

# **Northeast Neighborhood Plan**



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# **EXECUTIVE SUMMARY**

# Executive Summary

The Northeast is a vibrant community, enriched by its deep-rooted culture and history. The neighborhood has felt the impact of regional trends that have affected the sociopolitical and economic landscape of the region. Within that, the neighborhood has been stuck in a cycle of disinvestment and decline. Residents who have lived here for decades recall thriving commercial and residential corridors that felt safe and prosperous. The neighborhood is poised to make a change and reimagine its future. Recent investments into transformative projects and continued efforts from community groups have been steps in the right direction in a process that seeks to achieve a more equitable neighborhood that preserves the quality of life for all of its residents and provides avenues for their personal growth.

The Northeast Neighborhood Plan presents a shared vision for the neighborhood, developed by the people who live and work there. Over the course of eight months, community members came together to share their ideas on how to improve the Northeast and workshop a shared vision and goals for the next ten years in the neighborhood. As the end result, the Northeast Neighborhood Plan presents implementable strategies and actions to achieve a neighborhood that is self-sufficient with social, physical, behavioral, and mental health and economic opportunities that advance the quality of life for all residents.

The Northeast Neighborhood Plan is one of the first plans developed as complements to the Hartford 2035 City Plan of Conservation and Development, as part of a multi-year effort to prepare these plans for each neighborhood in the City.

The Neighborhood Plan is organized around a similar framework to Hartford 2035 and serves as a deeper dive into local needs while highlighting opportunities to contribute to Citywide goals at the neighborhood level.

The Northeast Neighborhood Plan proposes the following goals:

- Ensure the Northeast is a vibrant and resilient neighborhood that is prepared for future climate risks
- Ensure Northeast residents have the hard and soft skills required to access living-wage career opportunities
- Cultivate a business-friendly environment that highlights the diversity of communities in the Northeast
- Foster a healthy, safe, and active community in the Northeast
- Provide residents of all ages with access to quality education opportunities
- Ensure residents have access to a mix of affordable housing options and clear pathways to homeownership
- Improve mobility options and safety of those options in the neighborhood
- Expand and improve Northeast's parks and open space network
- Promote Northeast as a destination area with diverse restaurants and retail, open space and recreation, and unique history
- Strengthen and increase the capacity of the NRZ
- Improve the visibility of the neighborhood









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# **INTRODUCTION TO NEIGHBORHOOD PLANS**

# Hartford Neighborhood Plans

## What is a Neighborhood Plan?

The Neighborhood Plan provides the Northeast with a roadmap to a more vibrant and self-sufficient neighborhood. Over the next ten years, this Plan will guide both City officials and neighborhood residents as they prioritize initiatives to advance the goals of the City and its diverse neighborhoods, ensuring neighborhood priorities are kept at the forefront of larger planning efforts.

The neighborhood planning process brings Hartford City officials, NRZ members, neighborhood residents, and other local stakeholders to the table to establish a plan that reflects the unique needs and characteristics of each of Hartford's historic neighborhoods. Focusing on a variety of topics such as housing, social services, transportation, jobs, economic vitality, and parks and open spaces, the Plan will identify opportunities for growth and development. After examining findings and recommendations from previous planning and engagement

efforts, residents work with the planning team to build consensus on high-priority goals and the strategies needed to achieve them.

The process and resulting Plan ensure that residents and community leaders have a resource for their future conversations with the City that helps them advocate for the issues they care about most and ensures that investments and resources are distributed appropriately to achieve progress in the Northeast neighborhood.





The Hartford Neighborhood Plans will be developed in different phases, with the first phase focusing on four neighborhoods: Frog Hollow, Northeast, Southwest & Behind the Rocks, and Upper Albany.

## History of the Neighborhood Planning Process

State legislation in 1995 established the Neighborhood Revitalization Zones (NRZs), creating a process for communities to work with all levels of government to revitalize neighborhoods that have become substandard, unsafe, and blighted. Before this Neighborhood Planning effort, each NRZ separately adopted an NRZ Strategic Plan that was approved by the state and established priorities and accompanying action plans for revitalizing the neighborhood. While these NRZ Strategic Plans offered a comprehensive review of the priorities of each neighborhood, they focused more heavily on NRZ actions and the development of the plans was not coordinated with the City. The Hartford Neighborhood Plans align City and neighborhood resources to create a more coordinated and collaborative roadmap for future partnerships and investment in the neighborhood.

The Northeast NRZ, known as the Northeast Revitalization Association (NERA), published the Neighborhood Revitalization Strategic Plan in 2001 to attract positive development and strengthen the neighborhood for all of its residents. NERA's Plan examined the existing strengths and assets of the neighborhood while laying out strategies to address key needs and issues.

The NRZ has been a key part of the neighborhood efforts for 30 years, and the 2022 Northeast Neighborhood Plan builds on NERA's efforts to create a renewed vision for the upcoming decade.

## How do the Hartford Neighborhood Plans Connect to the Citywide Hartford 2035 Plan?

The Hartford Neighborhood Plans are aligned with the broader goals and framework of Hartford 2035, the City's Plan of Conservation and Development (POCD). Adopted in May 2020, Hartford 2035 presents a vision for the City as it reaches its 400th anniversary in 2035. To build on the broader City Plan, the City of Hartford has commissioned the development of Neighborhood Plans that offer a more detailed look into the needs of each neighborhood and how they relate to the POCD update.

Hartford 2035 seeks to achieve eight overall priorities, including unity, health, density, ingenuity, security, identity, connection, and nature by focusing on five key action areas: Green, Grow, Live, Move, and Play. Following the format of Hartford 2035, the Neighborhood Plan is organized across the same five action areas, with an additional category in the Neighborhood Plan addressing the organizational needs and strategies for the Northeast NRZ. The Green action area explores goals

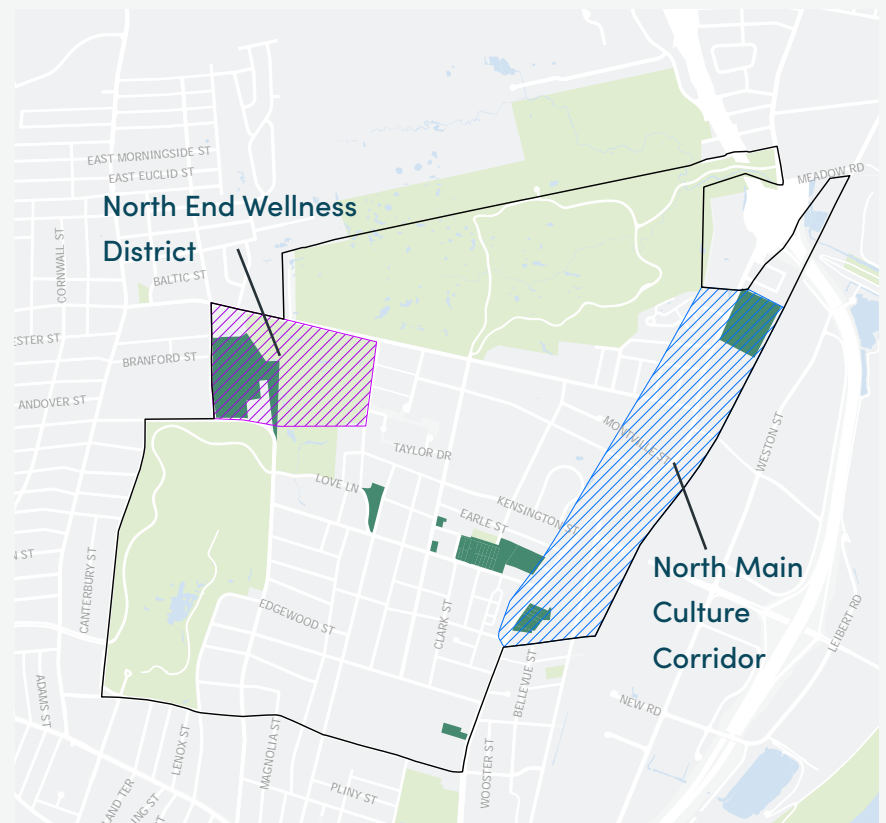
and strategies to achieve a more sustainable and resilient community; Grow strives for a more prosperous economy by addressing development and supporting businesses and the workforce; Live examines the path to a more equitable community and addresses quality of life issues; Move addresses the need for more accessible transport options and highlights key transportation needs; Play seeks to establish a more vibrant culture through the promotion of art, history, vibrant parks, and a sense of community; and finally the NRZ action area includes strategies for how to strengthen and expand the organizational capacity of the Northeast NRZ.

It is important to note that the Northeast Neighborhood Plan highlights some initiatives also identified in the Hartford 2035 Plan which may already be in the process of implementation by the City. The Neighborhood Plan aims to provide a more detailed perspective of the impacts and opportunities that each initiative presents to the Northeast and presents additional strategies for how the neighborhood can support a localized effort. Highlighting these action items for the City's implementation process will be key to advancing shared priorities and achieving a more vibrant, prosperous, and resilient network of neighborhoods across the City.

## Ten Transformative Projects

Hartford 2035 identifies ten transformative projects that are priority developments intended to knit together communities within and across neighborhoods. The projects aim to catalyze growth and physical and social unity across Hartford's diverse neighborhoods. The projects that impact the Northeast include:

- **North Main Culture Corridor** aims to transform Terry Square with streetscape improvements and mixed-use buildings, and extend redevelopment northward to the Fuller Brush building, encompassing existing social and cultural clubs.
- **North End Wellness District** aims to develop a cohesive identity and a new facility encompassing agriculture, naturopathy, and ecology to build upon existing assets including a senior center, health care facilities, and Keney Park.



# Implementing Agency and Roles of Different Actors

## City of Hartford Planning Department

The City of Hartford Planning Department facilitated the Hartford Neighborhood Plans on behalf of the implementing agency, the City of Hartford. The Planning Department selected the first round of neighborhoods and contracted consultant teams to lead each planning effort. The City offered guidance and connection to other City departments, shared key data sets and stakeholder contacts, and housed the project website.

## The Northeast NRZ

Northeast Revitalization Association (NERA) has championed the Northeast for the past three decades and was a vital part of understanding the existing conditions and guiding the planning team to conversations with key stakeholders and residents. As experts on the neighborhood, the civically engaged members of NERA provided invaluable insights and context that helped shape the goals and strategies.

## Northeast Neighborhood Planning Committee

The Northeast Neighborhood Planning Committee, comprised of local community leaders, neighborhood residents, and NERA members, met regularly throughout the planning effort to work through a visioning process, guide the community engagement

strategy, and workshop goals and strategies. The diverse perspectives and experiences of the Planning Committee led to the creation of a Plan that reflects the unique character and voices of the Northeast neighborhood.

## Northeast Neighborhood Residents and Other Stakeholders

The residents and other stakeholders in the Northeast neighborhood played a crucial role in the creation of the Northeast Neighborhood Plan. Their input and feedback were essential in shaping the vision, goals, and strategies outlined in the plan. By engaging with the community, the plan reflects the needs and aspirations of the people who live and work in the neighborhood, making it a more effective tool for guiding future development and investment.

## FHI Studio

FHI Studio, outside consultant to the City of Hartford, brings its technical expertise and 35 years of planning experience in Hartford to facilitate the neighborhood planning process. FHI Studio analyzed the existing conditions and assets, established the Neighborhood Planning Committee, developed and promoted online engagement materials and platforms, conducted stakeholder interviews with local organizations and City officials, and developed the final Northeast Neighborhood Plan. FHI Studio was aided by 4ward Planning, Inc., who developed the Northeast Revitalization Plan (Appendix) and contributed to the strategies and actions put forward in this Neighborhood Plan.

