parking lots take up a significant amount of land in and around the study area, providing thousands of parking spaces. Parking utilization rates in the study area were low before the pandemic and are even lower now, but inconsistent enforcement contributes to longer-than-ideal space turn-over and leads to a perceived lack of parking, especially on the Main/Albany corridor. This issue could be compounded by planned developments which will reduce the amount of publicly-accessible spaces in the study area (while increasing the supply of private spaces).



Current parking availability

There are more than 2,600 parking spaces in and immediately adjacent to the study area. Roughly 3-in-every-4 of these spaces is located in a large surface lot or aboveground parking garage. Approximately half of the parking spaces are accessible to the public, the rest are located in private lots reserved for business patrons. Time-restricted, on-street spaces are also available on many streets.

Future parking availability

Planned and upcoming developments, including North Crossing and the redevelopment of the Arrowhead Building, will affect parking supply and demand as existing surface lots are redeveloped and new residents and businesses come into the area. The forthcoming *City of Hartford Comprehensive Parking Study* projects that, even with the effects of these developments, there is still likely to be a surplus of both on- and off-street parking through 2031.

Key findings:

1

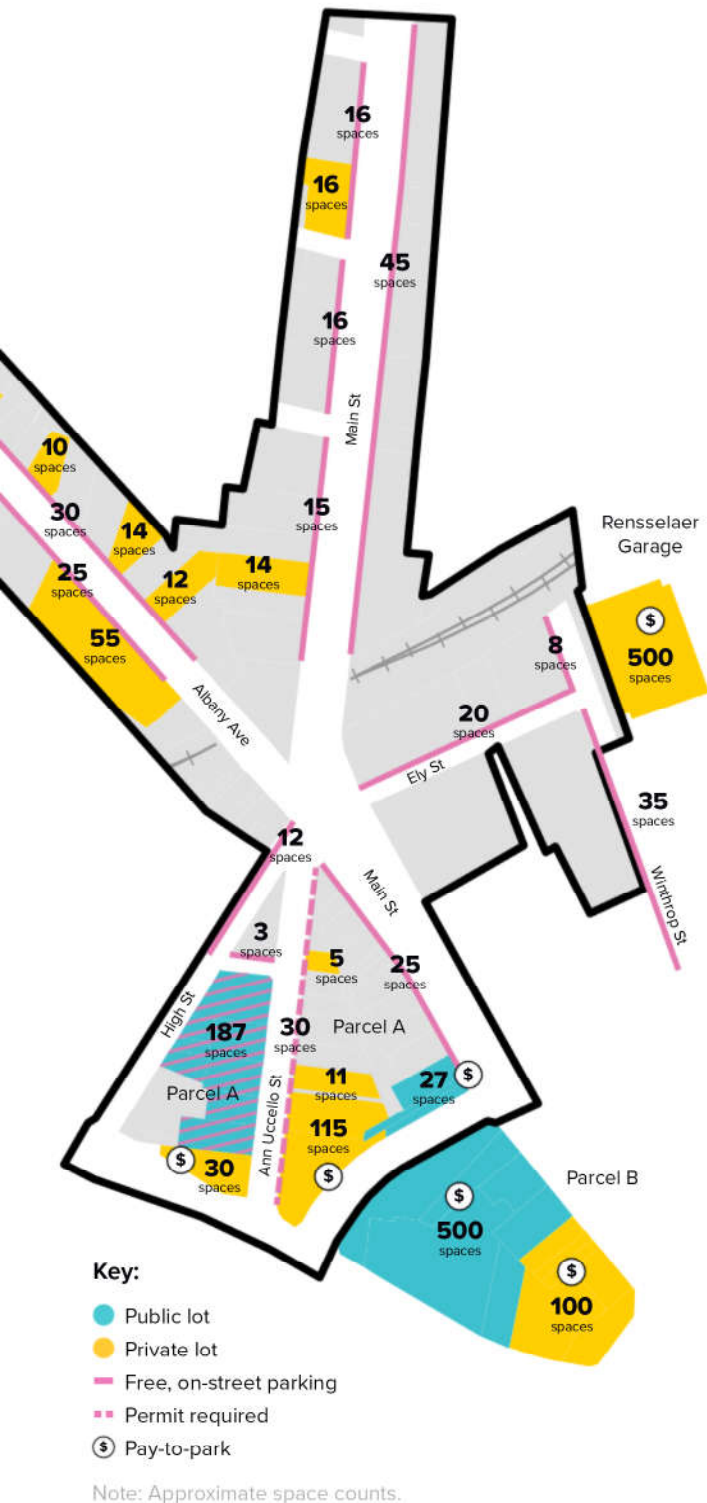
A perceived lack of parking

Lack of parking was consistently identified by residents and stakeholders as a problem in the study area.

2

Adequate supply, in reality

Parking demand models predict surpluses in available on- and off-street parking for the next decade.



Effects of new development on parking

2020

Before Parcel C Development

Parcel C provides 318 pay-to-park spaces for public use.

Public spaces



Private spaces



On-street spaces



2022

After Parcel C Development

Parcel C is developed. Approximately 300 spaces are expected to be added, but most will likely be for private use of the development.

Public spaces



Private spaces



On-street spaces



2024

After Parcel B Development

Parcel C is developed. Approximately 541 spaces are expected to be added, but most will likely be for private use of the development.

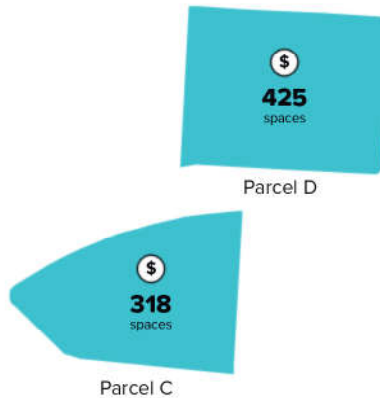
Public spaces



Private spaces



On-street spaces



3

Too many surface parking lots

Abundant, underutilized surface lots provide blank slates for new development, higher densities, and an improved urban character.

4

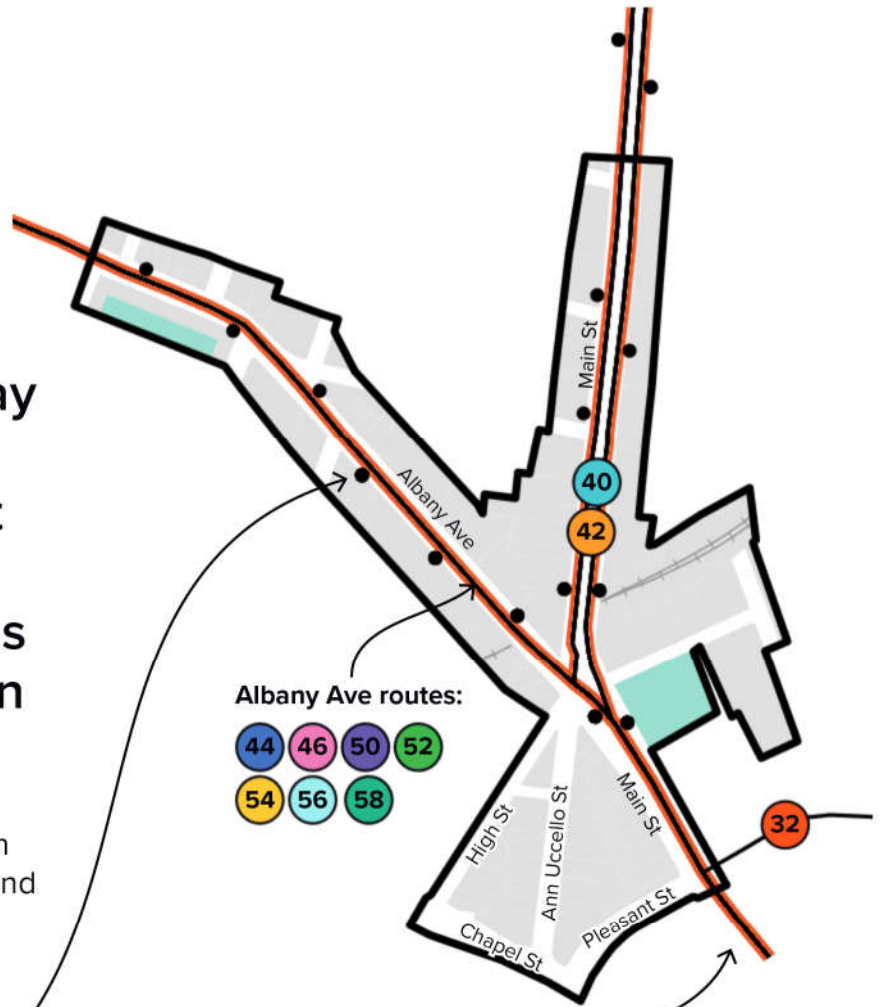
Need to consider new developments

To maintain an adequate balance of public and private spaces in the study area, new developments with parking structures should reserve some spaces for public use.

Transit

The Arrowhead Gateway is an important node in Hartford's public transit system, connecting northern neighborhoods and towns to Downtown Hartford.

Transit access is particularly important in this area, as many residents in and around the study area rely on public transit for their daily activities.



Bus stops

There are 13 bus stops in the study area. Only 2 of these stops have benches. The rest are marked only by a sign.

Bus rapid transit lanes PROPOSED

Bus rapid transit lanes are proposed on both sides of Main Street and Albany Avenue within the study area as part of the *Metro Hartford RapidRoutes Transit Priority Corridors Study*. These dedicated bus lanes would help improve service frequency and reliability.

Key findings:

1

A key connection point

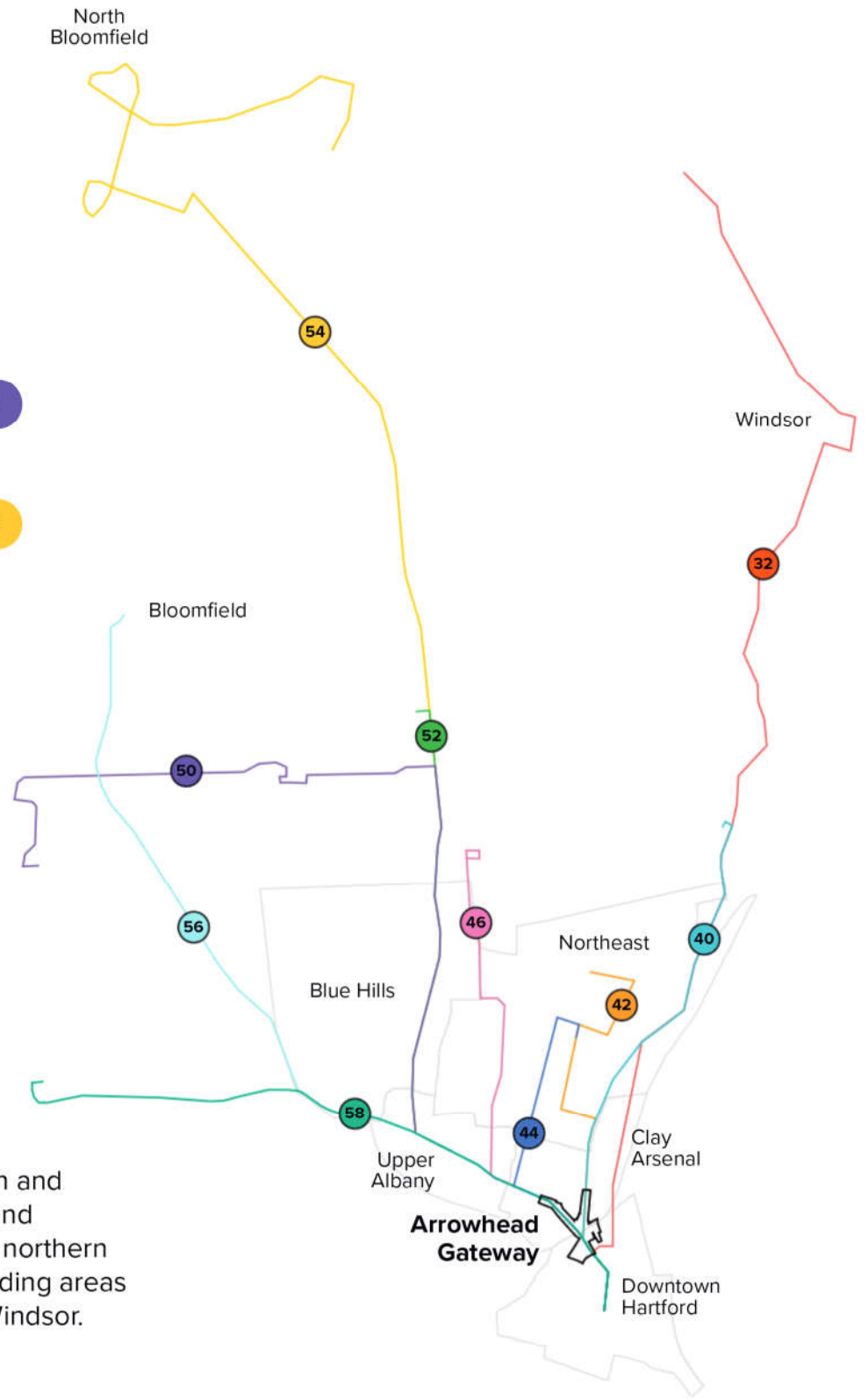
The study area is an important node for transit connectivity between downtown and northern neighborhoods, with 10 different bus routes converging in the study area.

2

Bus lanes could make it better

Main Street and Albany Avenue could support dedicated bus lanes which would improve transit service in this area.

- 32 Windsor Avenue
- 40 North Main Street
- 42 Barbour Street
- 44 Garden Street
- 46 Vine Street
- 50 Blue Hills Avenue - Downtown Hartford
- 52 Blue Hills Avenue
- 54 Blue Hills Avenue - Downtown Hartford
- 56 Bloomfield Avenue
- 58 Albany Avenue



Regional connectivity

Bus routes that travel along Main and Albany connect the study area and Downtown Hartford to and from northern neighborhoods and towns, including areas as far away as Bloomfield and Windsor.

3 Bus stops could be improved, too
Benches, bus shelters, and other amenities can make waiting for the bus a safer, more comfortable, and more dignified experience for transit users.

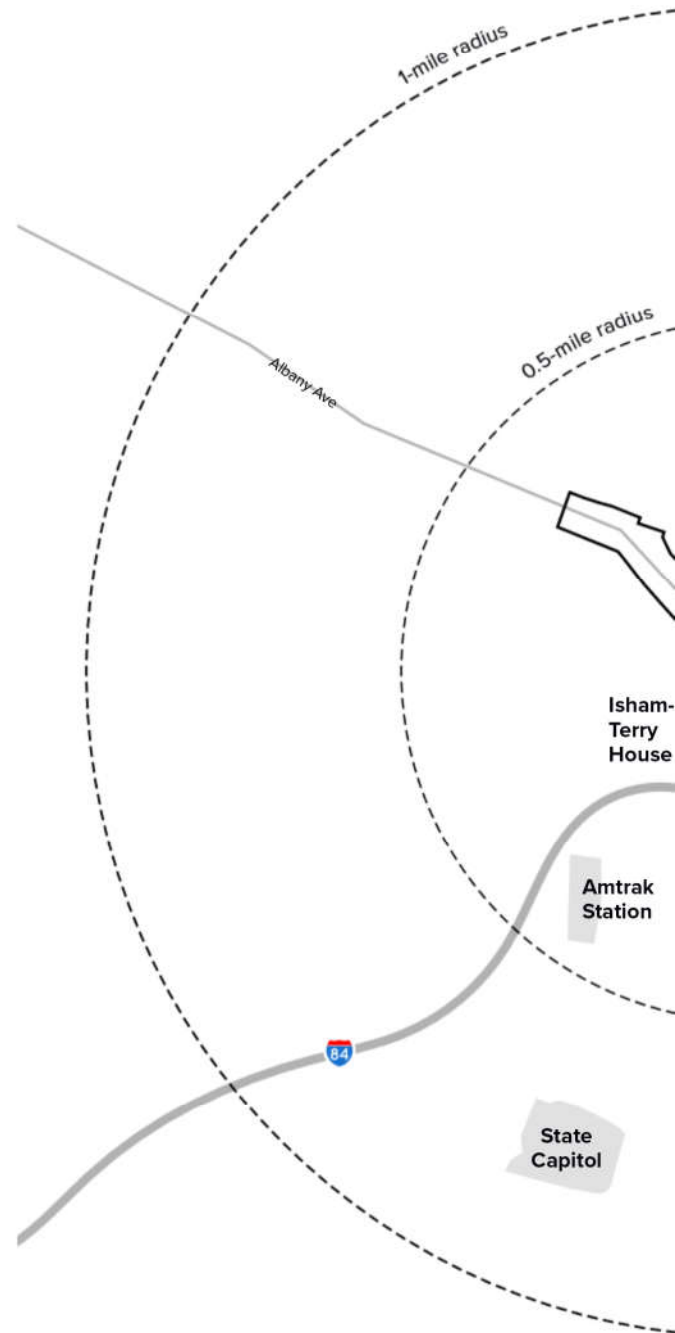
4 Public transit is important to residents
Study area residents rely on public transit for daily commutes. Transit improvements are important to ensure equitable access to mobility options for all.

