



Methodology

2

The core Action Strategy Team reflects the necessity of a multi-disciplinary approach to revitalizing downtown Hartford. Urban Strategies, planners and urban designers, led the team. Development Strategies addressed market and economic matters. Glatting Jackson, transportation engineers, addressed movement. The core team was assisted by a wide variety of special advisors including Bartram and Cochran, local market analysts, Svigals Associates, architects, Patrick Pinnell, architect, Tony Hiss, author, and Norman Mintz, retail consultant. Working in unison, the team adopted a holistic and integrated approach to downtown's revitalization.

The team pursued two parallel and concurrent tracks of study. The first involved a series of meetings and workshops in which individuals with a broad range of backgrounds and expertise participated. The intent was to ensure a comprehensive understanding of Hartford and the creation of a holistic vision. The second involved research and analysis by each firm in its own area of expertise. Through an iterative process, each track provided input to the other, creating a dynamic and prolific study process. The activities in which all team members participated included:

- ***Visioning Workshops***

The team heard the voices of Hartford. Beginning with a series of visioning workshops, the Action Strategy encouraged and invited direct public participation. Focussing on a discussion of strengths, weaknesses, opportunities and favorite places, individuals from all walks of life were asked to contribute their viewpoints about their city, both positive and negative. A shared vision of what the city could and should be was sketched out by workshop participants.



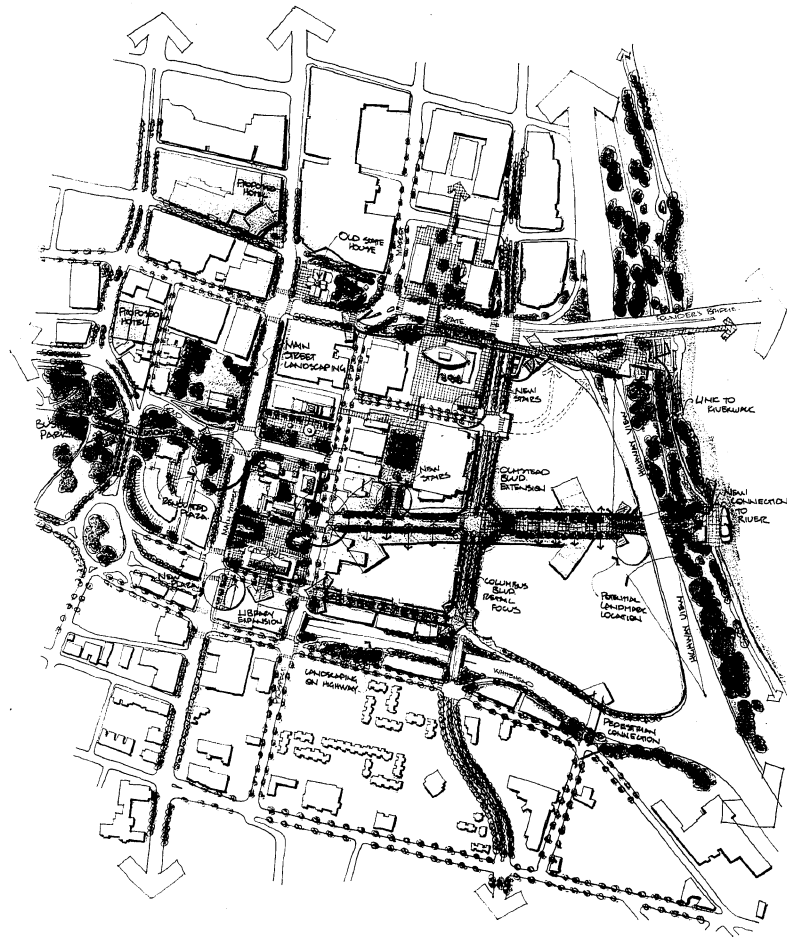
Work began with an intensive week of interviews, workshops and site visits

- **Area Workshops**

To allow for more detailed analysis, the downtown was divided into five specific study areas: Bushnell North, Bushnell South, Riverfront, Civic Center / Old State House, Main Street North / Constitution Plaza. To each of the five area workshops, a small group of stakeholders was invited with the authority, expertise and commitment to create and implement actions: landowners, representatives of major organizations and institutions, residents, etc. Through the workshops a detailed set of actions was established for all of downtown.



Through the workshops, a detailed set of actions was established for all of downtown.



Drawings were produced illustrating the opportunities and issues in five areas.

• **Monthly Bulletins**

Monthly bulletins, containing an update on the workshops, meetings, findings and recommendations, kept the public informed on the emerging Action Strategy.

• **Pipeline Projects**

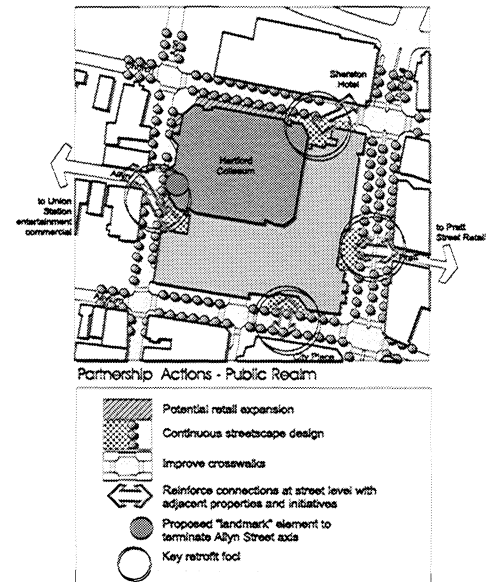
During the initial visioning workshop, the team learned that five major developments were in the pipeline, the Cutter Site, Civic Center, the Society Block, 410 Asylum Street and Adriaen’s Landing. It was clear that each contained the potential to make a significant contribution to the revitalization of downtown if appropriately designed. The team met with the developers, reviewed plans and made specific recommendations to shape the projects to respond to the vision. As well, a financial review assessed the viability of each project. The analysis and recommendations are the subject of a separate report and are included as an appendix.

• **Implementation**

Realization of the Action Strategy requires a carefully thought out implementation plan. Preliminary discussions have been held focusing on implementation, beginning with a workshop that involved the key players at the city, the Hartford Downtown Council and the Capitol Region Growth Council. Further fleshing out of the implementation plan is still required.

Each firm also pursued issues and opportunities related to its own area of expertise. For example, to support its market and research analysis, Development Strategies conducted two surveys exploring the demand for downtown living - one of local business employees, the other through The Hartford Courant. Glatting Jackson met with city traffic engineers and coordinated their findings with the ongoing study into parking in downtown. Urban Strategies held numerous meetings with development proponents, individuals and organizations representing specific projects.

This Report incorporates the comments received on the draft Action Strategy and is now in its final form. It is submitted to the Hartford Downtown Council, the Connecticut Capitol Region Growth Council, the MetroHartford Millennium Project, and to the City of Hartford for approval.



For the Civic Center and other pipeline projects, the team met with the developers, reviewed plans and made specific recommendations to shape the projects to respond to the vision.