# Northeast Neighborhood Planning Process

## Overview

For the first time since 2001, the Northeast neighborhood will have a new plan to guide the course of its development in the decade to come. The goal of the Plan is to help Northeast Neighborhood residents and stakeholders identify community priorities, build consensus around long-term vision, and ensure the consistency of community goals with those of the City. The community-driven plan builds on current and previous planning efforts to highlight the goals and priorities of the neighborhood, gaining insight from resident and stakeholder interviews, on-the-ground engagement, and Neighborhood Planning Committee guidance. Through conversations with residents, as well as data analysis, projections, and mapping, FHI Studio worked to understand the context of the neighborhood, asking and answering questions such as: Who lives in the Northeast and where do they live? How do they get around? What jobs are employing residents? What social services are missing from the current network? Based on the results, FHI Studio worked closely with the Neighborhood Planning Committee to identify high-priority issues and draft solutions to improve the Northeast.

## Timeline of Phases and Activities

First, FHI Studio worked with the City of Hartford and the Neighborhood Planning Committee to establish a context for the neighborhood, using Census and City data sets to analyze the existing conditions, supplemented by insights from the Neighborhood Planning Committee. The Committee met every one to two months beginning in April until November to workshop the vision for the neighborhood and to develop and refine the goals and strategies to achieve that vision. Throughout each of the phases, FHI Studio was meeting with stakeholders and residents for individual interviews, conducting business visits and walking tours in the neighborhood, connecting with local organizations and potential partners, and tweaking the engagement strategy to ensure an iterative and comprehensive process to create a Plan that accurately reflects the Northeast.ds



# Community Engagement

The Planning team worked closely with the Neighborhood Planning Committee to create a multi-faceted engagement approach that allowed residents multiple avenues to provide their feedback and perspectives at each phase of the process. The Neighborhood Planning Committee, comprised of approximately 20 residents, community leaders, non-profit staff, and NRZ members, met for the first time in April 2022 and continued meeting monthly or bi-monthly both in person and via Zoom throughout the duration of the process.

Key tools were post-card mailer linking to a brief online survey and an online mapping tool that allowed residents to pinpoint areas on the map that they wanted to either preserve or improve. Findings and quotes from the residents directly influenced the development of the goals and strategies included in this Neighborhood Plan. Residents highlighted a desire to preserve the sense of community and diversity while improving

the quality of life through cleaner streets and buildings, increased opportunities for recreation, and improved retail corridors.

Gaining significant traction in the engagement strategy proved to be a challenge. While the rate of response did not meet the initial expectations established at the outset of the strategy, the feedback received was thoughtful, comprehensive, and represented a diverse cross-section of communities in the neighborhood. The demographic that was hardest to reach were adults between the ages of 30 and 50. The survey received 20 responses, but much of the engagement happened at meetings and community events. At the Barbour Street Clean-up and the Schools Out event and through neighborhood walks talking to community members and businesses, the key themes and concerns of the neighborhood were highlighted.

The Northeast has been the subject of many planning studies in the past decade and beyond, many of which are still being implemented. The hope is that the Northeast Neighborhood Plan can provide a renewed sense of trust in the City's processes and provide measurable action and implementation for a neighborhood that has undergone many studies with limited impact.



## Strengths

*“Sense of community, its diversity, and the opportunity for growth and development”*

*“Everybody knows everybody!”*

*“Proximity to interstate highways”*

## Challenges

*“Street cleanups, blighted buildings, traffic control”*

*“Need more things to do for individuals and families”*

*“After school activities for kids and more businesses in the City”*



## Vision

The Vision describes what the people of the Northeast value and what the neighborhood will strive toward over the next 10 years. The vision is not a description of the neighborhood as it is today. Instead, it is an expression of the desires and aspirations of the community in a statement that is meant to guide local and municipal leaders and organize the goals and strategies of the Plan.

## Goals

Goals are commitments towards achieving the vision. They are meant to complement the goals of the Hartford 2035 City Plan and dive deeper into needs and improvements at the neighborhood scale and establish a desired impact for the neighborhood's future.

## Strategies

Strategies are the methods by which the goals will be achieved. They describe the outcomes that can lead to achieving the impact described in a goal.

## Actions

Actions are specific steps that can be taken to accomplish strategies. They are the first steps to be taken toward achieving the Plan's vision.

# How the Plan is Organized

### Action Area

### Goal for Action Area

### Strategy Description

### Green

#### A More Sustainable Environment

The Hartford 2035 Plan recognizes energy, forests, rivers, wetlands, and soil as vital resources of the Green Hartford action plan with the goal of creating a more sustainable city. Among the primary objectives in the City Plan, transitioning to energy and expanding green infrastructure are key priorities that support the Northeast neighborhood and are highlighted in the goals and strategies listed below. Additionally, Hartford seeks to expand the City's tree canopy to 30% from the current 28% coverage. As a result, the City goal will enhance the quality of life for residents and make the Northeast a more sustainable neighborhood as it moves toward its carbon neutral goal. The Hartford Tree Canopy Action Plan and the Hartford Climate Action Plan also present many programs that are either required or encouraged to be implemented in the scope of this neighborhood and go the extra mile to specifically address these actions.

As a first step toward a more resilient and sustainable environment, the Northeast neighborhood has a goal to join at the forefront, achieving the overall goals of the City and supporting the environment for current and future generations of neighborhood residents. Climate change brings gradually higher temperatures which are exacerbated by abandoned equipment and building waste in urban environments, leading to urban heat islands, larger amounts of concrete and impermeable surfaces contribute to trapping heat and creating the urban environment warmer for city dwellers. Compared to healthy rural environments, Hartford City temperatures are on average 10 degrees warmer, and even higher in areas where there is not enough shade from trees and vegetation.

The effects of climate change disproportionately impact low-income communities. Many energy costs are higher for low-income households as they have less resources that are already not insulated in places long to state but energy-efficient buildings. Additionally, these communities are more likely to have building code and fire codes, and emergency management systems that tend to be damaged proper and infrastructure, further leaving residents with additional expenses to live and work.

The Hartford Tree Canopy Action Plan sets the Northeast 2.5 in a mile describing the goal for additional tree cover. This means that every three acres of additional number of trees must be planted in the neighborhood's map, and the city has planting goals for additional trees. These locations can be identified in the Action Plan.

### Goal: Ensure the Northeast is a vibrant and resilient neighborhood that is prepared for future climate risks

- Advance green infrastructure learning and installation programs
- Expand tree canopy cover to add greenery, provide shade, and reduce the heat island effect
- Expand use of solar energy and energy-efficient home practices

### Advance green infrastructure learning and installation programs at public schools and community facilities

Green infrastructure has a wide range of benefits that extend beyond managing stormwater runoff. Residents in communities with green infrastructure incorporated into the streetscape experience a healthier, pedestrian environment which leads to improved safety and increased property values. Ensuring that green infrastructure is a part of new developments and housing for all and opportunities to install it in the neighborhood with resident participation builds employable skills to communities with the benefits of improved environment and a more sustainable environment. Green roofs and trees reduce summer temperatures for residents, eventually resulting in lower energy costs.

#### Action Items

- Identify green infrastructure learning and installation opportunities at public schools and community facilities
- Encourage residents to use tree canopy planting and tree care services
- Encourage residents to install solar panels on their roofs
- Encourage residents to install energy-efficient home practices

#### Partners and Programs

- Department of Education, Children, and Community Development
- Department of Public Works and Community Development
- City of Hartford, Connecticut
- Connecticut Energy Fund
- Energy Fund, Sustainability Program
- Energy Fund, Sustainability Program
- Energy Fund, Sustainability Program

### Overview of Strategies

### Action Items to achieve Strategy

### Partners and Programs



The background of the image is a dark teal aerial photograph of a city, showing a dense grid of streets and buildings. A large, white, stylized number '3' is superimposed on the left side of the image, centered vertically.

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# NEIGHBORHOOD PROFILE







# Northeast Neighborhood Profile

## Time and Place

The Northeast neighborhood of Hartford, Connecticut is defined as the area bound by the city limits to the north, the railroad line to the east, and Keney park to the West. A culturally rich neighborhood, the northeast is home to a large African American and West Indian population. Main Street, often called restaurant row is a visible reflection of this diversity with over 30 restaurants specializing in West Indian, African American, Latino, Chinese, and Vegetarian cuisine. The neighborhood is also recognized for its many Houses of Worship catering to a multitude of denominations.

Located at the northern end of the neighborhood is the largest city park in New England: Keney Park. At almost 700 acres, the park is a major resource providing cricket, football, soccer, and basketball courts, a golf course, and playgrounds. Businesses, new and old, and long-standing cultural and social organizations strengthen the area's resources, livability, and rich history. The West Indian Social Club provides a community for West Indian migrants beyond the neighborhood, Ebony Horsewomen is a unique community organization that provides equine therapy in Keney Park are just some of the unique

assets in the neighborhood. Home to many immigrant communities, the Northeast is diverse and full of many interesting stories.

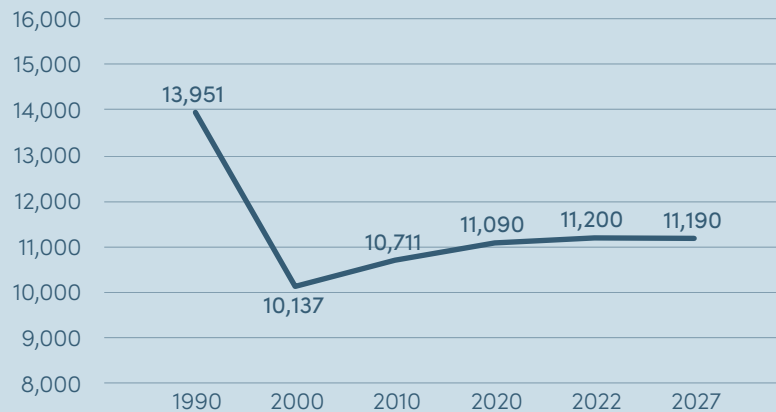
The Northeast neighborhood has a lot to offer, from its people to cuisine, culture, and history, but work needs to be done to transform it into a thriving place where residents are not only proud to live, but have their needs met within the neighborhood. Interstate 84 disconnects the Northeast neighborhood from the activity, energy, and investment that has occurred downtown. In 2015, the Northeast, along with neighboring Upper Albany and Clay Arsenal, was designated as the North Hartford Promise Zone by HUD, a step in the direction of progress and investment in the area. Since then, many transformative developments have taken place in the neighborhood

Today, the Northeast neighborhood stands as a testament to the history and diversity of the City of Hartford. As such, it also bears some of its scars. Barbour Street, once a thriving commercial corridor and entertainment district, is in need of reinvestment. The Hartford Renaissance District is leading the charge in revitalizing the area, and bringing it back to its former glory. The history of Hartford shows how within a capital city, patterns of investment and disinvestment alter the framework of neighborhoods and creates new realities for residents.