Nearby entertainment destinations

The study area is within a mile of some major destinations, but still feels disconnected.

There are several major destinations within walking distance of the study area – like the XL Center, Xfinity Theatre, and the Connecticut Convention Center – that draw thousands of visitors from across the state and across the country.

Even so, the I-84 corridor is a major barrier, both psychically and psychologically, between the study area and downtown. The success of Dunkin’ Donuts Park, however, is proof positive that the right destinations and events can bring people across the highway and bridge the divide.



Key findings:

1

A great location

The study area's proximity to Downtown Hartford and location along major north-south routes give it potential to act as the northern gateway to downtown.

2

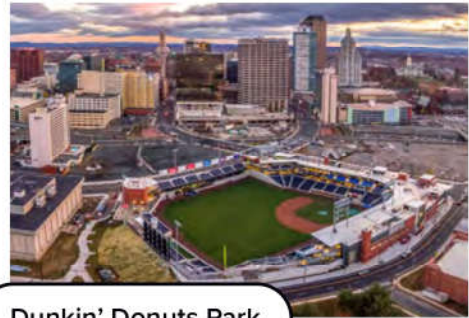
But still disconnected...

I-84 remains a major barrier to connectivity between downtown and the study area.



Xfinity Theatre

One of the largest amphitheaters in the country, with a capacity of 30,000 and indoor/outdoor seating options.

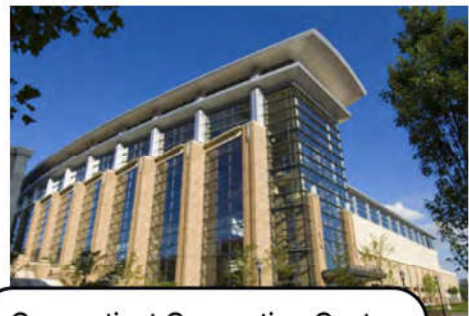


Dunkin' Donuts Park



Pratt Street

Vibrant downtown block lined with shops, dining, and historic architecture, and packed with programming.



Connecticut Convention Center

Largest convention center between New York and Boston. Hosts a variety of events including conferences, sports tournaments, and trade shows.

Upcoming developments

New and upcoming developments in and around the study area are building momentum and making Arrowhead Gateway a better place to live, work, and visit.

Headlined by the North Crossing development project, there is significant investment occurring in the study area. A huge supply of vacant, City-owned parcels complement these ongoing projects and provide additional opportunities for future development that builds on existing momentum.

270 Albany Redevelopment

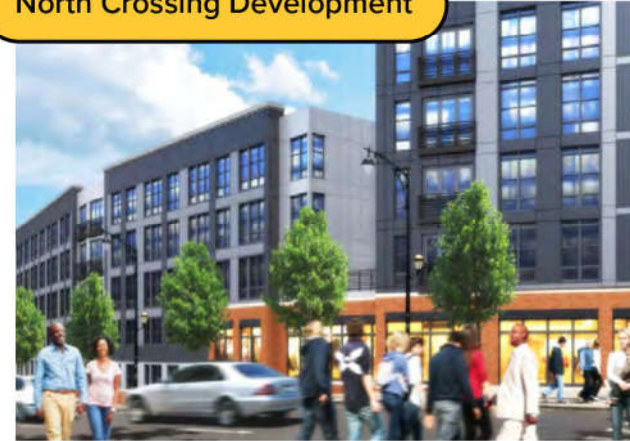
Plans are in progress to redevelop 270 Albany Avenue with a mixed-use apartment building and to restore the historic tavern at the neighboring Terence McGovern House (280 Albany).

CONSTRAINT

202-230 Albany Ave brownfield

202-230 Albany Ave is a designated brownfield site that will likely require remediation before any type of development activities can occur.

North Crossing Development



North Crossing is a \$250 million, 16-acre project that will redevelop multiple vacant parcels into a mix of market-rate housing and retail spaces. The development will act as an extension of downtown, bringing a similar scale and type of development and variety of uses across the I-84 corridor to the Arrowhead Gateway.

Key findings:

1

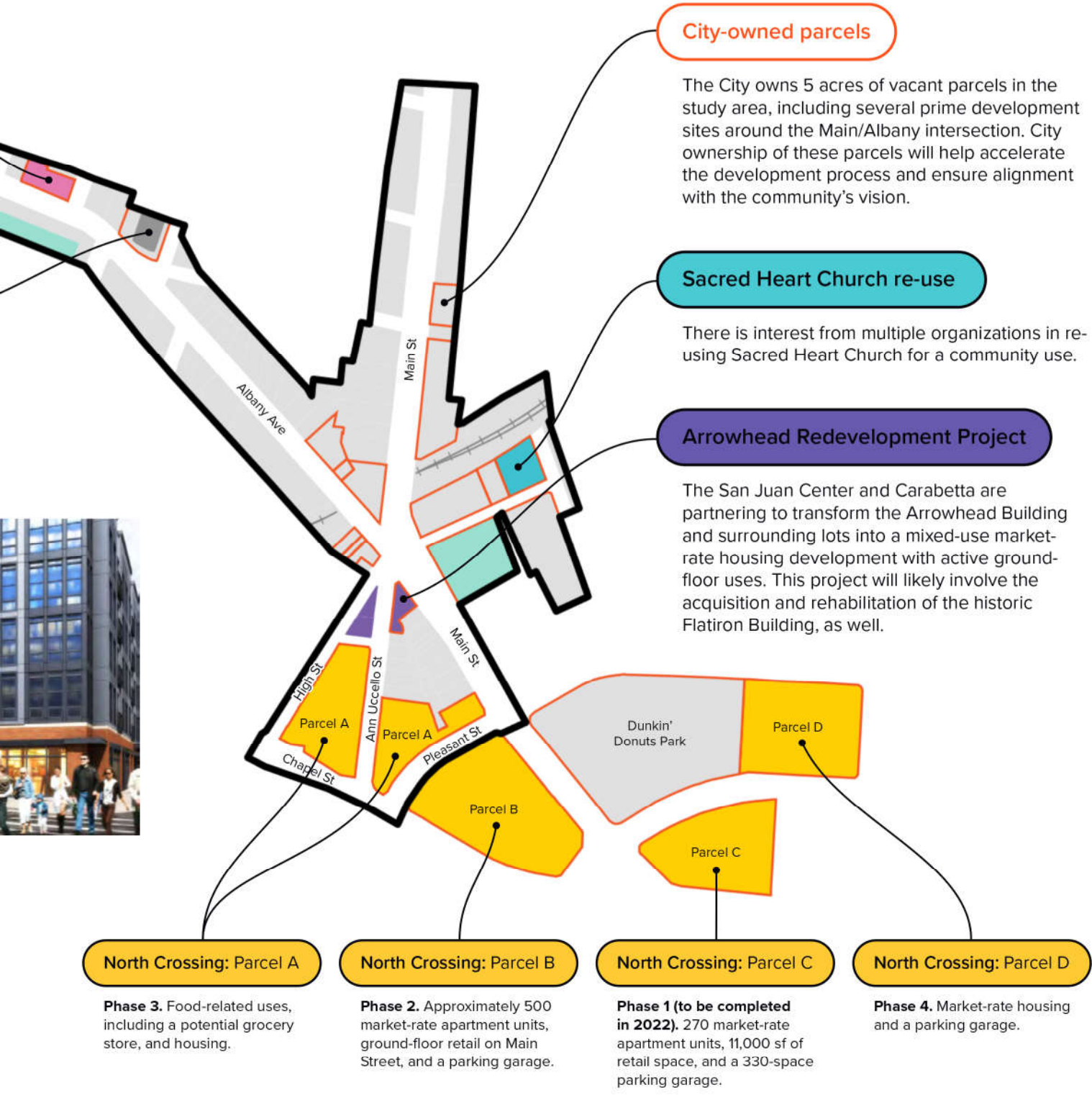
Lots going on

Several active and planned development projects are set to transform Arrowhead Gateway in the near future.

2

A huge supply of City-owned parcels

Vacant, City-owned parcels in key locations present unique opportunities to advance redevelopment in line with the community's vision for the future of this important gateway.



3

North Crossing will be a major boon

The North Crossing development will bring millions of dollars in investment as well as new residents and businesses to the Arrowhead Gateway.

4

Momentum for the future

The significant level of investment presently occurring in the study area is likely to catalyze additional investment and development in the future.

Market conditions

The study area has potential to support a variety of new housing types and price ranges as well as several new businesses, services, and amenities.

Market potential for:

+1,621

rental units*

+2,431

owner-occupied units
(including 1,159 with
incomes over \$75,000)*

Learn more in:



Appendix A
Market Analysis

**Total potential in the City of Hartford.*

Key findings:

1

Strong potential for residential development

The study area can support many housing types including market-rate apartments, owner-occupied townhomes, affordable and mixed-income rental, and senior housing targeted at neighborhood residents and young professionals interested in urban living.



Challenges:

Low-income consumer base

Low household incomes and high poverty rates prove challenging to attracting new retailers to the study area.

Relatively low-lease retail rates

Market rate leases for retail space in the area are fairly low and generally insufficient to support the cost of construction for new retail space.

Barrier of I-84

The highway restricts the flow of people, making it difficult to attract downtown residents to Arrowhead Gateway. A critical mass of destinations and services is necessary to draw people north from downtown.

Retail development is dependent on other improvements

New residential development, public realm and quality-of-life improvements, and new amenities are necessary to generate and support new retail development in the area.

High property tax rates

High property tax rates in Hartford typically necessitate a tax deal with the City in order to make development projects pencil out.

Slow approvals process

The City's development process is viewed as slow and inefficient. There is evidence that it has deterred investment in development projects.

2

Potential for retail, especially food-related

The study area can support several new restaurants and a grocery store. Other unique food-related uses, such as multi-vendor food halls highlighting the cultural diversity of the neighborhood or a shared commercial kitchen providing food industry workforce development, could also be supported.

3

Tap into the downtown market

Finding ways to attract downtown's higher-income population can enhance market dynamics and support new retail, restaurants, and entertainment uses.



Small Area Plan Alternatives

This chapter explains the three alternative plans developed for the Arrowhead Gateway area.





Overview

Three small area plan alternatives were created to guide development in the Arrowhead Gateway.

Each of these alternatives envisions a possible future for the Arrowhead Gateway that is based on community feedback and grounded in market realities. All of the alternatives are considered equally viable, and none is “preferred” over the others. Implementation of any, a portion of, or a combination of the alternatives would create positive benefits for the community.

The intent of leaving multiple options on the table in this way is to show the breadth of potential opportunities possible for the Arrowhead Gateway, to give developers and community organizations a starting point for future projects, and to allow for flexibility in achieving the community’s long-term vision.

! Important note

While none of the alternatives is preferred over the others, it should be noted that **Alternative 01: Health and Wellness District** was developed based on community feedback and blends the most preferred elements of Alternatives 02 and 03.



01

Health and wellness district

This alternative prioritizes community health and well-being and anchors the Arrowhead Block with a large-format grocery store and health and wellness center. Dedicated bus lanes, basketball courts, community green spaces, and protected bike lanes provide recreational and mobility opportunities for all.

See the full plan on page 68.

What these plans are informed by

page 04
Overarching project goals

page 20
Community feedback

page 52
On-going projects

page 54
Market analysis

page 60
Guiding design principles

page 74
Placemaking opportunities



02

Entertainment and recreation district

This alternative envisions the Arrowhead Block as a major destination and activity hub for the Arrowhead Gateway and surrounding areas, with a mix of entertainment, recreation, retail, and cultural uses that extend up Albany Avenue as well.

See the full plan on page 70.

03

Strong neighborhood

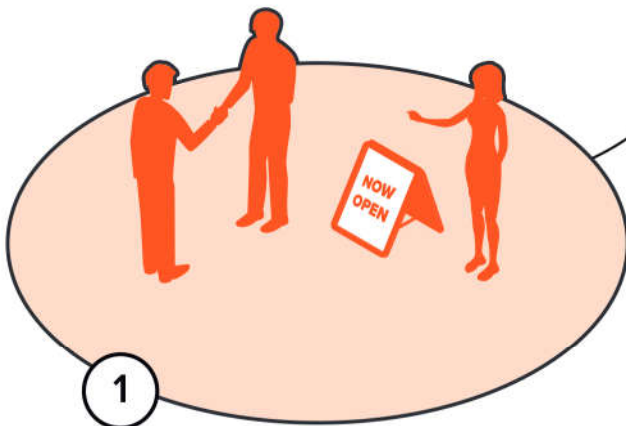
This alternative focuses on expanding the supply and diversity of housing options in the Arrowhead Gateway, with a mix of affordable and market-rate apartment and townhomes. Neighborhood-scale retail options and community green spaces are also provided.

See the full plan on page 72.

Guiding design principles

The small area plan alternatives are guided by a set of design principles.

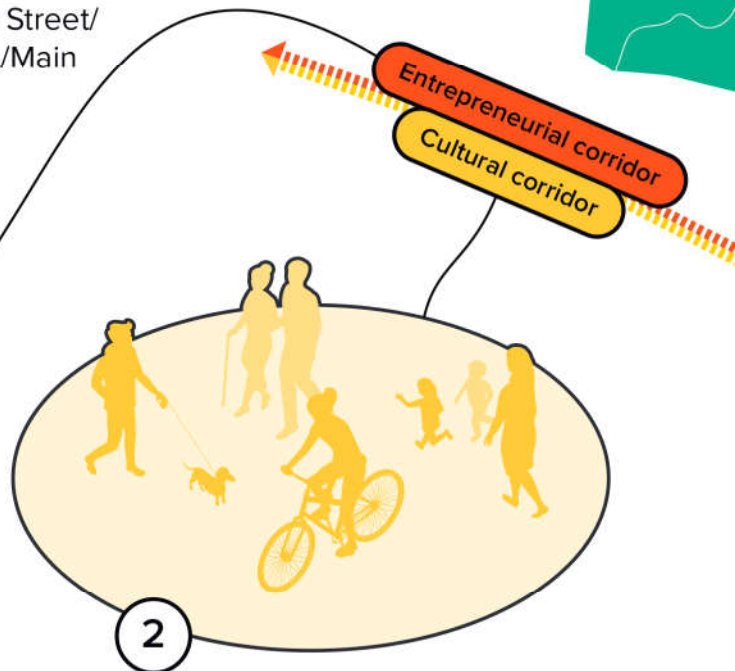
These design principles act as a common thread between the alternatives. So, while the alternatives are distinct in their uses, layout, and density of development, they are all designed to support entrepreneurial spirit, celebrate diversity, increase access to nature, and reconnect communities. Each alternative also creates a “nature axis” along the Main Street/ Ann Uccello corridor and supports the Albany Avenue/Main Street axis as an entrepreneurial and cultural corridor.