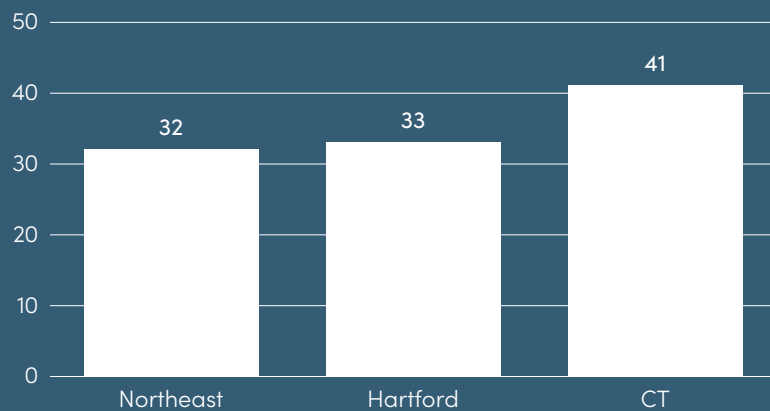
## Demographics and Key Trends

An estimated 10,976 people live within the Northeast neighborhood, across 3,926 households. They represent roughly 9 percent of the City of Hartford's population. The Northeast

Northeast Population (1990 - 2020)



Median Age (2016 - 2020)



neighborhood, much like the City of Hartford, has experienced relatively flat population growth. To ensure that planning efforts for neighborhood improvements are considered through a lens of equity, thus avoiding disproportionate impacts on vulnerable populations while ensuring equal benefits, it is important to consider environmental justice populations within the neighborhood. These populations are identified based on six demographic factors: People with a disability; Minority population; Households with no vehicle; Households with limited English proficiency; Households below the poverty level; People over 65 years old.

Minority populations account for roughly 85% of the total population of the neighborhood. 71% of the total population is Black, 4% represent one or more races, and 10% identify as other races. Approximately 38% of households have no access to a car, making access to employment and services challenging. The population of both the neighborhood and the City skews younger, with the median age in the early 30s compared to the statewide median of 41 years. This suggests that a relatively large share of Northeast residents is either entering the workforce or in the early stages of their careers. Opportunities to capitalize on workforce training and develop human capital are underway in the neighborhood. While many existing organizations are already undertaking these efforts, increased collaboration, and resource sharing as well as expansion of the programs offered and their reach is necessary to address the challenges faced by the neighborhood. According to 2020 estimates, approximately 11% of Northeast residents over the age of 25 hold a bachelor's degree or higher level of education. Around 44% of residents have a high-school diploma



or equivalent as their highest level of education, and 17% of the population 25 and higher does not have a complete high-school level education.

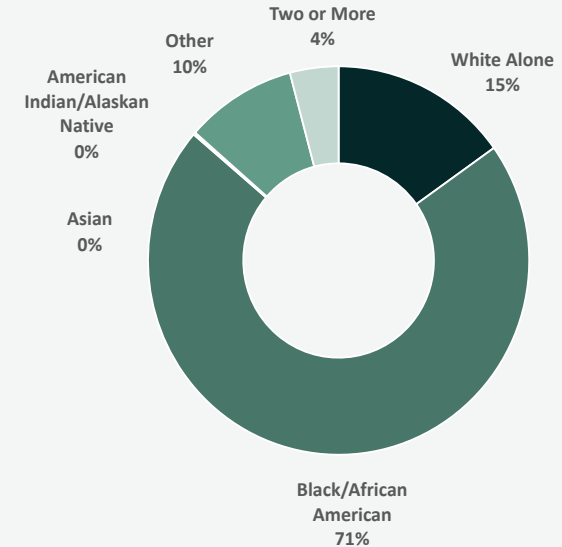
The Northeast falls behind the rest of the region and the nation overall due to a lag in educational attainment. Despite the efforts of dedicated teachers, the learning environment and various logistical and social challenges prevent many children from receiving a quality education. To address this issue, it will be crucial to prioritize school programs and learning opportunities for both youth and adults.

The median household income for Northeast residents is \$27,990, which is significantly lower than the City's median income of \$36,154 and the State's median income of \$79,855. Nearly 40% of Northeast residents live below the poverty line, and just over half rely on nutrition assistance through food stamps/SNAP. This lack of disposable income makes it difficult for local businesses to thrive and for residents to invest in their own futures.

## Median age in the Northeast is 32 years

Under 20	20-34	35-54	55-69	70+
35%	23%	24%	12%	6%

85% of Northeast residents represent minority populations



30% of the Northeast is Hispanic

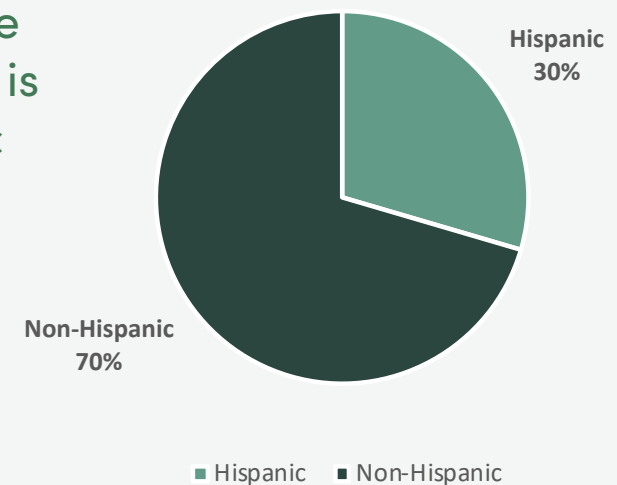
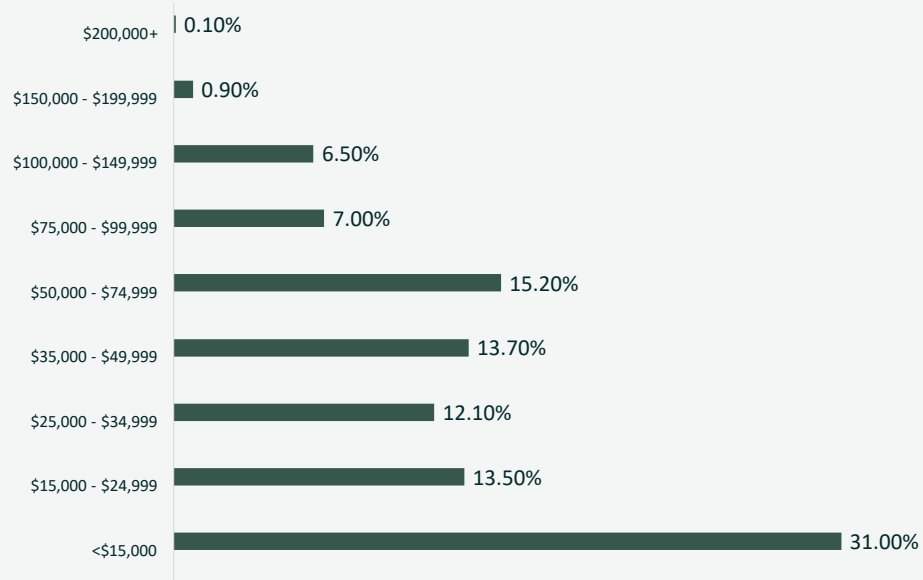


Figure 1: Percentage of Households by Median Household Income



47% of Northeast households earn less than \$35,000 annually and 31% earn less than \$15,000 annually

Median Household Income: **\$32,486**

Per Capita Income: **\$14,133**

Average Household Income: **\$39,456**

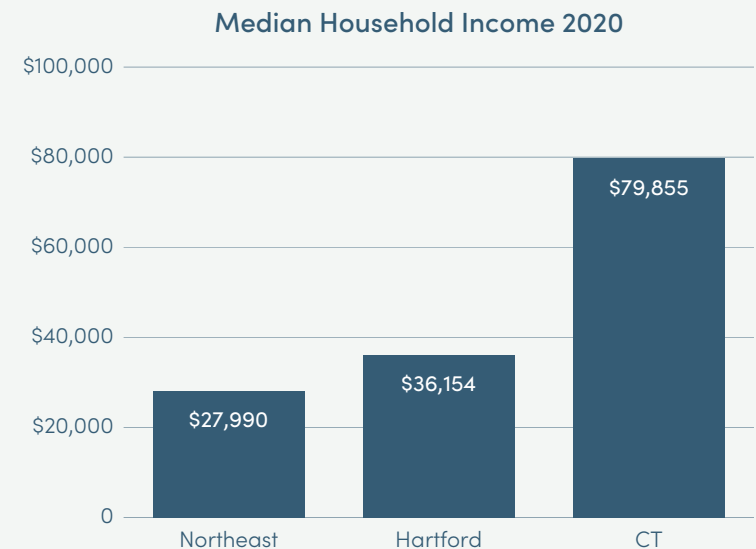


Figure 2: Percentage of Population without a High School Diploma

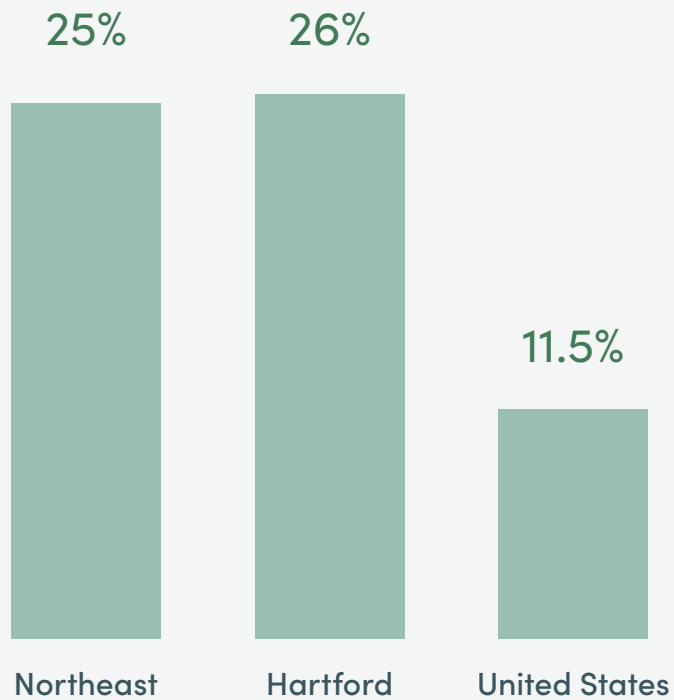


Figure 3: Education Levels of Northeast Residents

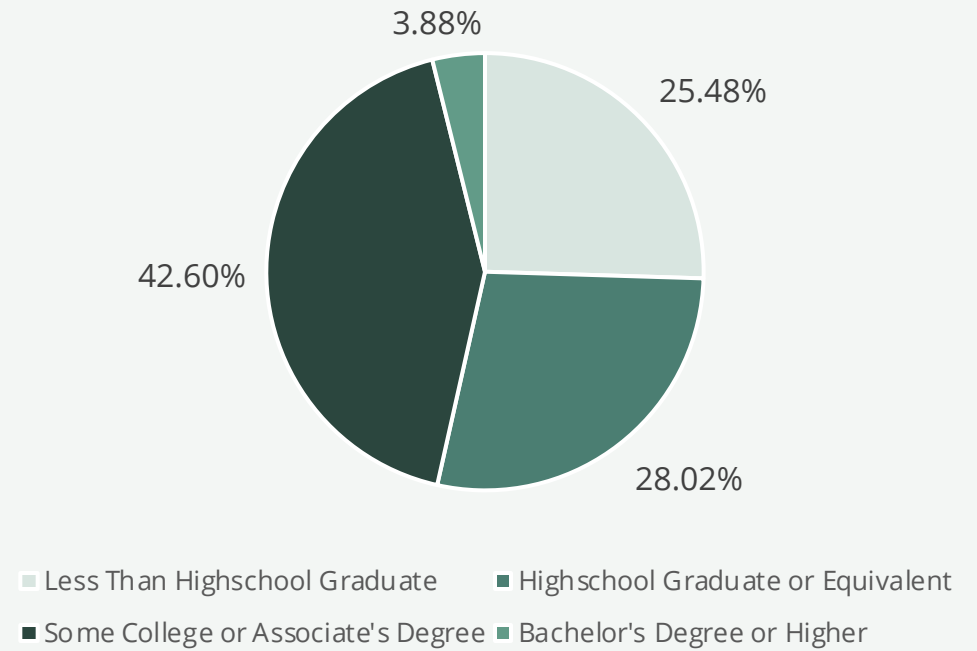
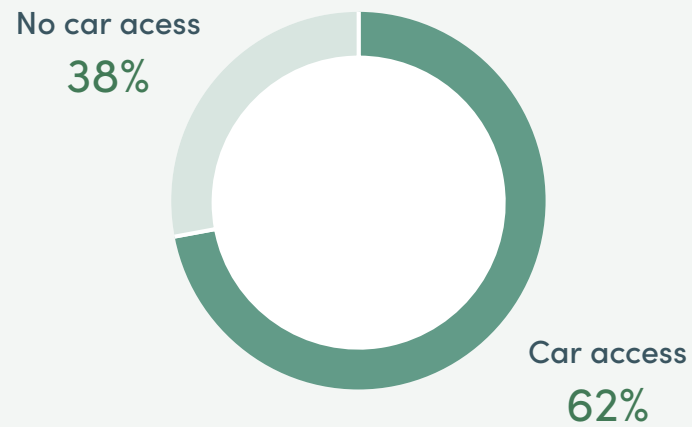


Figure 4: Car Access



38% of Northeast residents do not have access to a car

17%

12%

6.7%

Northeast

Hartford

Connecticut

Figure 5: Percentage of Labor Force that is Unemployed

Figure 6: Housing by Tenure

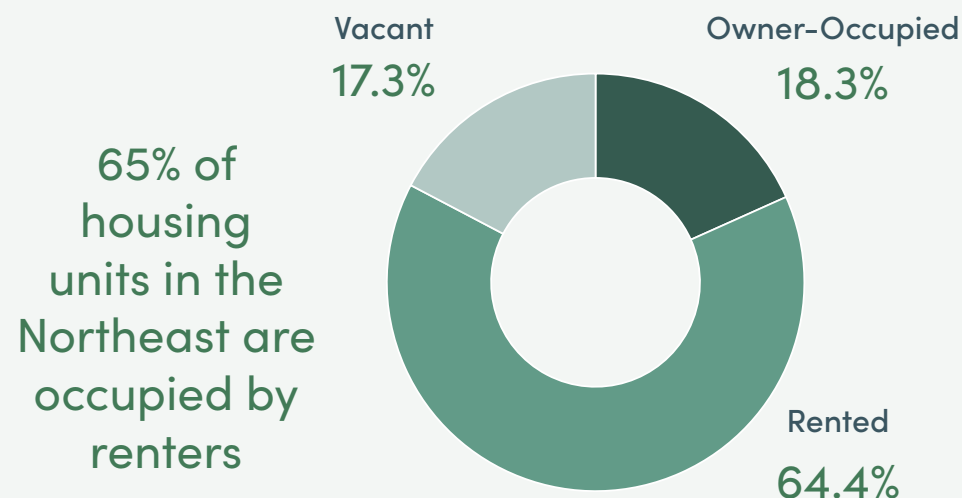
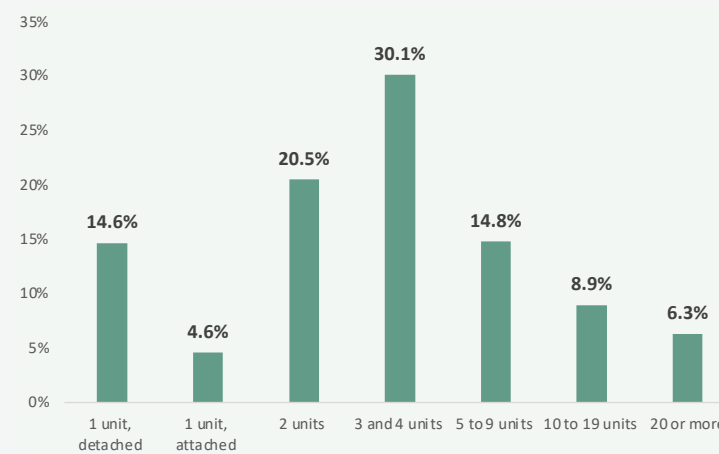


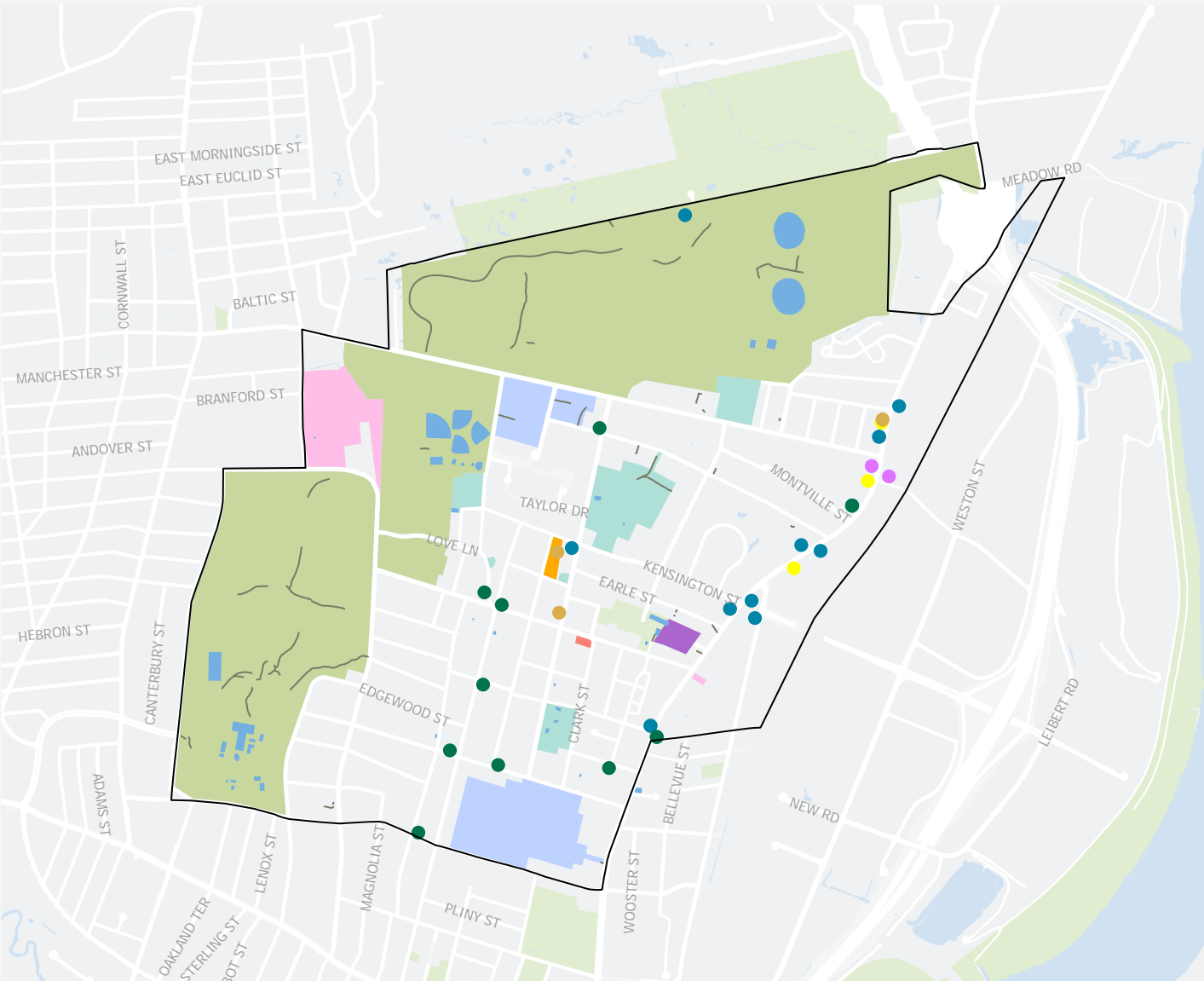
Figure 7: Units per Property



There are 4,658 housing units in the Northeast with a median value of \$172,358 per property. The majority of these units are occupied by renters, with approximately 65% of total units going out to renters. Approximately 18% are owner-occupied and 17% of units are vacant. Since 2000, the proportion of renters has gone up slightly and the percentage of owner-occupied units has declined. In 2000, Northeast had 62% of units occupied by renters and by 2020 that has increased to 64.5%.

The majority of housing in the Northeast is found in small multi-family properties, with approximately 51% of housing units. Single family homes are approximately 20% of units. Approximately 30% of housing units in the neighborhood are concentrated in larger multifamily properties. Duplexes are about as common as single-family homes in the Northeast. The housing units in the Northeast are primarily older stock, with approximately 50% of units built before 1960, and 26 percent of units built between 1960 and 1980. An aging housing stock can lead to issues of dilapidation, blight, affordability, and can impact health of residents.

Approximately 60% of Northeast renters are rent-burdened, meaning they spend more than 30% of their income on rent. This puts additional financial strain on families and limits their ability to save for the future.





## Community Resources

 Northeast Neighborhood

### Food Establishments

-  Grocery, limited or no fresh food
-  Restaurant
-  Convenience
-  Bakery or Cafe
-  Fast Food

### Community Resources

-  Recreational Field, Court, or Playground
-  Park
-  School
-  Healthcare Center
-  Community Center
-  Library
-  Cemetery
-  Fire Department
-  Walking Trails





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# VISION STATEMENT

# Neighborhood Vision

The Vision statement presents an aspirational look forward for the future of the Northeast neighborhood, reflecting the hopes and needs of its communities. The visioning process includes engaging residents and stakeholders to gauge their desires for the neighborhood, workshopping a Vision Statement, and then crafting goals and strategies to help the neighborhood achieve that vision.



## Northeast Vision Statement

The Northeast is a dynamic and diverse neighborhood where residents live, work, and play together. The **thriving commercial corridors** uniquely highlight foods from all over the world, shops and tailored retail support the local economy and grow with the neighborhood, and a **strong network of houses of worship and social service organizations** support those who live here. The gem of the City, Keney Park, is an asset and major destination point and is part of a larger **open space network that allows everyone to play safely** and move easily. Schools provide quality education and after-school programming, residents are healthy and happy, and neighbors help each other live fulfilling lives. The neighborhood is **self-sufficient with social, physical, behavioral, and mental health, and economic opportunities** that advance the quality of life for all residents.