1

Supporting entrepreneurial spirit

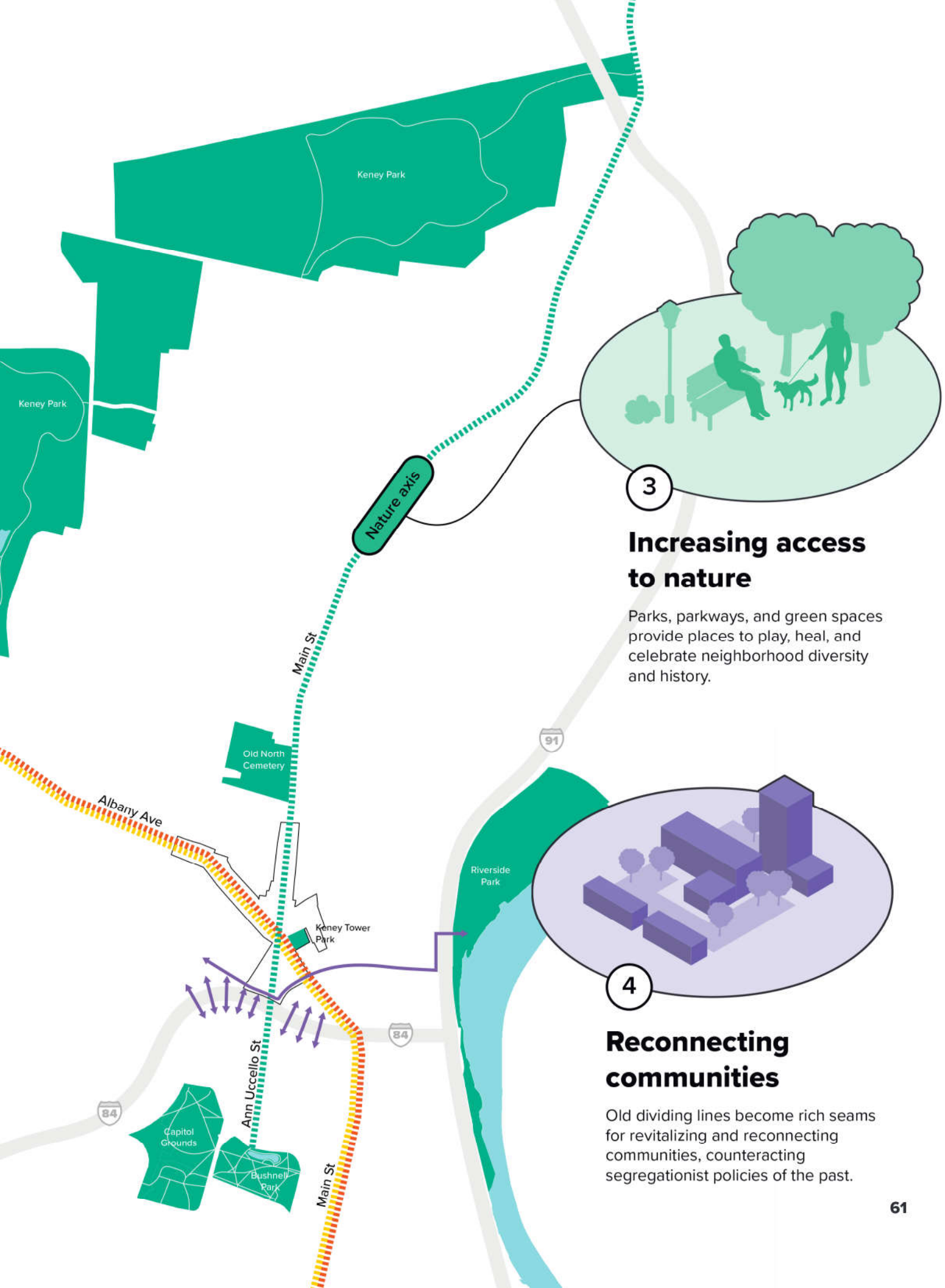
The Arrowhead Gateway’s culture of entrepreneurs, activists, and creators is supported by a network of neighborhood places, programming, and community resources.



2

Celebrating diversity

The Arrowhead Gateway thrives as a welcoming space for the open exchange of ideas and diverse cultures, fueling innovation, advancing social progress, and celebrating its people.



Nature axis

3

Increasing access to nature

Parks, parkways, and green spaces provide places to play, heal, and celebrate neighborhood diversity and history.

4

Reconnecting communities

Old dividing lines become rich seams for revitalizing and reconnecting communities, counteracting segregationist policies of the past.

Recommended uses and services

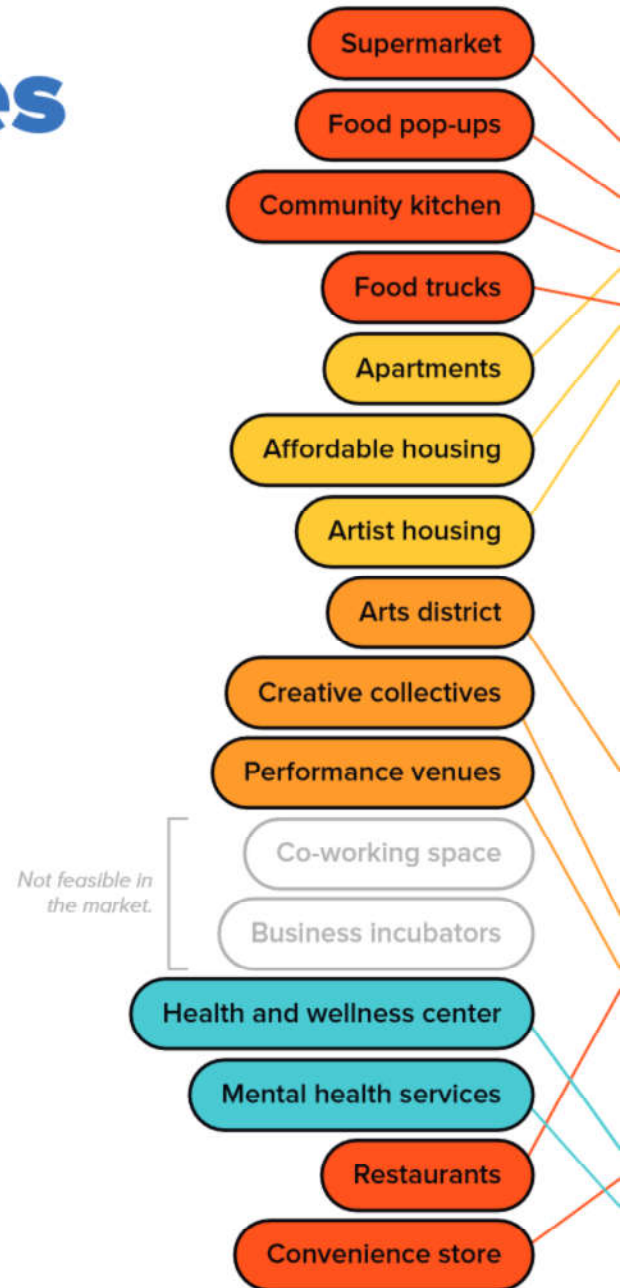
The types of uses and services recommended in the small area plan alternatives balance community needs with market and financial feasibility.

What’s encouraging is that almost all of the uses and services identified by community members as needs are feasible in the study area based on the findings from the market analysis. These uses include a variety of types and price ranges of housing – from market-rate apartments to owner-occupied townhomes to affordable rentals – as well as a number of restaurant and food-retail options, medical and healthcare services, and recreation-based uses.

Learn more in:

- 
Chapter 3
 Community Engagement
- 
Appendix A
 Market Analysis

Community Needs



Use types:

-  Commercial
-  Housing
-  Recreation
-  Community services
-  Not supported

Market Potential

Housing

Many types of housing products are in demand and market-feasible in the study area including: market-rate apartments, owner-occupied townhomes, affordable and mixed-income rentals, senior housing, and artist housing. Primary target audiences are young professionals and neighborhood residents.

Grocery and food retail

Most households buy their groceries from locations outside the study area. Significant potential exists to capture some of this spending with a grocery store/supermarket and other specialty healthy food stores.

Restaurants

The study area is projected to be able to support the creation of 8 to 9 new full-service restaurants as well as at least 9 to 10 limited-service restaurants. Other unique models like food halls, community kitchen incubators, and pop-up dining can be explored too.

Pharmacies and drug stores

Beauty and nail salons

Not desired by the community.

Convenience stores

Entertainment district

There is longer-term potential in the study area to create a unique recreation and entertainment district that builds on existing strengths in cultural diversity, creative talent, historic parks, and sports and recreation.

Artist workspaces and galleries

Medical/healthcare offices

The study area is under-served in healthcare access locally and an aging population is expected to drive increased demand. Opportunities exist to create medical and healthcare offices to promote community health.

! Important note

Local developers indicated that they see the most potential in market-rate rental units in the study area, considering the high property tax rates and low rents in the City of Hartford. In their experience, deed-restricted affordable units require a significant amount of public financing to “pencil out” in this market. Several developers have seen success with mixed-income products, like the San Juan Center’s development at 1283 Main Street (50% market-rate, 50% affordable). The North Crossing development is also mixed income and 10% of its apartment units will be affordable. The City should work with developers to encourage mixed-income products and to increase the percentage of affordable units in developments through subsidies, tax incentives, or other forms of assistance whenever possible.

! Another important note

While park and green space uses were not expressly studied in the market analysis because they are not revenue-generating uses, the market analysis did identify the study area’s connection to Frederick Law Olmsted and its existing park resources as assets to leverage. To this end, the small area plan alternatives recommend enhancements to existing parks as well as the creation of new green spaces throughout the study area. Where possible, the City should encourage new developments to incorporate publicly-accessible green spaces as well.

Common uses and design elements

There are several uses and design elements that are critical to the development of the Arrowhead Gateway and that are included in all the small area plan alternatives.

Elements like a full-service grocery store, retail spaces for entrepreneurs, access to housing (rental and homeownership), green spaces, and streetscape enhancements were consistently identified as needs by community members through the existing conditions analysis and the market analysis. They are included as common design elements in all the small area plan alternatives, though their exact location, size, and style may vary from alternative to alternative.

Representative images:

Grocery store

Varying in size and location, but full-service in every alternative



Housing

Including a diversity of options from townhomes to apartments to mixed-use residential/retail spaces

Spaces for entrepreneurs

Including outdoor pop-up marketplaces, temporary spaces, and small and large retail spaces



Streetscape enhancements

Including bike lanes, narrowed roads, and expanded pedestrian space



Hartline Trail

Trail connection from the Arrowhead Block to Riverside Park



Changemaker monuments

Monuments celebrating local changemakers in parks and public spaces throughout the neighborhood

Green spaces

New recreational spaces including parks, playgrounds, and basketball courts and improvements to Keney Tower Park and Tunnel Park

Placemaking zones

Uses and services in the plan alternatives are located based on a framework of “placemaking zones” that highlight each area’s unique strengths and opportunities.

The Arrowhead Gateway has unique strengths in food, art and culture, recreation, and heritage that underpin its identity as a hub for diversity, creativity, and entrepreneurial activity. Four placemaking zones were identified to cultivate and grow these strengths, and they include areas best suited for: places to eat, places to create, places to play, and places to celebrate. While the market analysis and community feedback were used to identify recommended types of uses and services, the placemaking zones help identify where these uses and services should be located (or sited) in the plan alternatives.

The Main/Albany corridor, because of its existing concentration of restaurants and small businesses, was identified as a zone to cultivate and expand places to eat and places to create. New cafes, healthy food stores, small businesses, and creative enterprises here can build on and strengthen the cultural and entrepreneurial spirit of this corridor.

The Ely Street area, with its low traffic volumes and existing concentration of green spaces,

is ideally-suited for places to play, like playgrounds, sports courts, or community centers, to complement Keney Tower Park and Capital Preparatory Magnet School.

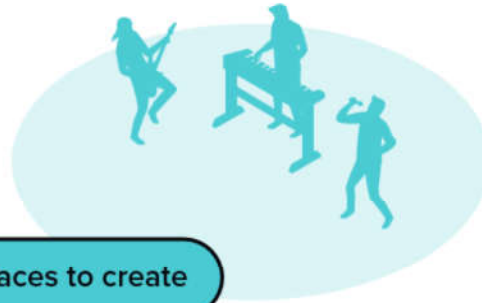
The Arrowhead Block, as the core of the Gateway, has significant potential to become a center for all the elements that make the area unique. Places to create, places to eat, and places to play can come together here to create a dynamic node that anchors the neighborhood.

There are also opportunities throughout the entire study area to highlight and celebrate the rich history of the Arrowhead Gateway with design elements like statues of local changemakers, plaques and informational signage, and events and programming like cultural parades and historic walking tours.



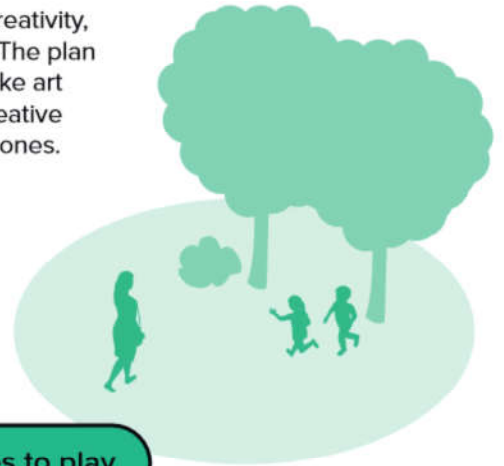
Read more about placemaking in:

+ Chapter 6
Placemaking Opportunities



Places to create

This placemaking zone fosters creativity, culture, and entrepreneurialism. The plan alternatives recommend things like art centers, performance spaces, creative studios, and museums in these zones.



Places to play

This placemaking zone encourages safe recreation for all, with recommendations like new playgrounds, basketball courts, community gardens, and enhancements to existing parks.

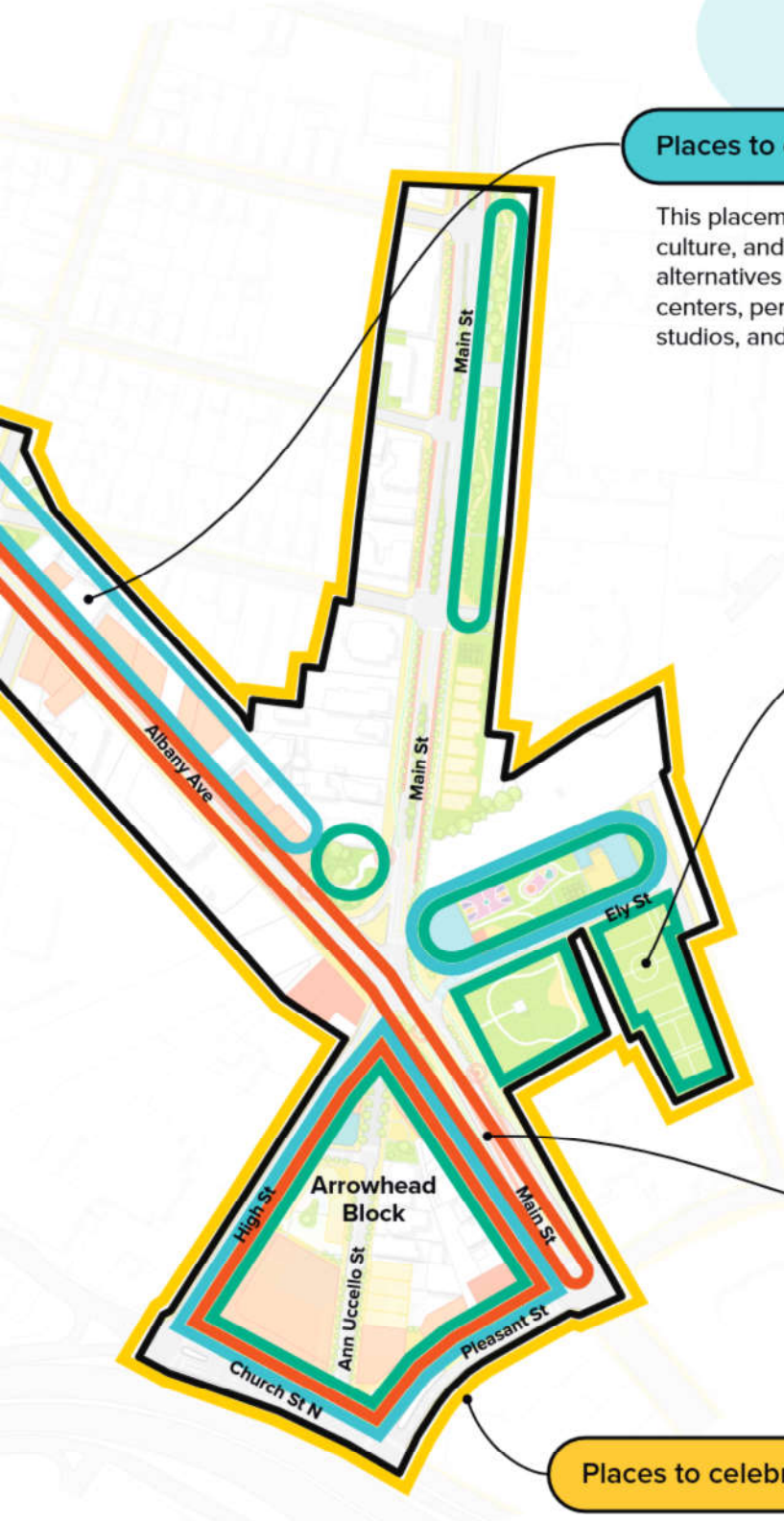


Places to eat

This placemaking zone recognizes the area's strengths in cultural cuisine. Restaurants, cafes, and healthy food stores are recommended here along with new types of dining like food trucks and sidewalk/outdoor cafes.