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I pledge to  
keep my  
street safe

# PLAN GOALS + STRATEGIES

# Green

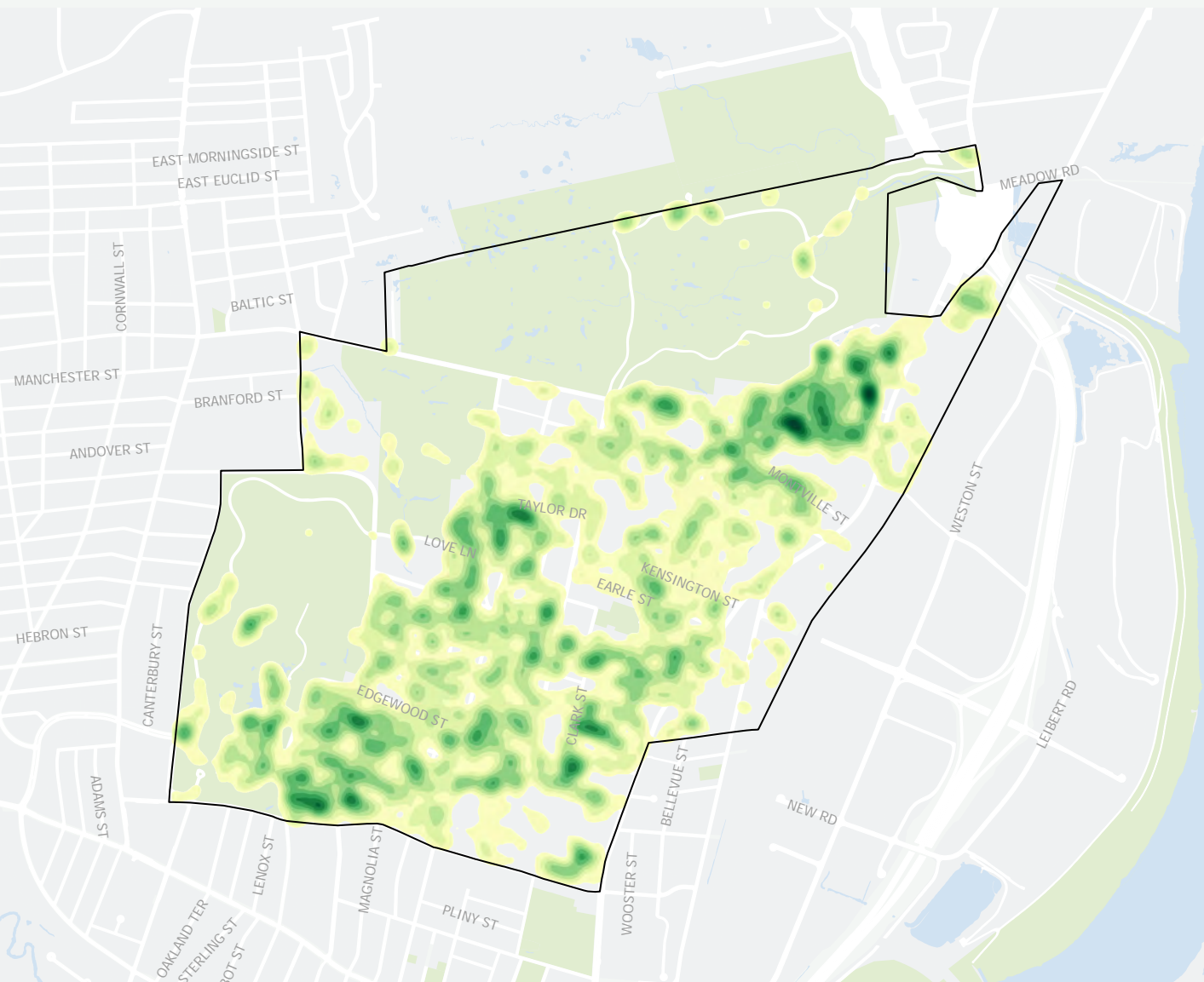
## A More Sustainable Environment

The Hartford 2035 Plan examines energy, fauna, flora, resiliency, river, and waste as key focus areas of the Green Hartford action area with the goal of creating a more sustainable city. Among the priorities identified in the City Plan, transitioning to solar and expanding options for renewable energy are key priorities that benefit the Northeast neighborhood and are highlighted in the goals and strategies listed below. Additionally, Hartford seeks to expand the City's tree canopy to 35% from the current 25% coverage. All of these City goals will enhance the quality of life for residents and make the Northeast a more sustainable neighborhood as it faces future and current climate risks. The Hartford Tree Canopy Action Plan and the Hartford Climate Action Plan also present many strategies that are either targeted at or could be tailored to fit the needs of the neighborhood and go into detail about specific actions to accomplish these strategies.

As Hartford aims for a more resilient and sustainable environment, the Northeast neighborhood has its part to play at the local level, advancing the overall goals of the City and improving the environment for current and future generations of neighborhood residents. Climate change brings gradually hotter temperatures which are exacerbated by abundant pavement and hardscapes in urban environments, leading to urban heat islands. Larger expanses of concrete and impermeable surfaces contribute to trapping heat and making the overall environment warmer for city dwellers. Compared to nearby rural environments, Hartford City temperatures are on average 19 degrees warmer, and even higher in areas where there isn't enough shade from trees and vegetation.

The effects of climate change disproportionately impact low-income communities. Rising energy costs from higher summer temperatures are felt harder by households that are already rent-burdened or people living in older, less energy-efficient buildings. Additionally, these communities are more likely to face flooding risk and have poor stormwater management systems that lead to damaged properties and infrastructure, further burdening residents with additional maintenance costs.





## Tree Canopy

 Northeast Neighborhood

Relative Tree Density within 200 ft

 High Density

 Low Density

# **Goal:** Ensure the Northeast is a vibrant and resilient neighborhood that is prepared for future climate risks

- Advance green infrastructure learning and installation programs
- Expand tree canopy cover to add greenery, provide shade, and reduce the heat island effect
- Expand use of solar energy and energy-efficient home practices

To ensure that Hartford's resiliency efforts are inclusive of all residents, particular attention and resources are necessary to address the disproportionate risk faced by vulnerable communities. Environmental justice solutions offer a way to achieve this goal, by focusing on protecting those who are most at risk. Investments in renewable energy and solar power help shield communities from the rising costs of traditional energy sources.

More work can be done to advertise existing resources and bring neighbors into the conversation to participate in the solutions. Additionally, getting residents to volunteer and participate brings them into the fold to gain employable landscaping, forest management, green infrastructure building, gardening, and farming skills.

Bringing the community into the conversation and educating neighbors about sustainable processes and practices leads to long-term habits that improve the neighborhood's resiliency while also promoting social and economic justice for all residents.

## Advance green infrastructure learning and installation programs at public schools and community facilities

Green infrastructure carries a host of benefits that extend beyond managing stormwater runoff. Residents in communities with green infrastructure incorporated into the streetscape experience a friendlier pedestrian environment, which leads to improved safety and increased property values. Ensuring that green infrastructure is a part of new developments and looking for areas and opportunities to install it in the neighborhood with residents' participation delivers employable skills to communities with the benefits of an improved environment and a more sustainable streetscape. Green roofs and street trees reduce summer temperatures for residents, eventually resulting in lower energy costs.

### Action Items

- Identify green infrastructure partners and initiate collaboration between schools and centers.
- Encourage residents to use their gardens and lawns for pollinator gardens; identify areas for planting and maintenance of pollinator gardens to reduce impervious surfaces and collect rainwater.
- Encourage residents to volunteer with organizations that are advancing these goals and learn employable skills along the way.

### Partners and Programs

- Department of Families, Children, Youth and Recreation
- Department of Health and Human Services
- KNOX
- Friends of Keney Park
- Keney Park Sustainability Project
- Parker Memorial Family Center
- The Swift Factory

## Promote and expand network of community gardens

Expanding the network of community gardens in the Northeast can play a pivotal role in enhancing resiliency and reinforcing local food systems. By producing fresh produce locally, community gardens reduce the need for long-distance transport, thereby reducing the carbon footprint of food production. In the Northeast, where fresh food is not as easily accessible, creating resilient food systems is imperative to improving food security and promoting healthier eating habits.

KNOX currently offers free seeds, water, growing space, and guidance to new gardeners and distributes excess produce from community gardeners in partnership with Hands On Hartford.

### Action Items

- Collaborate with KNOX to identify potential new sites for community gardens.
- Develop a comprehensive plan for each community garden site that includes a budget, a timeline, and required resources.
- Recruit and train volunteers to help build and maintain the community gardens.
- Host community events and workshops to promote the benefits of community gardening and educate residents on how to grow their own food.

### Partners and Programs

- KNOX
- Friends of Keney Park
- Keney Park Sustainability Project
- Parker Memorial Family Center
- The Swift Factory
- Hands on Hartford
- Hartford Healthy Family Initiative



## Expand tree canopy cover to add greenery, provide shade, and reduce the heat island effect

The tree canopy covering an urban area contributes more than just oxygen to a community. Trees beautify a street, connect a community, improve property values, and provide noise buffers for noisy streets. Additionally, they can reduce crime in the neighborhood.

The Hartford Tree Canopy Action Plan uses a scale to rate the need for additional tree cover in different regions, with 5 indicating that there is low priority for reforestation as there is already adequate tree cover, and 1 indicating that there is a critical need for reforestation. The Northeast region has been given a rating of 3 on this scale, which means that while there are an adequate number of trees in the neighborhood shading its streets, there are still some areas where additional trees can be planted. These locations have been identified in the Action Plan, and efforts can be made to plant trees in those spots to enhance the tree cover and improve the overall environment. Educating property owners on what kind of trees are best in the dense and narrow parcels in the neighborhood will be paramount to properly maintaining trees and mitigating potential damage from tree root growth.

Getting the community involved in planting and maintaining trees imparts vital and employable skills to community members who can pursue careers in landscaping through volunteer experience.

### Action Items

- Host neighborhood tree planting events at locations recommended in the 2020 Hartford Tree Canopy Action Plan.
- Aid the City Forester by assembling a volunteer group to maintain an inventory of new and existing trees neighborhood trees and monitor the health of neighborhood and private trees.

### Partners and Programs

- KNOX
- Hartford Tree Commission
- Department of Development Services, Planning Division
- Department of Public Works, Forestry Division
- Mayor's Office of Sustainability

## Expand use of solar energy in the neighborhood and inform residents of energy-efficient home practices

Solar energy has been demonstrated to reduce energy costs for low-income households, who spend on average three times more on household energy costs compared to other households. Solar energy infrastructure reduces greenhouse gas emissions and energy bills while increasing property values for homeowners. Energize CT offers homeowners an energy assessment for a \$50 copay, while small businesses can get a free assessment. Residents should receive training on the economic benefits of solar energy, and how to select a vendor and select the appropriate financing option for their needs.



### Action Items

- Assess needs and gaps following completion of Solar for All program.
- Increase business participation in the renewable energy financing programs through C-Pace, Connecticut Green Bank, or Energize CT.
- Encourage single-family homeowners or landlords to get a low-cost in-home energy performance assessment through Energize CT.
- Launch an education campaign for residents on the benefits of solar and energy-efficient home practices that offers support on selecting vendors and financing.

### Partners and Programs

- Hartford Habitat for Humanity
- Energize CT, Home Energy Solutions
- Energize CT, Small Business Energy Advantage Program
- Connecticut Green Bank
- Mayor's Office of Sustainability

# Grow

## A More Prosperous Economy

The Grow action area seeks to achieve a more prosperous Hartford by addressing key factors impacting economic development, including avenues, construction, development, entrepreneurship, as well as knowledge, and workforce development. The City aims to support both start-up entrepreneurs and established companies alike to bolster an innovative economy.