Places to celebrate

This placemaking zone captures the entire study area and is intended to celebrate its storied heritage through statues, interpretive signage, walking tours and potentially a cultural museum.



Plan Alternative 01:

Health and Wellness District

A complete neighborhood that supports community well-being with expanded access to healthy and affordable foods, a mix of housing options, more recreation spaces, and safe transportation connections.

Albany Avenue: A mixed-use corridor with active ground floor uses including restaurants, small businesses, and health and wellness services. Infill on vacant lots creates a continuous streetwall.

Main Street (north of intersection): A “complete streets” style boulevard with planted medians, protected bike paths, and bus rapid transit lanes.

Arrowhead Block: A mixed-use block, anchored by a large grocery store and a wellness center. A mix of retail, housing, and community services build out the rest of the block and activate the public realm.

Ely Street area: A recreation area that has a community center with childcare services and after school programming, a playground, a community theater and musical performance space, and other amenities along a limited-access street that can be temporarily closed for festivals, markets, and other events.

Main/Albany intersection: A narrowed intersection with fewer travel lanes, bus rapid transit lanes along Main and Albany, and separated bike paths on Main Street. Ely Street is removed as a leg from the intersection to minimize circulation conflicts.





Existing conditions

Plan Alternative 02:

Entertainment and Recreation District

A mixed-use hub for the arts, culture, recreation, and unique retail that acts as an extension of downtown and is a destination for residents and visitors alike.

Albany Avenue: An entrepreneurial and cultural corridor with mixed-use infill that creates spaces for small businesses and food-preneurs.

Main Street (north of intersection): A green boulevard with a planted median, bike lanes, and a linear park that creates a green buffer on the east side of the street and creates a strong visual connection between Keney Tower Park and Keney Park.

Arrowhead Block: The neighborhood's central activity hub with amenities like a grocery store, food hall, gym, cultural center, and an outdoor performance area.

Ely Street area: A recreation area with a community center, playground, community theater, performance spaces, and other amenities along a limited-access street that can be temporarily closed for festivals, markets, and other events.

Main/Albany intersection: A narrowed intersection with fewer travel lanes, bike lanes on Main Street, and a dedicated bus-only lane for school pick-up and drop-off. Ely Street is removed as a leg from the intersection to minimize circulation conflicts.





Plan Alternative 03:

Strong Neighborhood

A human-scale neighborhood with diverse and affordable housing options, neighborhood retail, and community green spaces that reflect the feel of the Clay Arsenal neighborhood.

Albany Avenue: A complete corridor with residential infill including affordable and market-rate apartments above ground floor retail spaces, such as bookstores, cafes, galleries, and others.

Main Street (north of intersection): A green boulevard with new residential options and amenities that complement the adjacent senior housing, such as a community garden and art walk.

Arrowhead Block: Residential options including townhomes, mixed-use apartments, and an artist village that are supported by a variety of retail options and community green spaces, including a new pedestrian plaza on the north end of Ann Uccello Street.

Ely Street area: New residential options and amenities like a community garden, play space, and a cultural museum at the Sacred Heart Church along a limited-access street that can be temporarily closed for events.

Main/Albany intersection: A roundabout with a separated cycle track on Main Street and a dedicated bus-only lane for school pick-up and drop-off.





- Key:**
- Mixed-use
 - Commercial
 - Residential
 - Community space
 - Green space
 - Pedestrian space
 - Parking space
 - Improved bus stops
 - Trees
 - ↔ Bus lanes
 - ↔ Bike paths



Placemaking Opportunities

This chapter outlines several placemaking opportunities unique to the Arrowhead Gateway that can help strengthen its identity and sense of place.





Overview

There are several opportunities for the Arrowhead Gateway to leverage its strengths in culture, food, recreation, and heritage to create a unique sense of place.

Placemaking is an intentional approach to cultivate and highlight local identity in a strategic way that uplifts, unifies, and strengthens communities. It often involves place-based design techniques and programming that build on and highlight existing strengths.

For the Arrowhead Gateway, it is clear from community feedback that these strengths include culture, food, recreation, heritage, and entrepreneurial spirit. There is strong desire to support the local arts scene and local entrepreneurs, especially food-preneurs. Community members also identified parks, cultural heritage, and diversity among the top assets in the Arrowhead Gateway. Celebrating this diversity and embracing and growing these strengths can anchor the Arrowhead Gateway with a recognizable identity, advance social and economic growth in the neighborhood, and create a distinct destination that welcomes visitors to experience Hartford's diversity.



PLACEMAKING OPPORTUNITY 01

Places to create

Think: arts centers, performance spaces, creative studios, murals

Where: the Arrowhead Block, Albany Avenue, Ely Street area

Benefits of place-making:

1

Strengthening identity

Placemaking creates a unique, place-based identity by tying experiences to the distinct strengths of a community and its people.

2

Building community

Reinforcing a sense of place that community members identify with can increase people's sense of belonging.

Learn more in:



Appendix B
Placemaking Strategy



PLACEMAKING OPPORTUNITY 02

Places to eat

Think: cultural cuisine, food trucks, outdoor dining, community kitchens

Where: the Albany/Main corridor, the Arrowhead Block

PLACEMAKING OPPORTUNITY 03

Places to play

Think: parks, playgrounds, basketball courts, splash areas, community gardens, trails

Where: Keney Tower Park, Tunnel Park, the Arrowhead Block

PLACEMAKING OPPORTUNITY 04

Places to celebrate

Think: historical sites, community monuments, cultural museums

Where: Keney Tower Park, Ely Street, the Arrowhead Block, historic sites in and around the area

3

Bringing people together

Things like the arts, music, and food can act as bridges between diverse communities who might not otherwise intersect.

4

Encouraging economic development

Supporting local entrepreneurs with the spaces and resources they need will help them create unique, place-based businesses, experiences, and events that will draw visitors to the area.

Places to create

PLACEMAKING OPPORTUNITY 01

The study area can serve as a canvas to express the Arrowhead Gateway's unique identity and strong culture of music and arts.

Performance spaces



Arts and cultural center



Creative co-working space



Making it happen

Making space

Hartford has an unusually large proportion of arts organizations that are community-based – small organizations that struggle for visibility and are often at a disadvantage in the competition for grant dollars. Giving them a central place where they can access space and run programs will help on both fronts – making them more visible to patrons as well as to potential funders.

Playing up local strengths

Hartford has a vibrant music scene that spans from live jazz to drill and drum, and residents frequently attend music events. The study area should have places to play and make music, like indoor and outdoor performance spaces and a creative co-working space with shared recording studios and equipment.

Programming that supports creative spaces



Concerts



Block parties



Art festivals



Community arts projects



Cultural festivals



Engaging local artists

Giving local artists the opportunity to showcase their art through murals, sculptures, painted storefronts and basketball courts, and other public art will give the Arrowhead Gateway a unique, locally-based identity that celebrates community talent.

Celebrating Arrowhead Gateway's identity

A program for painting murals on storefronts (both occupied and vacant) can help create a colorful, cultural streetscape that strengthens the presence of local businesses and contributes to the Arrowhead Gateway's distinct identity. This program could be developed as part of the City's hARTford Love Initiative.

Places to eat

PLACEMAKING OPPORTUNITY 02

New spaces and ways to make, sell, and eat food can leverage the area's unique food culture.

Cultural cuisine



Making it happen

Attracting foodies

Cultural cuisine can be a major attraction to people in the region, especially when paired with existing visitor destinations like Dunkin' Donuts Park. Bringing in unique restaurants can expand the Arrowhead Gateway's existing strengths in cultural cuisine and attract a customer base from both within the neighborhood and in the larger region.

Certified community kitchen



Supporting foodpreneurs

Spaces like certified community kitchens, food pop-ups, farmers markets, and food truck vending areas can create opportunities for new and small food entrepreneurs to kick-start or grow their businesses in the short-term before expanding to permanent spaces.

Programming that supports food spaces



Food truck rodeos



Community barbecues



Street festivals



Food competitions



Outdoor dining

Food trucks



Where?



Outdoor dining



Farmers markets

Taking things outside

Designated (either permanent or pop-up) spaces for and policies that support outdoor and sidewalk dining and food truck vending can create new ways to experience food and activate public spaces. A number of entrepreneurs as well as International Hartford – a local non-profit that supports refugees with entrepreneurial pursuits – have been searching for a large plaza space to accommodate food trucks. One opportunity is to locate a food truck plaza space near Dunkin’ Donuts Park, where vendors can benefit from and build on the regional draw of the stadium.

Places to play

PLACEMAKING OPPORTUNITY 03

Places for play can expand access to nature, promote health, and foster community togetherness.

Casita / community garden



Making it happen

Looking to cultural traditions

A “casita” that draws on Latinx traditions can be a central element and neighborhood place for socializing, barbeques, music, and gardening. Group picnic spaces and basketball courts are other recreation spaces with important cultural relevance in the Arrowhead Gateway.

Basketball courts



Nature play



Making play educational

Play spaces can be integrated with educational elements that expose kids to topics like STEM, nature exploration, and even arts and culture. Capital Prep should be a partner in designing playscapes like these.

Programming that supports play spaces



Rec sports leagues



Basketball tournaments



Community picnics



After-school programs



Pop-up play events

Children's play spaces



Where?



Playgrounds



Play street



Creating safe spaces for kids

In neighborhoods where both parents work or where there is a perceived lack of safety, many parents will not allow their kids to go to a park unless there is adult supervision. The City of Hartford should consider offering organized recreation activities with on-site supervision in partnership with community organizations like Capital Prep, the Public Safety Complex, the San Juan Center, and others.

Making play an event

Closing down streets (like Ely Street) or transforming public streets into temporary play spaces provides opportunities to create unique and fun community-wide play events.

Places to celebrate

PLACEMAKING OPPORTUNITY 04

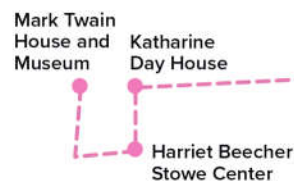
The Arrowhead Gateway can be a starting point to explore and celebrate Hartford's history and culture.

Hartford's history runs deep in the Arrowhead Gateway, from its role in the formation of early democratic and social ideals to the legacies of segregation and urban renewal, which makes the Arrowhead Gateway the perfect location to tell the story of Hartford. With the Arrowhead Gateway as the starting point, visitors can explore Hartford's rich history through a series of themed heritage tours that branch out from the neighborhood to downtown, Keney Park, and other important destinations.

History can be revealed through walking tours and signage as well through design elements like statues of local Black and Brown leaders, history-themed murals, and plaques memorializing important destinations or events.

Cultural museum

A cultural museum in the study area, as has been explored by several community organizations, would be a unique way to celebrate the Gateway's diversity, heritage, and history and could create a regional destination for tourists.



Making it happen

Working with local historians

Local historians, CT Landmarks, the Isham-Terry House, the San Juan Center, and other organizations should be engaged to develop heritage walking tours and identify locations for historic markers. Tours should build on current efforts, such as the Clay Arsenal NRZ project to identify neighborhood pioneers.

Making all histories visible

Hartford's history is as diverse as its community. Stories of all people – Black, Brown, Latinx, Jewish, etc. – and all events – including segregation and urban renewal – deserve to be told.

Programming that supports heritage spaces



POTENTIAL TOURS

Legacy landscapes tour

A tour that focuses on the life and work of Frederick Law Olmsted and the landscapes that he and his firm created in the neighborhood and throughout Hartford. This includes the site of his birthplace in downtown, his boyhood home on Ann Uccello Street, and his final resting place in Old North Cemetery.

Key partners: CT Landmarks, Friends of Keney Park

Main Street tour

A tour that showcases the rich cultural and entrepreneurial history on Main Street from the nationally renowned Wadsworth Atheneum to the Amistad Center relating to Black history and culture to the Ancient Burying Ground and Center Church.

Key partners: CT Landmarks, Greater Hartford Arts Council

Ann Street Historic District tour

A tour that highlights the 22 historic buildings located in the Ann Street Historic District that date from the late 19th and early 20th centuries and recognizes Ann Street (now Ann Uccello Street) as an important axis bridging I-84 and connecting the Arrowhead Gateway and Bushnell Park.

Key partners: CT Landmarks

Neighborhood changemakers tour

A tour that celebrates Hartford's homegrown leading thinkers, activists, and changemakers including Mark Twain, Harriet Beecher Stowe, Horace Bushnell, Maria C. Colon Sanchez, the Isham sisters, and others.

Key partners: CT Landmarks, San Juan Center, Friends of Keney Park, Clay Arsenal NRZ



Implementation Strategy

This chapter identifies several projects and policies to implement the recommendations of the Arrowhead Gateway Small Area Plan and Corridor Study.





Overview

The implementation strategy recommends a series of projects and policies to advance the goals of the Arrowhead Gateway Small Area Plan.

These projects and policies can be incrementally implemented to address the needs and opportunities identified through the planning process. Project recommendations will have transformative, highly-visible impacts in the Arrowhead Gateway, including redesigning the Main/Albany intersection, improving Keney Tower and Tunnel Parks, enhancing streetscapes, and revitalizing vacant spaces. Policy recommendations suggest modifications or additions to existing City policies to support community needs related to small business development, access to housing and healthy affordable food, availability of parking, and other needs.

A set of “overarching” strategies suggests additional elements to incorporate into each of the recommended projects and policies to further support the goals and vision of the Arrowhead Gateway Plan. As an example, to the extent possible, projects and policies should make efforts to retain and enhance the Arrowhead Gateway’s unique sense of place.

Overarching Strategies

Keep the community involved

Maximize the impact of City-owned land

Align zoning with the vision for the Gateway



Project and Policy Recommendations



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PROJECT 01

Activate Keney Tower Park and Ely Street



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PROJECT 02

Establish a gateway park

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PROJECT 03

Improve the Main/Albany intersection

Retain the Gateway's identity



Connect to North Crossing and downtown



Promote homeownership



Use existing programs and services



Expand healthy food access



Incorporate green infrastructure



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PROJECT 05

Enhance the Main/Albany streetscape

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POLICY 07

Support small businesses and entrepreneurs

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POLICY 08

Improve parking availability



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PROJECT 04

Activate vacant spaces with pop-up events



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POLICY 06

Promote healthy food access

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POLICY 09

Expand access to housing

Overarching strategies

The overarching strategies shown here should be woven into any projects and policies implemented in the Arrowhead Gateway.

These strategies highlight the most important and consistent themes from community feedback and the market analysis, like the need for regular and transparent community involvement and the importance of expanding access to housing and healthy foods. The incorporation of these larger, overarching strategies into the recommended projects and policies is intended to enhance these recommendations and ensure that they are aligned with community needs.