Overall goals and strategies highlighted in Hartford 2035 that are important to the Northeast include strengthening commercial corridors and cultivating an innovative atmosphere to support residents and businesses, ensuring residents can participate in the knowledge economy, and equipping residents with new skills and building better training-to-jobs pipelines for improved economic self-sufficiency. Targeting investments at the neighborhood level to achieve these goals citywide will be vital for sustainable and achievable economic growth. The Northeast has faced decades of disinvestment and disenfranchisement, mirroring the economic trends impacting the larger region. Once bustling corridors of industrial and retail activity, Main Street and Barbour Street are today in need of a major boost. A lack of sustainable purchasing power and market value precludes bigger businesses from relocating to the neighborhood and makes it difficult for small local businesses to open or stay afloat. As important as addressing brick-and-mortar retail needs and attracting development, investment in human capital is needed. A strong and healthy workforce is vital to achieving the other goals set by residents in the Northeast Vision statement. Educational attainment and resulting income levels remain relatively low in the Northeast, at \$27,990, creating hardship for both residents and businesses in the area. A prosperous and resilient neighborhood comes from investing in the people that live there and increasing the opportunities available to them. The first step is to cultivate a more sustainable economic environment and, in the meantime, set up the framework for supporting entrepreneurs and small businesses to establish and expand. A population that is experiencing slow or stagnant growth suggests

that the area could benefit from stabilizing investments that increase affordable housing opportunities, which can attract new residents and stimulate economic activity. Incentivizing business owners can also help to create jobs and promote entrepreneurship, leading to a more vibrant and diverse local economy. Increasing purchasing power and improving market conditions provides residents with more disposable income to participate in the local economy and support local businesses. A more competitive marketplace can help to attract new businesses and encourage innovation, leading to new job opportunities and economic growth. Another important factor to consider is the need to strengthen pathways to homeownership. Owning a home is often seen as a key component of achieving financial stability and building wealth, but many residents face obstacles in accessing affordable housing options. By promoting policies and programs that support homeownership, we can help to create more stable and resilient communities.

Approximately 4,908 Northeast residents comprise the local labor force in the neighborhood, accounting for 62% of the total population of the neighborhood aged over 16 years. Per 2021 American Community Survey data, the unemployment rate in the neighborhood is 17%, compared to Hartford's 12%.

Per the Revitalization Analysis provided in Appendix A, key industries in the Northeast neighborhood include health care and social assistance (32.4%), retail trade (14.2%), transportation and warehousing (12.9 percent), educational services (7.3%), and accommodation and food services (6.4%).

Other industries that are important but hold a smaller industry share include: administration and waste management; professional services; finance and insurance; manufacturing; and construction.

Conversations with neighborhood leaders, employers, and those who have experienced the job market in the Northeast have highlighted the many challenges facing residents seeking gainful employment. In order to overcome these hurdles, it will be important to invest in education and training programs that provide residents with the skills and knowledge needed to succeed in today's economy. According to 2019 data provided by the U. S. Census, almost 30% of the jobs, representing 328 total positions, in the Northeast neighborhood are across the manufacturing and construction sector. As noted in the Revitalization Analysis (Appendix A), only 10 of the 328 total positions are held by residents living in the neighborhood. Understanding that some construction jobs may be seasonal and not fixed in location, there may be more Northeast residents working in this sector that aren't captured by the Census data.

## Projects Completed Since Last Neighborhood Plan

Since the last neighborhood planning effort in 2001, some key development projects have been completed in the Northeast. The NRZ has been instrumental in advocating for these projects.

- In 2002, Hartford Housing Authority redevelopment the old Stowe Village, with a \$24 million investment on 100 units.
- 2010 saw the renovation of the Parker Memorial Community Center in 2010 with a \$7 million investment.
- The Hartford Housing Authority redeveloped 80 units at Nelton Court in 2015, investing \$20 million.
- A prominent development is the rehabilitation of the Swift Factory, which opened its doors to the public in 2020. The former Swift Gold Leaf Factory was selected as a community redevelopment site as part of the HUD Promise Zone program. Hartford Public Library is in the process of building a branch within the Swift Factory.
- Housing updates were completed in 2021 by Sheldon Oak Central (SOC) on the Northeast Hartford Affordable Housing (NHAH) development, including the rehabilitation of 68 affordable units across 7 buildings.

## Project Pipeline

In recent years, the City of Hartford has focused investments to develop key projects in the northern end of the City. The following development projects are either in process


or slated to start soon and will impact Northeast's path to economic prosperity. A description of each proposed or active development follows:

- North Main Culture Corridor: Transform Terry Square with streetscape improvements and mixed-use buildings, and extend redevelopment northward to the Fuller Brush building, encompassing existing social and cultural clubs.
- Adaptive Re-use of Former Fuller Brush Factory at 3580 Main Street: This site is well positioned on Main Street to create a commercial and residential node for communities in the north of the neighborhood.
- Burgdorf/McCook Campus at 80 Coventry Street: The City has obtained State funding to complete a comprehensive environmental assessment of the 23-acre former Burgdorf/McCook Campus and will be working on a redevelopment strategy to transform this vastly underutilized campus into the North End Wellness District, which will have a cohesive identity; encompass agriculture, naturopathy, and ecology; and build upon existing assets including the Senior Center, health care facilities, and Keney Park
- Fiber optic installation: Providing fiber optic connectivity to businesses and residents in Hartford.
- Main St Streetscape Improvement Project: The project will include improved curb and sidewalk, landscaping, improved bus stops, updated traffic signals, decorative lighting, and bicycle facilities for the stretch of Main Street from Earle Street to the Windsor Town Line.
- North End Grocery Store: Study underway to determine optimal accessible location, operating model, and need for public financing.



- Hartford Renaissance District: Hartford Renaissance District is a re-imagining of the northeast neighborhood, informed by the experience of the African Diasporic communities in Hartford over the last 400 years. With a resident-led team, it envisions a historic and cultural transformation of the civic and social landscape of the neighborhood, anchored by a mixed-use development along Barbour Street. Included in the HRD is a proposal to redevelop 128 Westland Street into a digital center, Barbour Digital.
- 234 Barbour Street Brownfield remediation: Remediation of a brownfield site.
- Brackett Knoll Developments: Toraal Development, LLC is constructing 14 two-family residences at Brackett Knoll. The project also includes infrastructure improvements, including extending Naugatuck Street and creating a connection to Hampton Street. The new community is currently under construction, and once complete will add 14 homeowner-occupied units and 14 rental units in the Northeast neighborhood, targeting first-time home buyers.
- Metroplex Elderly Housing Project: The Metropolitan AME Church located at 2051 Main Street proposes the development of 2063 Main Street a parcel of land containing an existing 12,000 square-foot brick building and vacant land into a mixed-use structure containing approximately 35,000 square feet. 10% of the neighborhood is 65 years of age or older and there is currently a wait time of 6 months for elderly housing units in the City.
- Phillips Metropolitan CME Church Vacant Lot: Plans are underway to develop 2 mixed-use buildings at the vacant lot at 2480 Main Street, , with residential units in upper stories and retail beneath. A courtyard will be placed between the buildings with access to off-street parking.
- Sheldon Oak Central (SOC) has plans to recapitalize and renovate the Northeast Hartford Affordable Housing Development, a 68-unit scattered-site development, and 22 other units, totaling 90 units.
- Hartford Land Bank Blight Remediation Program: The City is working with the Hartford Land Bank to identify problem properties to acquire and clean them up to reduce neighborhood blight and put properties back to productive use. Such redevelopment will: improve the community and economic vitality of Hartford neighborhoods; ensure the long-term sustainability of impacted properties; and enhance the quality of life for residents and businesses.

## Project Pipeline

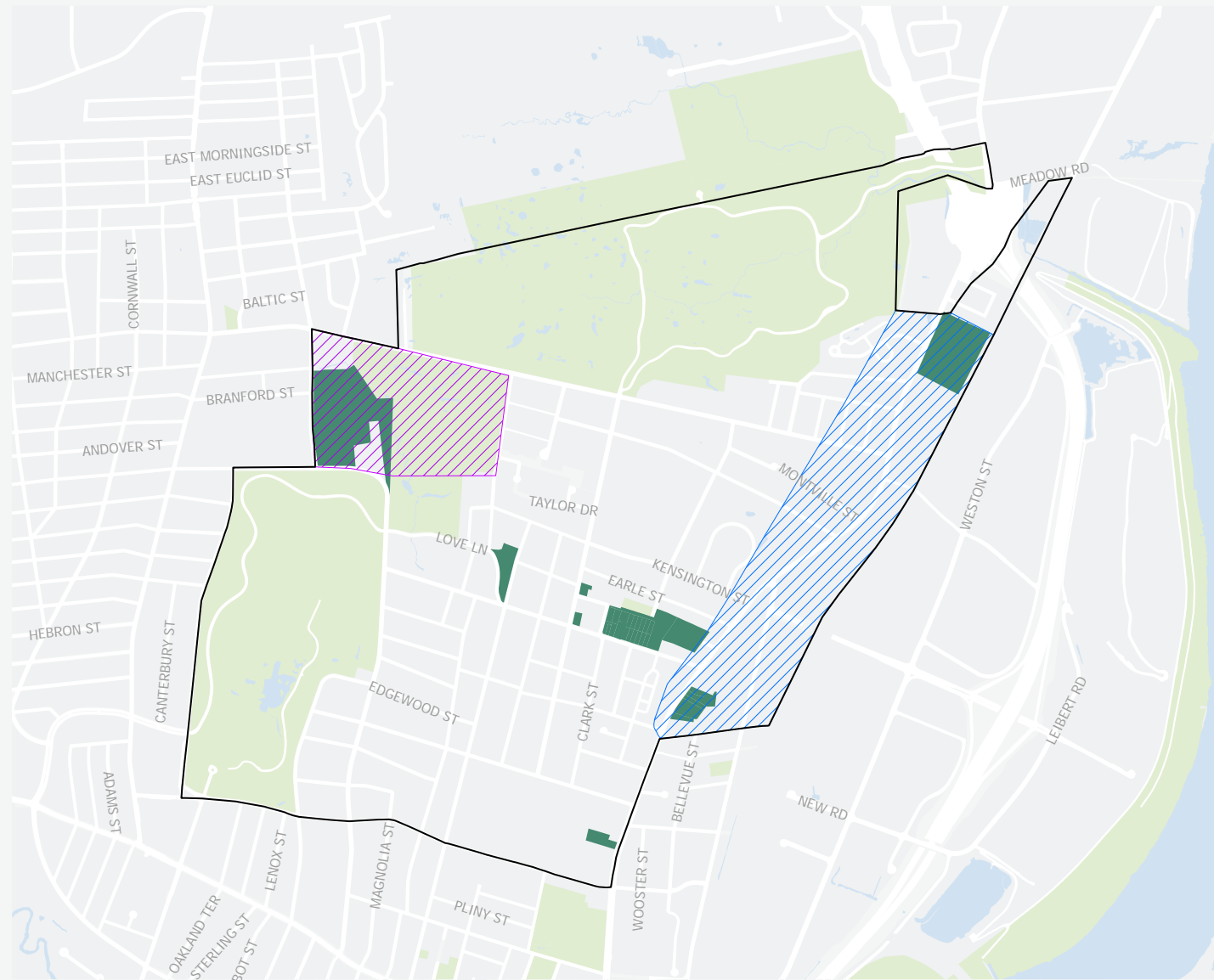
 Northeast Neighborhood

### Transformative Developments and Sites

 North End Wellness District

 North Main Culture Corridor

 Transformative Project Location



# **Goal: Ensure Northeast residents have the hard and soft skills required to access living-wage career opportunities**

- Expand life skills training and supportive services available to residents
- Remove barriers to accessing workforce development and training programs
- Strengthen and expand youth education, training, and extracurricular programs and offerings
- Make the Swift Factory a one-stop shop for economic development and workforce development

Part of clearing the path for residents to enter high-paying careers of this entails getting back to the basics with supportive services that cater to the needs of the population and address the unique challenges the neighborhood faces.