Keep the community involved

Community members and stakeholders were integral to the development of the recommendations included in this plan and they should continue to be meaningfully involved as projects are implemented. It is recommended that the City provide regular updates to the community regarding upcoming projects and developments and continue to keep the Community Advisory Committee (CAC) engaged as an advisory body.



Align zoning with the vision for the Arrowhead Gateway

Zoning regulations should support the recommendations included in this plan. To that end, the entirety of the Arrowhead Block should be re-zoned as Downtown 3 (DT-3) to allow for the uses proposed in the small area plan alternatives (see [Chapter 5](#)) – specifically general and neighborhood retail, eating and drinking places, and food truck operation. Permissible food truck operation on public rights-of-way should be expanded to include Ann Uccello Street from its northern terminus to Chapel Street, Ely Street, and Albany Avenue from Williams Street to High Street. The City might also consider expedited review for outdoor cafe uses, which are presently subject to administrative approval by the zoning administrator.



Maximize the impact of City-owned properties

Because of its friendly-ownership, City-owned property presents significant opportunities to support the vision and goals of the Arrowhead Gateway Plan. These properties, whether developed by the City or leased to private developers, should include stipulations to advance community priorities (depending on the project type) like housing development (affordable where possible), healthy food provision, creation of space for BIPOC entrepreneurs, inclusion of public spaces, and elements that celebrate local identity and culture.



Retain the Arrowhead Gateway's identity and sense of place

As new businesses and developments come into the Arrowhead Gateway, it is critically important that these new uses serve the local population and fit into the existing community character, without resulting in gentrification. Semilla Cafe + Studio presents a model for this type of context-sensitive development. It brought a new use (cafe) to the area and offers cultural programming. New developments should also seek to capitalize on the placemaking opportunities identified in **Chapter 6** in order to leverage the Gateway's unique sense of place and appeal to neighborhood residents.



Connect the Arrowhead Gateway to North Crossing and downtown Hartford

As much as possible, the North Crossing development should be integrated into the fabric of the Arrowhead Gateway. A percentage of rental units should be affordable to neighborhood residents, retail should provide services that can benefit all residents, and on-site amenities like co-working spaces and parking should be open to the public. The North Crossing parcels should also be physically connected to the Arrowhead Gateway with crosswalks and a cohesive streetscape design that includes similar-style and -color furnishings and plantings. Bridging the I-84 gap is a bigger challenge, but it is a barrier that should be removed. Extending the Arrowhead Gateway's streetscape design south into downtown can help create a visually continuous and more seamless connection between the two areas.



Promote homeownership

Housing developments that facilitate homeownership for neighborhood residents should be incentivized and prioritized by the City. Expanding access to homeownership is critical to building wealth in the community and allowing for upward mobility. The City's Home Investment Partnerships Program is one tool for promoting homeownership.



Promote and make use of existing programs and services

A wealth of City and non-profit programs and services are available to support development. The City should promote these services and help developers make use of them whenever possible. Several City programs that may support development and revitalization in the Arrowhead Gateway include the: Small Business Facade Improvement Program, Housing Preservation Loan Fund Program, Sustainable Housing Solutions Program, Home Investment Partnerships Program, and the Parklet Program.



Expand access to healthy affordable whole foods that are organic and locally-sourced

Whole foods, including grains, fruits, and vegetables are one of the best ways to provide healthy food access that is culturally-relevant. Small food stores and grocers should be incentivized to provide healthy affordable whole foods that are organic and locally sourced, whenever possible.



Incorporate green infrastructure into projects

Green infrastructure provides multiple benefits including: sustainably managing stormwater, mitigating the urban heat island effect, and expanding green space. Wherever possible, green infrastructure should be incorporated into projects through bioswales, rain gardens, and other methods to support long-term climate resilience and sustainability in the Arrowhead Gateway.

Project 01:

Activate Keney Tower Park and Ely Street

New programming, activities, and amenities can breathe life into Keney Tower Park and Ely Street.

Keney Tower Park is a major asset and identifying feature in the Arrowhead Gateway. But, despite its importance to the neighborhood, the park is underutilized and seen by some as unsafe.

Significant potential exists to activate the park and adjacent Ely Street with a wide-range of programming like temporary pop-up markets, educational tours of the tower, and kids' learning and play spaces. Design treatments, like an improved entryway and lighting, can also make the park feel more welcoming.

Pop-up events

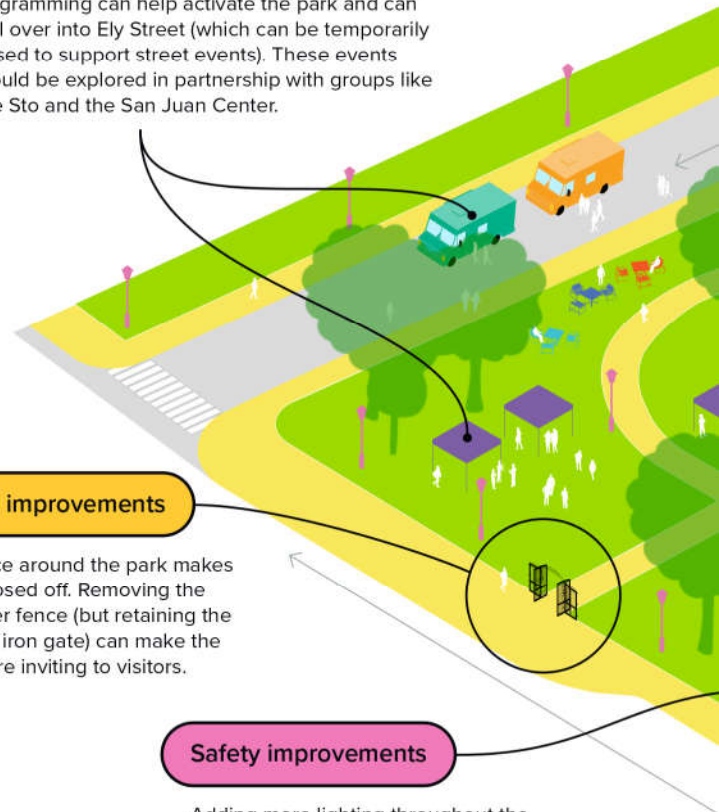
Temporary events like farmers markets, pop-up retail, community barbecues, and other programming can help activate the park and can spill over into Ely Street (which can be temporarily closed to support street events). These events should be explored in partnership with groups like The Sto and the San Juan Center.

Access improvements

The fence around the park makes it feel closed off. Removing the perimeter fence (but retaining the wrought iron gate) can make the park more inviting to visitors.

Safety improvements

Adding more lighting throughout the park can improve safety. Bringing more programming and events to the park will also help improve the perception of the park as a safe space for all.



Making it happen:

Potential partners

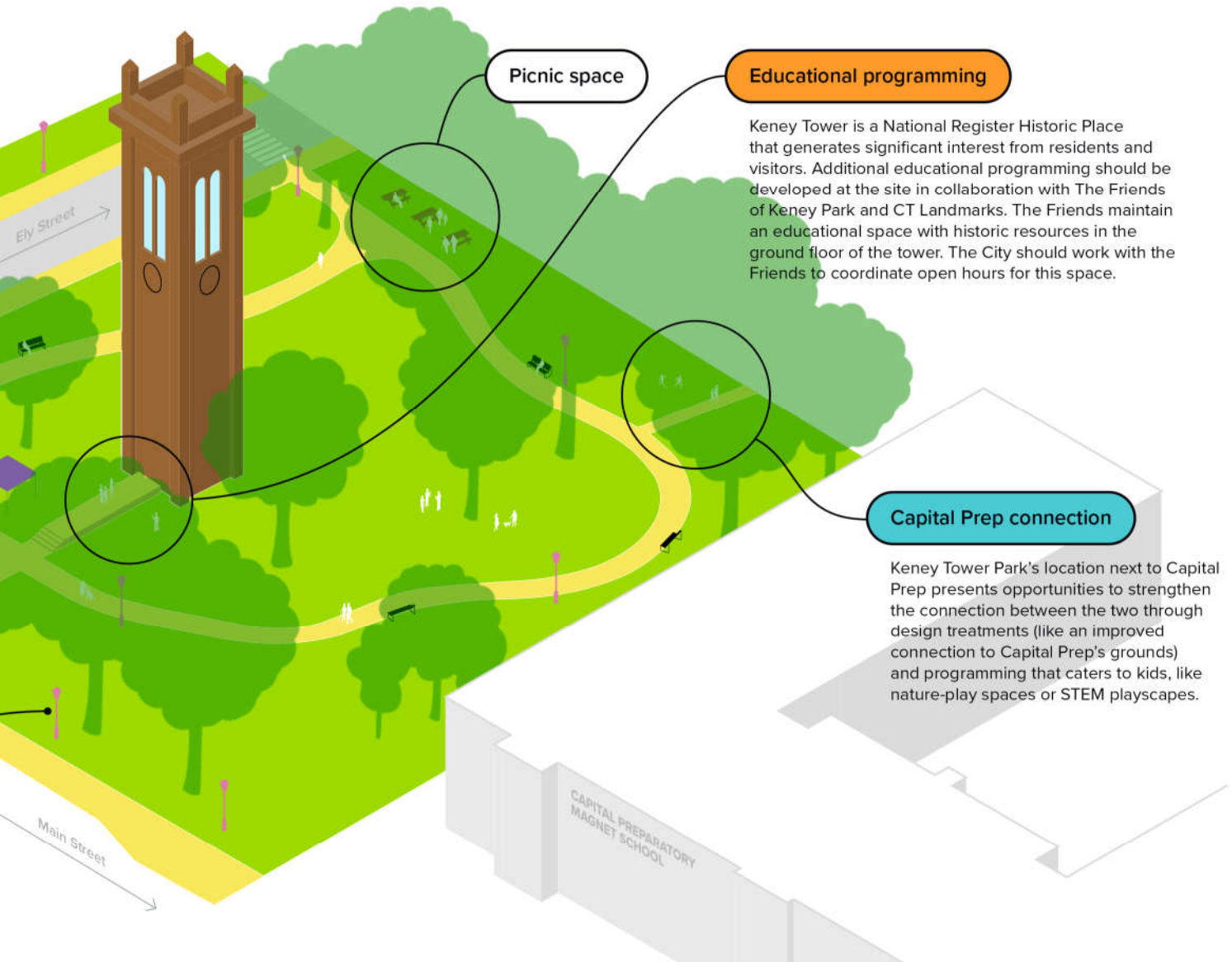
City of Hartford, Friends of Keney Park, Keney Park Sustainability Project, CT Landmarks, Capital Prep, San Juan Center, The Sto, KNOX

Potential funding sources

Friends of Keney Park, Hartford Parks Trust Fund, Sustainable CT, Hartford Foundation for Public Giving

! Important note

What's critical to activating Keney Tower Park is identifying nearby institutions or groups to manage day-to-day programming at the park. The Friends of Keney Park do an excellent job stewarding the park and celebrating its history, but having immediately adjacent partners – like Capital Prep, the nearby youth program at CRT, the San Juan Center, or the future operator of the Sacred Heart Church – handle programming will bring events to the park on a more frequent basis and encourage increased daily use.



Educational programming

Keney Tower is a National Register Historic Place that generates significant interest from residents and visitors. Additional educational programming should be developed at the site in collaboration with The Friends of Keney Park and CT Landmarks. The Friends maintain an educational space with historic resources in the ground floor of the tower. The City should work with the Friends to coordinate open hours for this space.

Capital Prep connection

Keney Tower Park's location next to Capital Prep presents opportunities to strengthen the connection between the two through design treatments (like an improved connection to Capital Prep's grounds) and programming that caters to kids, like nature-play spaces or STEM playscapes.

Priority
Short-term

Expected cost
\$\$ Medium

Alignment with goals:

- 1 Establishing a gateway
- 5 Creating sense of place

Project 02:

Establish a gateway park

Tunnel Park can be transformed into a gateway feature for the neighborhood.

Tunnel Park is located at the highly-visible Main Street and Albany Avenue intersection and is the perfect spot to create a gateway feature that welcomes people into the neighborhood.

The park should be re-opened (it is currently gated off on the Albany Avenue side), brush should be cleared, and new amenities should be added – like benches, pedestrian-scale lighting, and bus shelters – to create an inviting, safe, and comfortable space for passive recreation.

As suggested by community members, statues of local Black and Brown leaders could be located throughout the park to celebrate the Arrowhead Gateway’s rich history and diversity.



Making it happen:

Potential partners

City of Hartford, Friends of Keney Park, CT Landmarks, CT Transit, Community Renewal Team, KNOX, Clay Arsenal NRZ

Potential funding sources

Hartford Parks Trust Fund, Sustainable CT, DEEP CT Recreational Trails Grants Program, DEEP Urban Green Community Garden Grant Program, Hartford Foundation for Public Giving

Existing conditions



Programming

Youth and other programs run by the Community Renewal Team (CRT) can help activate the park.

Amenities

Furnishings like benches, pedestrian-scale lighting, and trash receptacles should be added throughout the park.

Bus shelters

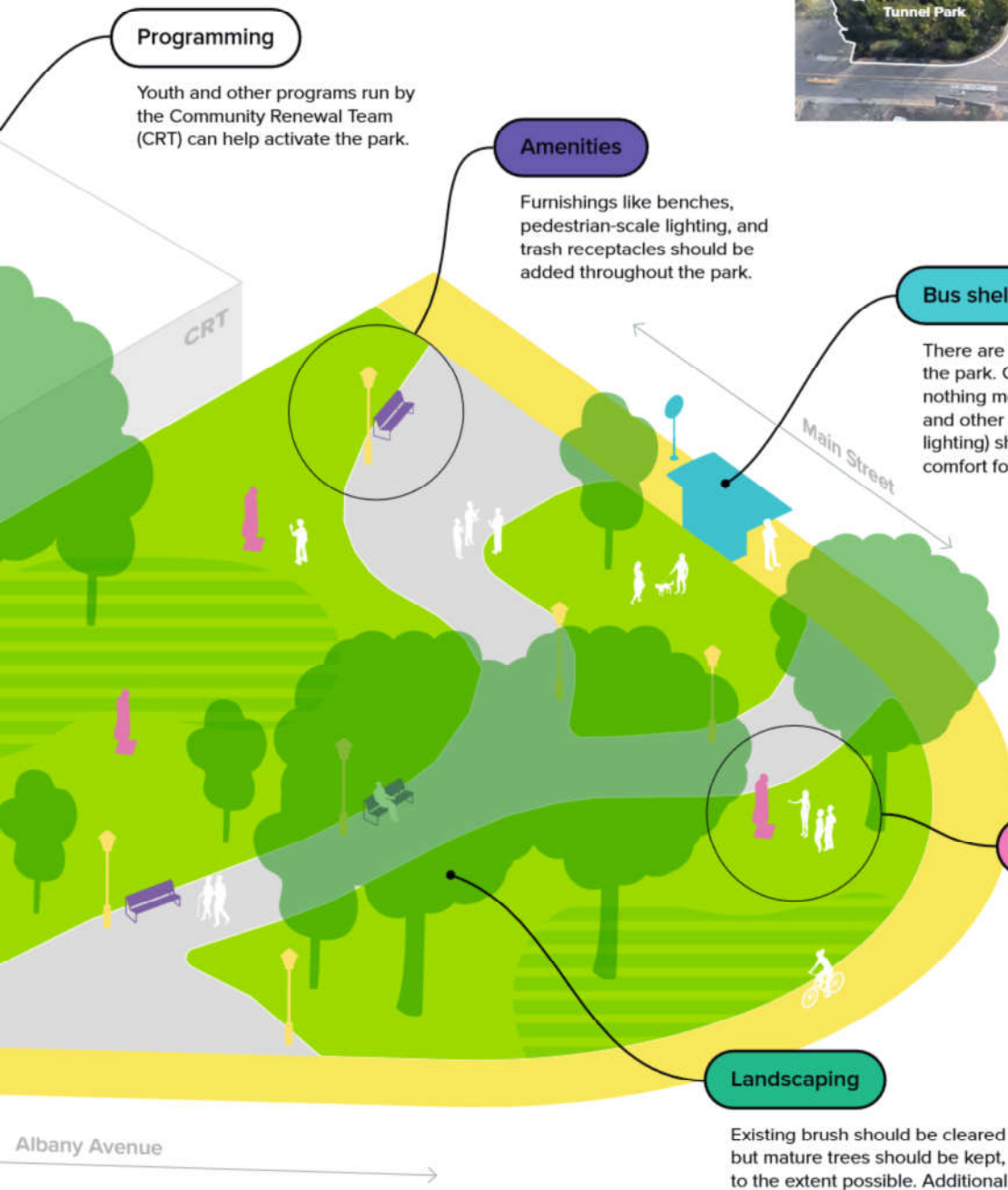
There are bus stops on either side of the park. Currently they are marked by nothing more than a sign. Bus shelters and other amenities (e.g., benches, lighting) should be added to improve comfort for transit riders.

Statues of local changemakers

Community members and Clay Arsenal NRZ should be engaged to determine which significant figures or community leaders should be celebrated in the park. These statues should be designed in partnership with local artists and interpretive signage should also be installed.

Landscaping

Existing brush should be cleared but mature trees should be kept, to the extent possible. Additional trees and shrubs can be planted to complement existing vegetation.



Priority
Medium-term

Expected cost
\$\$\$ High

Alignment with goals:

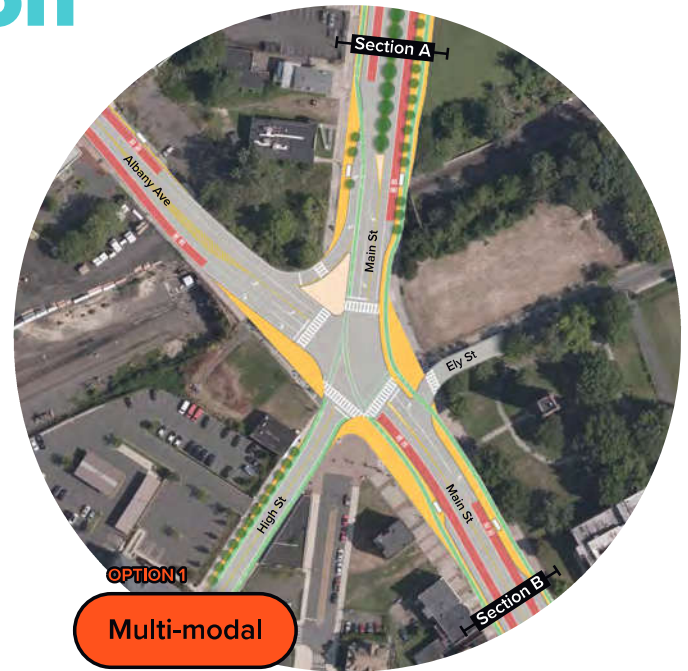
- 1 Establishing a gateway
- 5 Creating sense of place

Project 03:

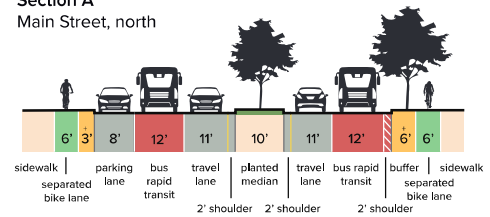
Improve the Main/ Albany intersection

A redesigned intersection and new amenities along Main Street and Albany Avenue can improve safety and comfort for all modes of transportation.

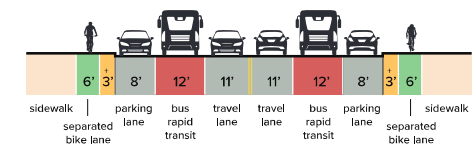
Three potential alternatives for the redesign of the Main/Albany intersection were developed as part of this study including: (1) a multi-modal option that reduces vehicular lanes and adds bus and bike lanes on all major legs; (2) a narrowed intersection that reduces vehicular lanes and adds bus and bike lanes on Main Street; and (3) a roundabout with a protected cycle track. Further design exploration should be coordinated with CT DOT, which is actively studying the redesign of this intersection.



Section A
Main Street, north



Section B
Main Street, south



Making it happen:

Potential partners

City of Hartford, CT DOT, CT Transit

Potential funding sources

CT DOT Transportation Enhancement Program, CT DOT Community Connectivity Grant Program, Safe Streets and Roads for All Program (national), Reconnecting Communities Program (national)

Weighing the options

- Pedestrian safety
- Cyclist safety
- Bus transit improvements
- Alterations to existing traffic flow
- Estimated cost

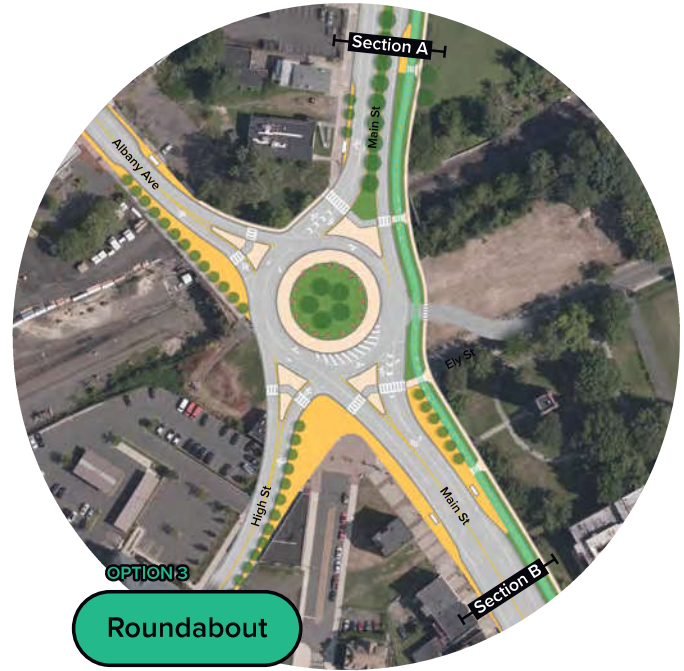
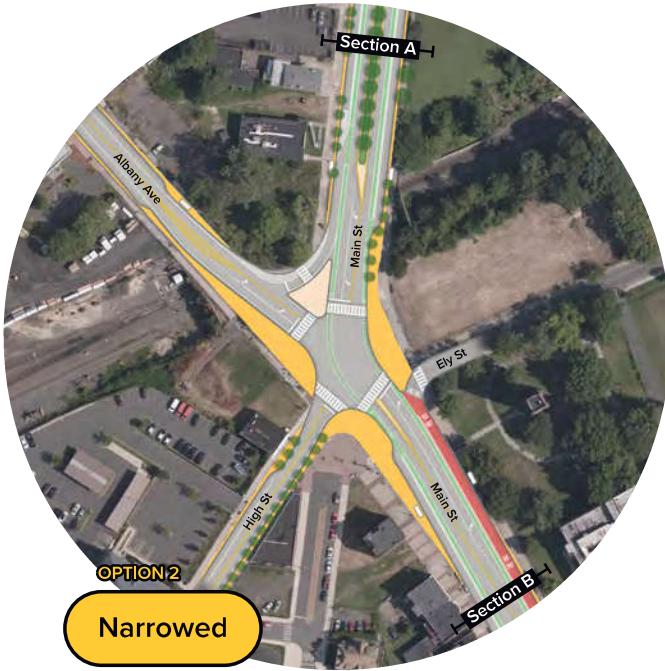
OPTION 1 Multi-modal



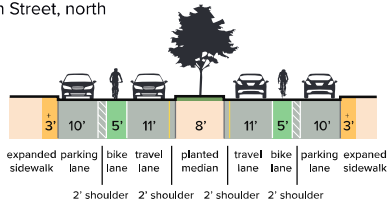
OPTION 2 Narrowed



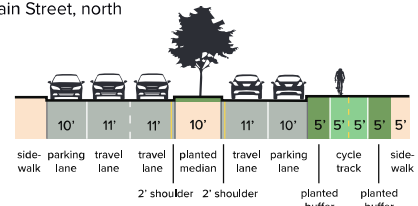
OPTION 3 Roundabout



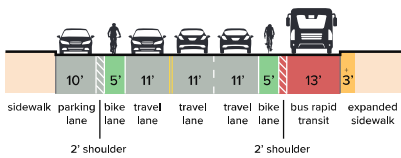
Section A
Main Street, north



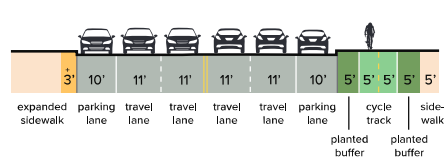
Section A
Main Street, north



Section B
Main Street, south



Section B
Main Street, south



Priority
Short-term

Expected cost
\$\$\$ High

Alignment with goals:

- 1 Establishing a gateway
- 2 Enhancing connectivity
- 5 Creating sense of place

Project 04:

Enhance the Main/ Albany streetscape

Design treatments can transform the Main/Albany streetscape into a walkable, safe, and inviting pedestrian environment.

Street furnishings like benches and trash receptacles, widened sidewalks, pedestrian-scale lighting, bus shelters, green infrastructure, areas for sidewalk dining, and other enhancements can significantly improve the experience of walking and biking along Main Street and Albany Avenue and cultivate a safe and active pedestrian realm.

Using a consistent design vocabulary (e.g., style, color) for these enhancements can help tie the Main Street and Albany Avenue corridors together and create a cohesive identity for the Arrowhead Gateway. Extending this design vocabulary south along Main Street may also help connect the Gateway to downtown.

Public green space

Green spaces, like pedestrian plazas and pocket parks, should be incorporated into the streetscape where appropriate, especially adjacent to food and beverage uses, which can help to activate public spaces.

Wayfinding signage

Directional and identification signage can help visitors navigate the Gateway and can be an important element of placemaking.

Improved crosswalks

Where necessary, crosswalks should be repainted for improved visibility. At high-traffic intersections (Main/Albany in particular), crosswalk buttons should be functional and crossing times should be lengthened.

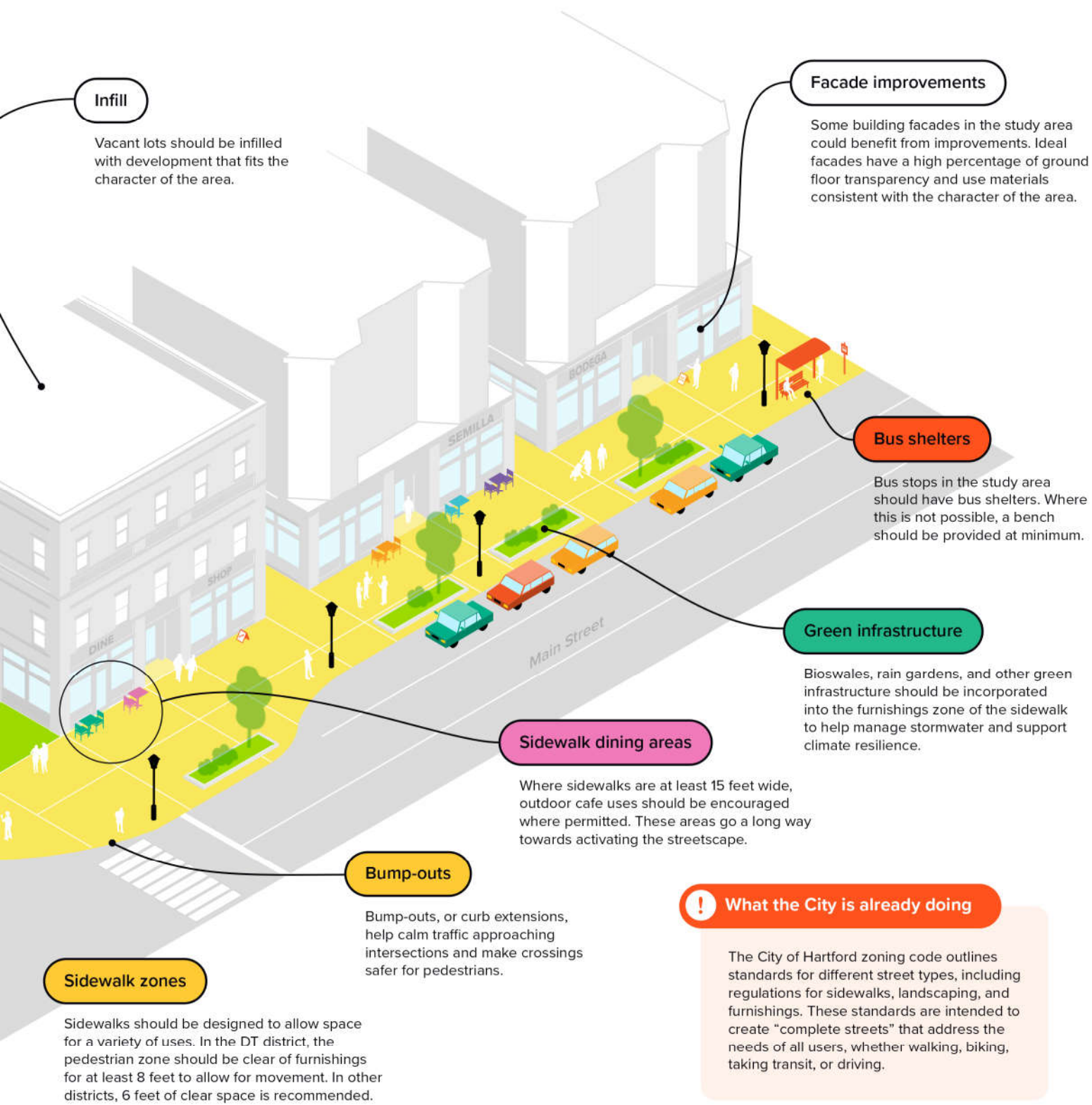
Making it happen:

Potential partners

City of Hartford, CT DOT, CT Transit, Keney Park Sustainability Project, local artists

Potential funding sources

CT DOT Transportation Enhancement Program, CT DOT Community Connectivity Grant Program, Safe Streets and Roads for All Program (national), Reconnecting Communities Program (national), Sustainable CT, Small Business Facade Program



Infill
 Vacant lots should be infilled with development that fits the character of the area.

Facade improvements
 Some building facades in the study area could benefit from improvements. Ideal facades have a high percentage of ground floor transparency and use materials consistent with the character of the area.

Bus shelters
 Bus stops in the study area should have bus shelters. Where this is not possible, a bench should be provided at minimum.

Green infrastructure
 Bioswales, rain gardens, and other green infrastructure should be incorporated into the furnishings zone of the sidewalk to help manage stormwater and support climate resilience.

Sidewalk dining areas
 Where sidewalks are at least 15 feet wide, outdoor cafe uses should be encouraged where permitted. These areas go a long way towards activating the streetscape.

Bump-outs
 Bump-outs, or curb extensions, help calm traffic approaching intersections and make crossings safer for pedestrians.

Sidewalk zones
 Sidewalks should be designed to allow space for a variety of uses. In the DT district, the pedestrian zone should be clear of furnishings for at least 8 feet to allow for movement. In other districts, 6 feet of clear space is recommended.

! What the City is already doing
 The City of Hartford zoning code outlines standards for different street types, including regulations for sidewalks, landscaping, and furnishings. These standards are intended to create "complete streets" that address the needs of all users, whether walking, biking, taking transit, or driving.