Ensuring Northeast residents are provided training and education programs to nurture the hard and soft skills needed to access viable and gainful employment is key to helping individuals and families break cycles of poverty and building wealth in the community. As residents earn more in stable jobs and careers, they have more disposable income to spend in their community. This makes the economy more attractive for new businesses to open in the neighborhood which brings additional wealth to the community, particularly if business owners are local residents.

Residents in the Northeast face myriad challenges when entering the workforce, ranging from obstacles and discrimination in the hiring process to lacking the necessary skills to succeed in their chosen industry. By providing free and accessible training programs that address the skill gap, residents are better poised for success in their path to steady employment.



## Expand life skills training and supportive services available to residents

Many community organizations in the Northeast already recognize the importance of building soft skills and are actively promoting adult education and training programs that fill this need. Such programs address remedial education for adults requiring literacy or numeracy training, career counseling for professionalism and communication, and behavioral and mental health counseling. Job seekers and employers alike identify these as challenges for residents in the Northeast.

Additionally, many family units require additional supportive services, such as accessible and affordable childcare, to be able to invest time into such programs. Building on existing programs and keeping a pulse on changing needs will be vital to ensuring Northeast residents can meaningfully take advantage of programs that improve their education and cultivate the professional skills needed to advance their careers.

### Action Items

- Collaborate with local partners to promote and expand existing adult education and life skills training programs, as well as mental health and childcare programs.
- Maintain an open dialogue with local employers and community and program leaders regarding the specific needs and challenges that could be addressed through services.
- Expand and reinforce neighborhood social networks, promote mentorships and apprenticeships.

### Partners and Programs

- City of Hartford Development Services
- City of Hartford Department of Families, Children, and Youth and Recreation, Early Learning Division – Childcare
- Advocacy to Legacy
- Wilson-Gray YMCA
- COMPASS Youth Collaborative
- Our Piece of the Pie
- Hartford Renaissance District
- Build A Better You
- Adult Education Center of Hartford
- Center for Urban Research, Education, and Training
- Urban League of Greater Hartford

# Remove barriers to accessing workforce development and training programs for careers with higher salaries and earning potential

The mismatch between the number of manufacturing jobs available in the neighborhood and the number of residents within the neighborhood occupying those positions can be attributed to a gap in skills and training opportunities. Since much of the Northeast workforce skews younger, there is an opportunity to make a measurable difference in outcomes through workforce training programs. Particularly important are training programs that build skills in high-wage industries that do not require a four-year degree, such as information technology (IT), skilled trades, and manufacturing. Incentivizing local partners to offer such training and replicating efforts in smaller-scale neighborhood programs expands the reach of programs and makes them more accessible. Additionally, neighborhood training programs can be utilized to reach other community goals, such as reduced blight, while employing and providing skills to residents who face steeper hurdles in the job market such as those who were previously incarcerated.

## Action Items

- Seek additional opportunities for residents who do not meet the age requirements for training and apprenticeship programs to help more of the neighborhood's relatively young workforce access nearby living-wage employment opportunities.
- Partner with community leaders to leverage existing neighborhood social networks to promote opportunities and programs.
- Host quarterly employment fairs staffed by representatives of the skilled trades and manufacturing industries.
- Revisit the citywide workforce development strategy to ensure Northeast is represented and has equitable access to all available amenities and services.
- Provide incentives for small-scale mentorship and apprenticeship programs hosted in the neighborhood and find opportunities to partner these programs with neighborhood redevelopment initiatives.

## Partners and Programs

- City of Hartford Development Services
- Goodwin College
- Swift Factory
- Hartford Renaissance District
- MakerspaceCT, Fast Track to Engineering Program
- A.I. Prince Technical High School

## Strengthen and expand youth education, training, and extracurricular programs and offerings

Ensuring that young people in the neighborhood, especially school-age children, and young adults, have access to opportunities that set them up for future success is vital to achieving future prosperity. Getting students excited about building a career starts in the classroom and through engaging and fun after-school programs. Offering low-cost or free extra-curricular activities that provide both educational and professional experience is crucial in equipping the future workforce with the necessary skills at an earlier stage in their careers.

### Action Items

- Start career counseling in the classroom and expand school-to-career workforce development programs for youth in in-demand fields and skills.
- Host and participate in local high school career fair and offer information on career path opportunities, skills training, and apprenticeship opportunities.
- Ensure that students receive equitable education opportunities and address social challenges that produce disruptions to learning in the classroom.
- The Youth Service Corps provides job skills to youth throughout Hartford, an initiative that could be greater leveraged for Northeast teenagers and young adults in the coming years.
- Ensure that youth training programs are offering meaningful experience and help young people build both hard and soft skills that are transferrable across jobs and industries.
- Continue developing youth workforce training programs in partnership with local partners and seek additional partnerships with anchor institutions.
- Maintain an open dialogue with local employers and community and program leaders regarding the specific needs and challenges that could be addressed through services.

### Partners and Programs

- Our Piece of the Pie and Youth Service Corps program
- Capital Workforce Partners
- Blue Hills Civic Association
- Girls for Technology
- Hartford Renaissance District
- COMPASS Youth Collaborative

## Make the Swift Factory a one-stop shop for economic development and workforce development needs in the neighborhood.

The Swift Factory, located in the center of the neighborhood, is a community asset that can be better leveraged for the benefit of residents. The facility has existing partnerships and relationships with City departments and nonprofit organizations operating in the Northeast and its role as a facilitator for those and additional services can be expanded. The Swift Factory has the square footage to host additional programs and business incubators.



### Action Items

- Host community events and programs to expand the reach of the Swift Factory and bring in more foot traffic.
- Inventory all small business training/support services and programs available in the neighborhood to understand capacity, share resources, and increase awareness; regularly update the inventory.
- Compile and connect all existing organizations and programs involved in economic and workforce development as partners of the Swift Factory. The Swift Factory can then divert residents to the appropriate service or program.

### Partners and Programs

- City of Hartford Development Services
- Hartford Public Library
- The Swift Factory
- Northeast NRZ (NERA)
- Hartford Renaissance District



# **Goal: Cultivate a business-friendly environment that highlights the diversity of communities in the Northeast and sustainably strengthens retail corridors**

- Support transformative projects, developments, and initiatives aimed at revitalizing commercial and industrial corridors
- Support the growth of retail and services that are targeted to the diverse needs of the communities in the Northeast

This longer-term goal addresses the need for growth in retail and service businesses and stronger economic activity in the neighborhood. At present, many Northeast residents leave the neighborhood for shopping, dining, and employment opportunities. Strengthening and stabilizing the market provides the opportunity for businesses to grow and thrive in the area. Supporting local entrepreneurs that serve unique needs and reflect the diversity of the neighborhood will ensure that the neighborhood experiences economic growth without losing its charm or character.

Cultivating a business-friendly environment that highlights the diversity of communities in the Northeast will sustainably strengthen retail corridors and bring economic activity to the area. The Northeast Neighborhood's racial and ethnic diversity should be viewed as an asset that can be leveraged to help create and support a diversity of neighborhood businesses such as restaurants highlighting international cuisines and tailored retail shops.

## Support transformative projects, developments, and initiatives aimed at revitalizing commercial and industrial corridors

Several initiatives to redevelop and strengthen areas in the Northeast are already underway, including the transformative projects highlighted in Hartford 2035 and the rest of the projects in the pipeline. These and other initiatives listed are aimed at reviving the Main Street and Barbour Street commercial corridors to boost economic activity in the area.

### Action Items

- Foster dialogue with the City in the development of the North Main Street Culture Corridor and the North End Wellness District to receive regular updates on initiatives.
- Prioritize the Waverly and Clark Street school rehabilitation into community resources and facilities; seek out appropriate non-profit or private sponsors and investors to work with City; prioritize programs and uses that reflect community feedback including workforce housing, student housing, community training programs, as well as creating public and recreational spaces that serve a wide variety of ages.
- Address blight through redevelopment and rehabilitation programs that make commercial corridors safer and more attractive for businesses and pedestrians who may frequent them.
- Partner with City to identify potential vacant and underutilized retail spaces along North Main Street for a future 'pop-up to brick-and-mortar' pipeline program
- Establish clear mechanisms to measure the implementation progress of development projects and communicate impacts and opportunities to participate with residents

### Partners and Programs

- City of Hartford Development Services
- Northeast NRZ (NERA)
- Hartford Renaissance District
- North End Wellness Center
- Trinity Health. St. Francis Hospital
- Sheldon Oak Central
- Mutual Housing Association

# Support the growth of retail and services that are targeted to the diverse needs of the communities in the Northeast

The Northeast is a diverse community and the businesses and services that serve it should reflect that. Economic growth should be balanced and uplift all the existing and future entrepreneurs that already live in the neighborhood. Providing key training and business support within the neighborhood and connecting residents to mentorship opportunities lays a pathway for economic growth that generates wealth within the community and incentivizes businesses to grow and stay in the neighborhood.

## Action Items

- Incentivize local entrepreneurship by connecting existing small businesses and future entrepreneurs to support and training programs, especially those tailored to underserved or specialized markets, or those already operating informal businesses
- Make resources for business startup and training, marketing, permitting, and other needs more easily accessible to the residents of the Northeast.
- Create a Business-to-Business Sponsorship Program whereby a corporate sponsor links with an existing small or start-up business to provide guidance.
- Establish partnerships with Connecticut based SBA lenders Webster Bank and Liberty Bank and small business lenders, HEDCO, CEDF, and Capital for Change; provide monthly workshop in the Northeast neighborhood.
- Develop a robust social media presence to market new businesses in the community and bring awareness to opportunities and programs.

## Partners and Programs

- City of Hartford Small Business Collective (SBC)
- Metro Hartford Innovation Services: Enterprise Business Systems; Enterprise Infrastructure Systems
- Hartford Chamber of Commerce
- Entrepreneurial & Women's Business Center at the Univ. of Hartford
- Hartford Renaissance District
- HEDCO
- CEDF (Community Economic Development Fund)
- Capital For Change
- Webster Bank
- Liberty Bank



# Live

## A More Equitable Community

An equitable community comes from people being cared for and having their needs met where they live so that the community can grow together and celebrate its diversity as it does so. Hartford 2035 examines how food, health, housing, safety, schools, and social services all interact and could be improved to build and foster a more equitable City.




Many Northeast residents leave the neighborhood to access employment, healthcare, and recreation. Ensuring that their needs are met within the neighborhood is the key to creating a neighborhood where all residents experience a great quality of life and receive the goods and services they need to further with their personal goals and dreams.