Priority
 Short-term

Expected cost
 \$ Low

Alignment with goals:

- 1 Establishing a gateway
- 2 Enhancing connectivity
- 5 Creating sense of place

Project 05:

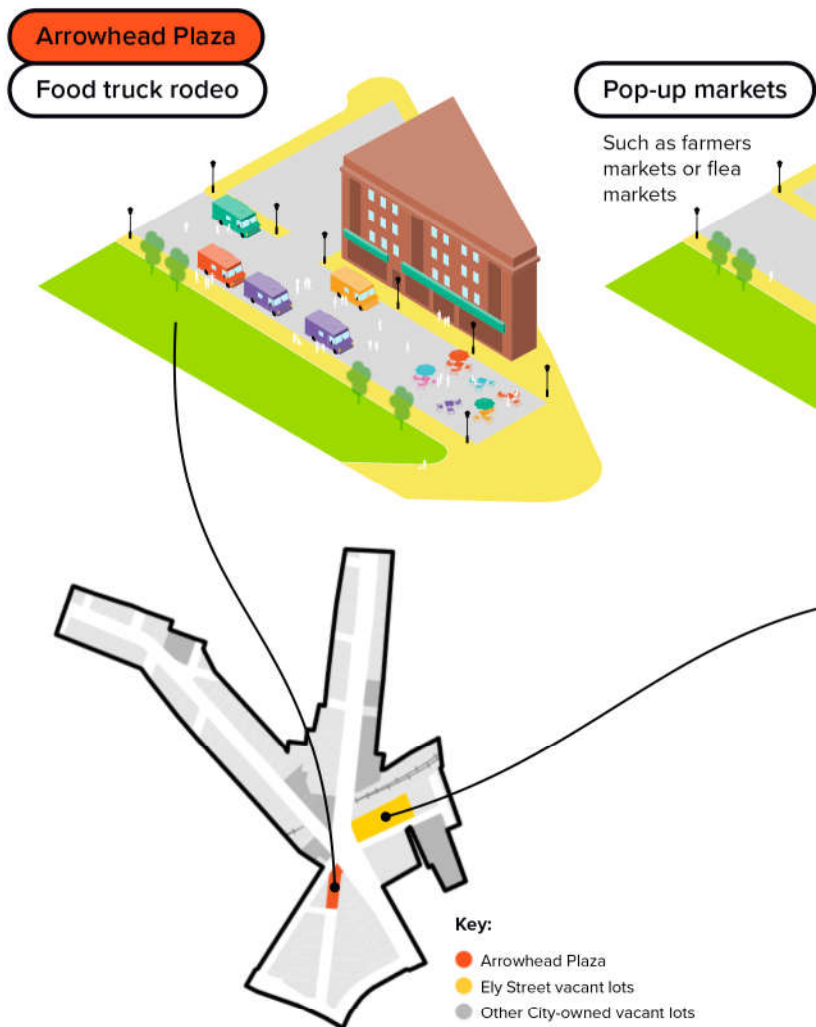
Activate vacant spaces with pop-up events in the near-term

Pop-up events can activate vacant spaces with fun and creative programming.

City-owned vacant lots throughout the Arrowhead Gateway present unique opportunities to activate these spaces with pop-up events, themed programming, and temporary installations in partnership with community organizations.

The Arrowhead Plaza, for instance, could be programmed with food truck rodeos, pop-up markets (e.g., farmers markets), or block parties while the Ely Street vacant lots are ideal for community gardens or landscape art.

Activating these vacant spaces on a regular basis can help better integrate them into the fabric of the community and ultimately lead to their redevelopment in the future.



Making it happen:

Potential partners

City of Hartford, local artists, entrepreneurs, and food-preneurs, The Sto, San Juan Center, Shelbourne, Friends of Keney Park, Keney Park Sustainability Project, KNOX

Potential funding sources

Love Your Block Hartford, Sustainable CT, Greater Hartford Arts Council, Connecticut Office of the Arts (COA) Arts Workforce Initiative

! Important note

These are short-term recommendations that can be implemented in the next year to activate spaces while redevelopment plans are being finalized. These pop-up events also provide opportunities for the City to engage with the community about the future redevelopment of these spaces.

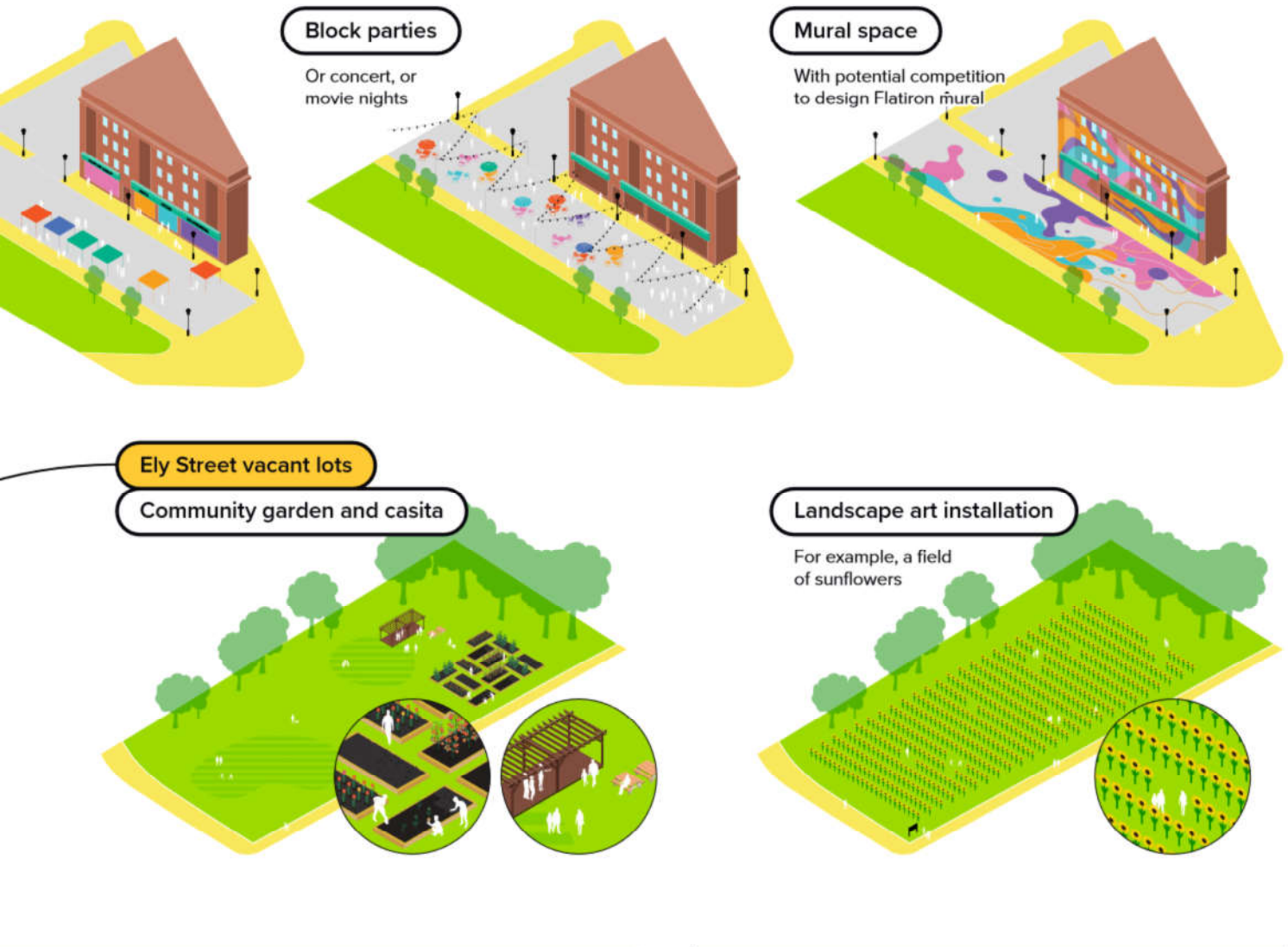
Existing conditions



● Arrowhead Plaza



● Ely Street vacant lots



Priority
Short-term

Expected cost
\$ Low

Alignment with goals:

- 1 Establishing a gateway
- 5 Creating sense of place

Policy 06:

Promote healthy food access

Expanded access to healthy food options can increase community health and well-being.

Healthy food options in the Arrowhead Gateway are limited and many residents face barriers, whether low-incomes or limited transportation, to accessing healthy foods. New regulations and incentives can change that by encouraging healthy food retailers to locate in the Arrowhead Gateway, by providing direct assistance to residents to purchase healthy foods, and by limiting the number of unhealthy food options.

STRATEGY 01

Create a Healthy Neighborhood/Food Zoning overlay district

A Healthy Neighborhood or Food Zoning overlay district would include additional regulations on top of Hartford's existing zoning code to further encourage and require the provision of affordable healthy foods. The overlay district should encompass the Arrowhead Gateway study area and other areas with low-income and food access issues. Additional areas could be identified using the USDA's food desert classification and through the use of a local task force in partnership with UCONN, the Hartford Food System, CATF, and others. This district could be used to further restrict the concentration of convenience stores and other small box food stores by increasing the required minimum distance between them from 1,500 feet to 2,500 feet or more and by providing additional incentives for healthy food retailers (see [Strategy 02](#) for additional recommendations).

Who's already doing it:
Tulsa, OK (1 mile required between small box discount stores); Birmingham, AL

! What the City is already doing

The City of Hartford zoning code permits convenience stores in the DT and MS districts subject to use-specific conditions including that they provide a variety of healthy foods and locate a minimum distance of 1,500 feet from other convenience or grocery stores (except in the DT district). **If enforced, these use-specific conditions are an important step in making healthy food accessible, mitigating food swamps, and preventing the over-saturation of an area with unhealthy food options.**

In addition, drive-through facilities are not permitted in any of the zoning districts in the Arrowhead Gateway which further helps limit fast food restaurants and unhealthy food options.

Making it happen:

Potential partners

City of Hartford, CATF, Trinity Health, Hartford Food System
UCONN, local healthcare providers

Potential funding sources

City of Hartford, Trinity Health, Hartford Foundation for Public Giving

Provide incentives for healthy food retail

Relax zoning code requirements for fresh food markets and grocery stores. To encourage grocery operators to locate in the Arrowhead Gateway, the City should discuss potential incentives with operators and could consider relaxing certain zoning requirements to facilitate grocery store development. Parking requirements should not be relaxed, however.

*Who's already doing it:
Philadelphia, PA*

Create a fund to offset the cost of grocery store development. A fund like this could offset a portion of the costs of opening a grocery store and encourage grocers to locate in underserved areas. Funding should only be available to stores locating in identified underserved areas (e.g. the Healthy Neighborhood overlay district or USDA food deserts).

*Who's already doing it:
Birmingham, AL (\$500,000 Healthy Food Fund)*

Allow pharmacies, dining area, restaurants, and health and wellness services as accessory uses to grocery stores. Allowing these accessory uses can help centralize health-related resources and services and increase access to local residents and customers.

*Who's already doing it:
Birmingham, AL*

Support small food stores in underserved areas. The City can offer technical assistance, grants, and loans to small food retailers in underserved areas to overcome obstacles that may deter retailers from selling fresh, health foods.

*Who's already doing it:
San Francisco, CA (Healthy Food Retailer Ordinance)*

Help residents access healthy foods

Create an incentive program to provide qualifying residents with funding to purchase healthy foods at grocery/food stores and restaurants. Healthy food incentive programs provide low-income individuals with direct funding to purchase healthy foods at retail establishments. This type of incentive program can provide a dignified and accessible shopping experience, enabling individuals to shop at any store of their choice that provides healthy, fresh foods. In Birmingham, Alabama, to qualify for the program, residents must fill out an application and must have an income that is equal to 130% of the federal poverty level. Residents receiving SNAP or WIC benefits are also eligible. Qualifying individuals receive an annual benefit between \$50 and \$150 depending on their number of dependents to be used to purchase fresh fruit and vegetables at any location in the city.

*Who's already doing it:
Birmingham, AL (Healthy Food Incentive Program)*

Partner with local healthcare providers to offer food prescriptions. Food prescription programs increase access to healthy foods in underserved communities by connecting healthcare providers and their patients to local healthy food providers. Participating doctors prescribe "food prescriptions" to their patients, identifying which types of healthy foods (i.e. low-carb, low-fat, high-fiber, etc.) the patient should eat and providing coupons for these types of foods. Through Chicago's program, coupons are redeemable at participating Walgreens locations and at several local farmers markets. A food prescription program in Hartford could be operated in partnership with Trinity Health and should provide access to healthy foods at local grocery stores, specialty food stores, and farmers markets.

*Who's already doing it:
Chicago, IL*

Priority

On-going

Expected cost

\$ Low

Alignment with goals:

4

Supporting business development

5

Creating sense of place

Policy 07:

Support small businesses and entrepreneurs

The City of Hartford can use several strategies to support small businesses and entrepreneurs in the Arrowhead Gateway.

The Arrowhead Gateway is home to a rich diversity of entrepreneurs and small businesses, including many BIPOC- and women-owned businesses. Despite strong entrepreneurial spirit, many business owners in the neighborhood face higher barriers to entry and have difficulty accessing technical and financial resources to start or grow their businesses.

The City can implement several strategies to support business development and growth in the Arrowhead Gateway including streamlining policies to accelerate business startup, encouraging the provision of retail spaces for small businesses, and providing grants and other assistance.

STRATEGY 01

Connect businesses to existing resources

While there are many available resources to support business growth and development in Hartford, they are dispersed across different entities and business owners have reported that they do not know what resources are available or how to access them. The City could establish a Businesses Engagement Program (often referred to as a Business Retention and Expansion Program or BRE) specifically focused on building relationships with small businesses, entrepreneurs, and service providers in and around the Arrowhead Gateway to better understand their needs and to help them grow. This program would help connect small businesses into the existing business support system and increase awareness of and access to already-available technical and financial resources. Another option is to create an online repository or “one-stop-shop” of available resources and contacts.

These recommendations come directly from the Small Business Strategy. Read the full report here:

+ **Appendix C**
Small Business Strategy

Making it happen:

Potential partners

City of Hartford Small Business and Community Development, reSET, SWIFT, MakerSpace CT, International Hartford, SCORE, Startups and Scholars, Breakfast Lunch & Dinner, Hartford Economic Development Corporation (HEDCO), Connecticut Innovators

Potential funding sources

CT DECD Minority Business Funding, Connecticut Innovations, HEDCO, Greater Hartford Business Development Center, Hartford Foundation for Public Giving

Increase access to financial assistance

One of the most voiced concerns from local entrepreneurs and small business owners in the community is their limited ability to access capital resources to start and grow their ventures. The City can increase equitable and affordable access to financial resources by:

High Priority Action

-  **Prioritizing grants.** Where possible, prioritize grants over loans to invest in new businesses. Create a micro-grant program offerings \$1,000 to \$5,000 grants to help startup and expansion of small businesses. Any loans should be zero-interest with flexible repayment options.
- **Getting creative.** Explore innovative funding models that retain capital locally, such as profit sharing or revenue-based investing. The Seed Commons is one example of a national community wealth cooperative that takes in investment as a single fund then shares capital for local deployment by communities. Use of funds should also be flexible, allowing for uses outside the bounds of traditional bank financing.

! What's not working right now

Access to financial assistance. Local entrepreneurs in the neighborhood tend to rely on personal savings and/or small bank lending and do not have relationships with larger financial institutions in the region.

Access to technical assistance. Although there are many available resources in Hartford, they are dispersed across different entities and there is no one-stop-shop for small businesses to access the full array of technical and financial assistance services.

Priority

On-going

Expected cost


\$ Low

Make it easier to find space for businesses to grow

A persistent hurdle for small businesses in the Arrowhead Gateway is finding affordable spaces for business. There are several ways the City can make it easier for businesses to find spaces, including:

- **Cutting the red tape.** Streamline the approval process for eligible businesses to shorten the timeline and cost of establishing a physical location. Eliminate registration and licensing costs for startup businesses in their first few years.
- **Making space.** Require development projects to reserve a portion of their street-level space for locally-owned businesses.

High Priority Action

-  **Building capacity.** A demonstrated strategy to help startup businesses establish and succeed in a physical retail location is to run a business plan competition where the winners are gifted a retail space and supportive services from local providers. A key element of the program is requiring competitors to first participate in a business training program to help them learn the skills of business management and planning that will help them succeed in the competition and into the future.

! What's not working right now

City capacity to support small businesses. Many small businesses owners in the neighborhood think of the City as difficult to work with and noted many starts-and-stops with different City initiatives that make it difficult to see results.

Alignment with goals:

4 Supporting business development

Policy 08:

Improve parking availability

Several strategies for parking management can help balance available parking supply with new demand in the area.

As the Arrowhead Gateway grows, new development will put pressure on what is already perceived as limited parking supply. The City can take several steps to expand the supply of publicly-available parking so that it meets the increased demands of existing and future residents, businesses, and visitors. These strategies include: making parking enforcement more consistent and working with private garage and lot owners to reserve some spaces for public use among others.

STRATEGY 01

Improve parking enforcement

Inconsistent enforcement of parking regulations often leads to longer-than-posted turnover times for on-street parking spaces. This contributes to a widespread perception of limited parking availability as drivers looking for spaces cannot find them because users stay parked past the posted limit. On Main Street, longer-than-posted parking often leads to other violations, like double parking, blocking driveways, or parking on sidewalks. As recommended in the *City of Hartford Comprehensive Parking Study*, the Hartford Parking Authority should increase enforcement in the Arrowhead Gateway, particularly along Main Street and Albany Avenue to encourage space turnover and to limit violations that impede the pedestrian experience. As new development brings more residents, businesses, and visitors to the Arrowhead Gateway, the City should also consider piloting demand-based pricing for on-street parking in this area. Metered parking has been shown to increase turnover.

STRATEGY 02

Provide structured parking at Parcel A

Any new development at Parcel A should prioritize structured parking over surface parking lots in order to maximize the density of uses on the site and create an urban, walkable character. Below-ground structured parking is preferred. Where this is not feasible, the aesthetic impact of above-ground garages should be mitigated by screening or wrapping the structure and/or by embedding ground-floor retail spaces into street-facing facades. The City should work with the Parcel A developer to reserve a portion of on-site parking for use by Main Street businesses and employees, residents of the Arrowhead Block, and the Isham-Terry House.

Making it happen:

Potential partners

City of Hartford, Hartford Parking Authority, RMS Companies, Rensselaer, Public Safety Complex, Capital Prep

Potential funding sources

Public-private financing, CT Communities Challenge Grant

Ensure availability of public spaces in private parking garages and lots

New developments like North Crossing are reducing some of the supply of publicly-available parking spaces in and around the Arrowhead Gateway by re-purposing existing surface parking lots. To maintain an appropriate supply of public spaces, the City should work with developers to pursue “shared parking” where privately-owned and/or operated parking garages and lots offer public parking and are not wholly reserved for use of the private development. Shared parking can be implemented in a number of ways, but most often involves a public-private agreement that splits maintenance, operations, revenues, and fees in some way between the public and private parties:

- **Model: Old Pasadena, CA.** The City leases the below-ground portion of a parking garage owned by Marriott and operates it as a public garage. The above-ground portion of the garage is operated by Marriott and reserved for hotel guests.
- **Model: Sacramento, CA.** The City assumes all enforcement and liability aspects of parking in private lots/garages in exchange for a portion of spaces being publicly-available.

! What the City is already doing

In 2016, the City of Hartford amended its zoning code to remove parking minimums for new construction. De-emphasizing parking in this way allows developers to increase density and reduces the need for on-site parking. In the DT district, the code identifies parking structures as preferred over parking lots for downtown storefront and downtown general building types. In other districts in the Arrowhead Gateway (like the MS-1 and MS-2 districts on Albany Avenue) the visual presence of parking is also reduced as parking is required to be located in the rear, with limited circumstances for side yard parking.

Priority
On-going

Expected cost
\$\$ Medium

Pursue shared parking at the Rensselaer Garage

In addition to pursuing shared parking at newly developed garages, the City should work with the owners of the Rensselaer Garage to open this garage for limited public use. A shared parking agreement here could likely use an “off-hours” structure, where use of the garage is reserved for the Rensselaer at Work campus during daytime hours but opened for public use in the evenings and on weekends. An off-hours agreement could provide additional public parking supply for Yard Goats games. Depending on the garage’s daytime utilization, it might also be possible to allow Capital Prep teachers and staff to park in the garage during schooldays. An agreement like this would alleviate some of the parking issues at the school and likely open up on-street parking on nearby Ely and Winthrop Streets for use by visitors to the area or customers of nearby businesses.

Consider a parking garage at the Public Safety Complex

The impending development of Parcel A will re-purpose the Public Safety Complex’s large surface lot between High and Ann Uccello Streets. To recoup some of this parking, the City could consider constructing a public parking garage on the Public Safety Complex property along High Street, which has considerable surface parking areas that could support construction of a new garage. If the City were to operate this garage (in partnership with the Hartford Parking Authority), then some of this supply could be made available to the general public. Additional public parking supply at this location could serve Main Street businesses, Capital Prep, Dunkin’ Donuts Park, and other nearby traffic generators.

Alignment with goals:

- 2 Enhancing connectivity
- 3 Ensuring cohesive development
- 4 Supporting business development

Policy 09:

Expand access to housing

New affordable housing and homeownership can help build wealth in the Arrowhead Gateway.

Affordable rental and homeownership options are critical components to revitalizing the Arrowhead Gateway in an equitable and inclusive way. Together, with mixed-income and market-rate developments, additional affordable housing in the area will create a healthy, mixed-income neighborhood where new residents and new investments can support larger neighborhood development and revitalization goals.

The challenge to affordable housing development is that it often requires creative financing solutions and combining many sources of funding. The City and its partners should streamline the affordable housing development process to the extent possible and work with developers to identify and access available funding sources.



STRATEGY 01

Affordable rental housing

What's possible in the market: Affordable rental housing, especially when incorporated into mixed-income projects.

How to make it happen: The Low Income Housing Tax Credit (LIHTC) program is the most effective financing mechanism for affordable and mixed-income rental housing, and requires developers to set aside a percentage of units for low-income residents and to maintain their affordability for 40 years. The State Housing Tax Credit Contribution (HTCC) program is another program that allocates tax credits to developers for very low-, low-, and moderate-income housing. The City also offers a 10-year tax abatement to developers and existing property owners who meet eligibility requirements for providing low- and moderate-income housing units. In addition, the Connecticut Housing Finance Authority (CHFA) offers several financing products for affordable housing. State and federal historic tax credits may also help developers address the funding gap for properties in the Arrowhead Gateway.

Making it happen:

Potential partners

City of Hartford, local developers, Hartford Community Loan Fund

Potential funding sources

City tax abatement, Low Income Housing Tax Credits (LIHTC), historic tax credits, CHFA, Home Investment Partnerships (HOME) Program, Hartford Community Loan Fund

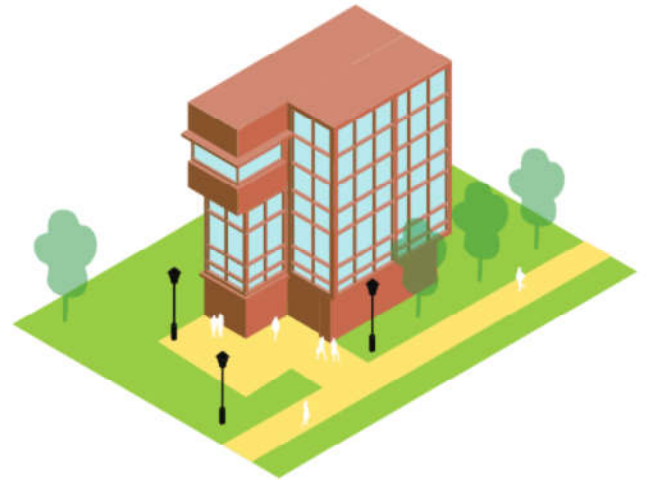


STRATEGY 02

Owner-occupied townhomes

What's possible in the market: New construction of townhouses that are price-marketed to neighborhood households. Product-types with a basement apartment or rental unit could be helpful in allowing owners to generate additional income.

How to make it happen: The City of Hartford Department of Development Services Home Investment Partnerships (HOME) program provides funding to eligible property owners and developers for the new construction or rehabilitation of very low- and low-income housing units, with a preference for projects that support homeownership, mixed-income, or elderly, veteran, and workforce populations.



STRATEGY 03

Market-rate apartments

What's possible in the market: Significant demand for market-rate apartments from young professionals interested in an urban lifestyle. The North Crossing development will meet a lot of this near-term demand, but there is longer-term potential for new development projects in the neighborhood to absorb this demand, as well.

How to make it happen: The success of on-going projects, particularly the North Crossing development, and continuing efforts to revitalize the Arrowhead Gateway can encourage other developers to invest in the neighborhood.



✘ **Single-family housing**

Not feasible in the market

Priority
On-going

Expected cost
\$ Low

Alignment with goals:

6 Promoting homeownership

Implementation matrix

The implementation matrix summarizes the recommendations included in this plan, and identifies potential partners, funding sources, and levels of priority.

Implementing the Plan is a multi-year process that will involve several different projects, coordination with multiple agencies and partners, and funding from a variety of public and private sources.

! Important note

The recommended projects and policies are cross-cutting and can be implemented regardless of which small area plan alternative (see [Chapter 5](#)) the community decides to move forward with.

Recommendation	Description
Project 01: Activate Keney Tower Park and Ely Street	Design improvements, new amenities, and fresh programming and events at Keney Tower Park and on Ely Street.
Project 02: Establish a gateway park	A refreshed Tunnel Park with a new design and new amenities to create a gateway feature for the neighborhood.
Project 03: Improve the Main/Albany intersection	A redesigned Main/Albany intersection to improve safety for all modes of transportation.
Project 04: Enhance the Main/Albany streetscape	“Complete streets” design treatments along Main and Albany that promote walkability, improve safety, and foster a welcoming pedestrian environment.
Project 05: Activate vacant spaces with pop-up events in the near-term	Pop-up events and programming like markets, food truck rodeos, and block parties at City-owned vacant lots.
Policy 06: Promote healthy food access	Incentives for retailers to provide healthy foods and for residents to purchase them.
Policy 07: Support small businesses and entrepreneurs	Strategies to help entrepreneurs access technical and financial resources and guidance to start or grow businesses in the Arrowhead Gateway.
Policy 08: Improve parking availability	Opportunities to increase the supply of publicly-available parking in and around the Arrowhead Gateway.
Policy 09: Expand access to housing	Ways to support the development of affordable rental and homeownership options in the neighborhood.

Potential Partners	Potential Funding Sources	Priority	Expected Cost	Alignment with Goals	Page Number
City of Hartford, Friends of Keney Park, Keney Park Sustainability Project, CT Landmarks, Capital Prep, San Juan Center, The Sto, KNOX	Friends of Keney Park, Hartford Parks Trust Fund, Sustainable CT, Hartford Foundation for Public Giving	Short-term	\$\$ Medium	1 5	92
City of Hartford, Friends of Keney Park, CT Landmarks, CT Transit, Community Renewal Team, KNOX, Clay Arsenal NRZ	Hartford Parks Trust Fund, Sustainable CT, DEEP CT Recreational Trails Grants Program, DEEP Urban Green Community Garden Grant Program, Hartford Foundation for Public Giving	Medium-term	\$\$\$ High	1 5	94
City of Hartford, CT DOT, CT Transit	CT DOT Transportation Enhancement Program, CT DOT Community Connectivity Grant Program, Safe Streets and Roads for All Program (national), Reconnecting Communities Program (national)	Short-term	\$\$\$ High	1 2 5	96
City of Hartford, CT DOT, CT Transit, Keney Park Sustainability Project, local artists	CT DOT Transportation Enhancement Program, CT DOT Community Connectivity Grant Program, Safe Streets and Roads for All Program (national), Reconnecting Communities Program (national), Sustainable CT, Small Business Facade Program	Short-term	\$ Low	1 2 5	98
City of Hartford, local artists, entrepreneurs, and food-preneurs, The Sto, San Juan Center, Shelbourne, Friends of Keney Park, Keney Park Sustainability Project, KNOX	Love Your Block Hartford, Sustainable CT, Greater Hartford Arts Council, Connecticut Office of the Arts (COA) Arts Workforce Initiative	Short-term	\$ Low	1 5	100
City of Hartford, CATF, Trinity Healthy, Hartford Food System UCONN, local healthcare providers	City of Hartford, Trinity Health, Hartford Foundation for Public Giving	On-going	\$ Low	4 5	102
City of Hartford Small Business and Community Development, reSET, SWIFT, MakerSpace CT, International Hartford, SCORE, Startups and Scholars, Breakfast Lunch & Dinner, Hartford Economic Development Corporation (HEDCO), Connecticut Innovators	CT DECD Minority Business Funding, Connecticut Innovations, HEDCO, Greater Hartford Business Development Center, Hartford Foundation for Public Giving	On-going	\$ Low	4	104
City of Hartford, Hartford Parking Authority, RMS Companies, Rensselaer, Public Safety Complex, Capital Prep	Public-private financing, CT Communities Challenge Grant	On-going	\$\$ Medium	2 3 4	106
City of Hartford, local developers, Hartford Community Loan Fund	City tax abatement, Low Income Housing Tax Credits (LIHTC), historic tax credits, CHFA, Home Investment Partnerships (HOME) Program, Hartford Community Loan Fund	On-going	\$ Low	6	108

Next steps

This page outlines immediate next steps the City and its partners should take to advance the Arrowhead Gateway Plan.

These steps should be completed in the near-term to lay the supportive groundwork for and begin implementing the larger project and policy recommendations included in this Plan. With these steps in place, the City can accelerate and fast-track community progress, development, and revitalization in the Arrowhead Gateway.



Establish regular touchpoints with community members

Keep community members up-to-date about happenings with the Arrowhead Gateway. Maintain a continued, on-the-ground presence at community events (e.g., tabling at pop-ups). Seek out community feedback before important decisions are made and as plans keep advancing.



Work with CTDOT to advance the Main/Albany intersection re-design

Continue to evaluate the preferred re-design for the Main/Albany intersection with CTDOT and the community and advance the concept to final design.



Re-zone the Arrowhead Block

Re-zone the Arrowhead Block as Downtown 3 (DT-3) to support the vibrant mix of uses envisioned in this Plan.



Engage the community to identify a reuse for the Sacred Heart Church

With City ownership of the Sacred Heart Church in place, reuse of the site can be used to advance community goals. Engage community members to develop a vision for reuse of the church.



Pilot a regular “pop-up market” in the Arrowhead Plaza

Work with partners to host a recurring pop-up market in the Arrowhead Plaza. The pop-up market could take a number of forms, from a farmers market providing access to healthy foods to an market for entrepreneurs selling locally made goods.



Step up parking enforcement

With new development coming into the Gateway, the time is now to step up parking enforcement. Improved enforcement can go a long way towards alleviating parking issues in the study area.



Work with the Parcel A developer to establish a public-private partnership for parking

Even before development on Parcel A begins, the City can work with the developer to outline a shared parking agreement that reserves spaces created as part of the development for public use.



Create a “community-first” RFP process

Before publicizing solicitations for development of properties in the Arrowhead Gateway, work with community members to identify preferred uses and include these uses in developer RFPs.



Prioritize small business development at City-owned properties

Prioritize small and BIPOC businesses in the ground floor spaces of the 284-292 Albany and Arrowhead Building redevelopment projects. Pilot a “business plan competition” to fill the spaces and build local entrepreneurial capacity.



Make it easier to get a special event permit for pop-up events

Pop-up events are integral to activating the Arrowhead Gateway. Encourage pop-up events by streamlining the permit process, directing applicants to partners who can help them meet insurance requirements, and providing assistance with the permit application.

How can you help?



Residents

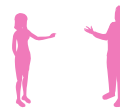
Make your voice heard! Attend community meetings regarding development in the Arrowhead Gateway. Respond to the City’s calls for community feedback and advocate for your needs.

Get creative. Are you an artist? Or an entrepreneur? Do you have ideas for special events? Apply for a special event permit or submit an application to the Love Your Block program to bring your creative ideas to life right here in the Arrowhead Gateway.



Developers

Respect community needs. Use this plan as a starting point and respect its recommendations. Listen to community members and work collectively to achieve community goals.



City staff and officials

Embed City resources in the community. Be visible and present in the Arrowhead Gateway and to community members. Make a concerted effort to promote existing City resources and to stay connected with community members and neighborhood leaders.

Make moves now. Use the momentum from this planning process and from ongoing development to bring positive changes to the Arrowhead Gateway.

Arrowhead Gateway