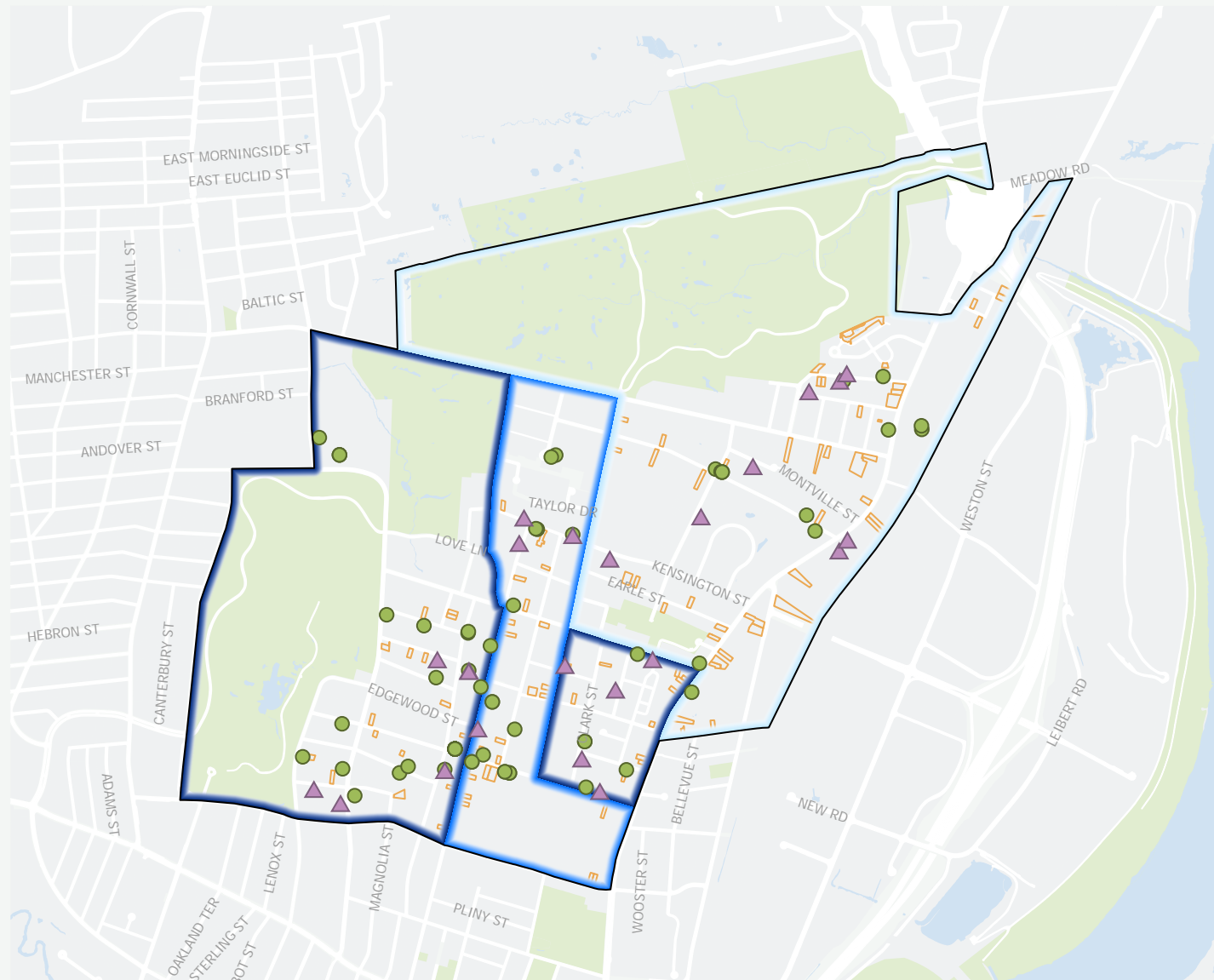
Approximately 38% of Northeast residents do not have access to a personal vehicle, making the lack of easily accessible and affordable fresh food within the neighborhood a challenge. 65% of residents are renters and many renters live in subsidized units, hampering the ability of a large portion of the population from accumulating wealth through property ownership. Vacant properties, outlined in the map to the right, are scattered throughout the neighborhood and fall into disrepair, causing blight and safety hazards. The Northeast has a strong network of social service providers that are championing the needs of the neighborhood, but enhanced capacity and collaboration can make them more efficient and impactful.

# Housing

-  Northeast Neighborhood
-  Vacant Property
-  Foreclosure
-  Reported Blight

## Housing Choice Voucher Usage

-  90
-  120
-  180



# **Goal: Foster a healthy, safe, and active community in the Northeast**

- Increase opportunities and access to recreational and physical activities
- Increase access to nutritious and affordable food within the neighborhood
- Promote and enhance safe, clean, and attractive public spaces
- Ensure that residents have access to social services and programs to support changing needs

An engaged and equitable community is one that is actively and easily connected through healthy habits and social networks that are reinforced by the neighborhood and the City.

Community members have noted the diversity and close-knit structure of the Northeast as an asset, and one that can be enhanced through fostering an environment where residents feel taken care of and feel safe in their neighborhood. The strong network of houses of worship, social clubs, non-profits, and community providers already uplift the Northeast neighborhood, and the strategies below propose how to build on current efforts.

Promoting clean, attractive public spaces that invite residents to go for a walk or ride their bike improves health and mental well-being. Community gardens and more mobile fresh-food options improves community resiliency while addressing the shortage of fresh food in the area. Filling in the gaps and addressing capacity shortages in the social service network ensures that Northeast residents have the foundational support to enhance their quality of life.



## Increase opportunities and access to recreational and physical activities that are appropriate for all ages and abilities; improve and expand these facilities

Incorporating exercise and recreation into one's daily routine has countless health and social benefits. Creating an atmosphere that encourages people of all ages to come out and play safely builds social bonds while improving physical and mental health and well-being. Residents noted that Keney Park and green spaces are underutilized by community members due to lack of access and lack of maintenance of facilities.

Investing in these programs and spaces promotes physical activity and social interaction, and builds bonds between residents, community organizations, and the City.

### Action Items

- Partner with private or community partners to host free exercise and recreation classes
- Host quarterly community events with local partners that celebrate the diversity of the Northeast neighborhood

### Partners and Programs

- Department of Families, Children, Youth and Recreation
- Department of Health and Human Services
- Keney Park
- Friends of Keney Park
- Keney Park Sustainability Project
- Department of Public Works

## Increase access to nutritious and affordable food within the neighborhood

There has been a long-standing need for a grocery store that provides fresh food options in the Northeast and surrounding neighborhoods. At present, studies are underway to find the optimal location for a grocery store that is accessible to as many people as possible, and to determine the need for public financing.

Achieving goals from other action areas, such as expanding the community garden program and strengthening purchasing power through higher-paying stable jobs will alleviate the inconvenience and lower costs for accessing fresh-food in the Northeast. Northeast is more resilient and more equitable when it is producing its own food as much as possible and strengthening its local economy to be able to support businesses looking to provide nutritious food to the Northeast.

## Action Items

- Identify trusted community members as gardeners and create awareness campaigns through social media and social networks to encourage community members to contribute or start their own gardens.
- Identify potential sites and provide education and training to community gardeners.
- Expand food-growing operations at the Swift Factory and ensure residents have affordable access.
- Use Farm-to-Table approach to deliver fresh produce and affordable prepared meals via delivery service in partnership with local and regional farmers.

## Partners and Programs

- Department of Development Services
- Dept. of Families, Children, Youth and Recreation
- Dept. of Health and Human Services
- Keney Park Sustainability Project
- Hartford Food System
- KNOX
- North Hartford Promise Zone
- Levo International
- The Swift Factory
- Healthy Hartford Hub
- Invest Health, United Way

## Promote safe, clean, and attractive public spaces that reduce cars on road and enhance the sense of community

Activating the streetscape and making it inviting, friendly, and accessible for all ages creates a walkable and bikeable environment where people are less likely to rely on vehicles for short trips and may seek out active modes of transportation to get to transit connections.

Ensuring that residents feel safe and comfortable on the streets is paramount, by addressing safety and crime concerns and maintaining well-lit, clean, and attractive sidewalks, streets, and pocket parks. Investing in crime prevention strategies, such as neighborhood watch programs, community policing, and partnerships with local law enforcement, can also help create a safer environment for community members to explore their neighborhood. When people are outside more and feel comfortable walking around their neighborhood, they have opportunities to strengthen their social circle and be friendly with and support their neighbors. Improving perceptions of safety also encourages more visitors and more businesses to locate in the neighborhood.

### Action Items

- Initiate a community clean-up day to remove litter and report infrastructure maintenance needs to the City.
- Increase the number of litter receptacles on the streets, especially on Main Street and Barbour Street.
- Reinstitute the neighborhood block watch program and work closely with law enforcement officials to communicate ideas and grievances.
- Improve the pedestrian environment and make it feel safer through enhanced street lighting and additional crosswalks.
- Provide and maintain dedicated lanes for bicycles and scooters.

### Partners and Programs

- Department of Development Services
- Department of Public Works
- Office of Community Engagement, Love your Block
- Police Department
- Adopt Your Block - Clean Up Trailer
- Neighborhood Watch Program
- Transport Hartford Academy, Center for Latino Progress
- BiCi Co., Center for Latino Progress

## Ensure that residents have access to social services and programs to support changing needs

With many residents living below the poverty line, social services provided through the City and through non-profits, houses of worship, and community organizations are essential to the health of the Northeast and its residents. Ensuring that service providers are connected and communicating with one another allows for sharing of resources and information that creates efficiencies and allows for expansion of capacity, allowing more Northeast residents to get the help and access they need.

### Action Items

- Provide free or low-cost options for quality after-school and summer programs and establish a comprehensive youth and adult recreation program.
- Partner with local churches and houses of worship as well as existing service providers to compile resources for programs.
- Ensure that programs cater to diverse interests from arts to technology, sports, and the environment. Pair with Green initiatives for green infrastructure programs and community gardens.
- Update and maintain an online inventory of institutions, agencies, and programs operating in the neighborhood that showcases each entity's abilities, programs, and funding sources.
- Improve communication between existing organizations that are undertaking this task to streamline the process and collaborate.
- Ensure that the current network caters to Northeast resident needs; prioritize new and existing programs that focus on behavioral and mental health support, life skills training, and childcare support.
- Enhance communication and networking with Community Health Workers.

### Partners and Programs

- Department of Families, Children, and Youth and Recreation
- Build A Better You
- Hartford NEXT, Inc.
- Advocacy to Legacy
- Community Health Workers



# **Goal: Provide residents of all ages with access to quality education opportunities**

- Remove barriers to learning in the classroom and ensure teachers to resources
- Ensure continuing education resources are readily and easily accessible

## Remove barriers to learning in the classroom and ensure teachers and school staff are connected to social support resources

Residents have consistently pointed out that while teachers and schools are of good quality, many disruptions and distractions impact the learning environment in school and hinder students from achieving their potential. Many students fall behind on national benchmarks and are then not prepared for success as they enter the professional world. Connecting teachers, students, and parents to resources through the school system can aid struggling families and help teachers divert students to the resources so they can focus on teaching and supporting their students.

### Action Items

- Make it easier for parents to connect with teachers and discuss the needs of students; provide free daycare or transportation and adjust the time and format of events or meetings to cater to varying schedules.
- Survey teachers and assess student challenges to ensure the services required are offered in the Northeast.

### Partners and Programs

- Department of Families, Children, and Youth and Recreation
- Build A Better You
- Community First School
- North Hartford Ascend Pipeline
- Board of Education

## Ensure all adults who would like to continue their education or complete their GED can easily access resources to do so

When compared to the state and national figures, the Northeast is lagging behind on education levels. Around 17% of neighborhood adults do not have a high-school diploma or equivalent, and high rates of functional illiteracy prevent some residents from accessing job training programs or maintaining steady employment. Expanding the capacity of existing programs and organizations and making sure that residents can easily access services is paramount to addressing the education gap and resulting wage gap in the neighborhood.

### Action Items

- Advertise and promote the existing adult education resources.
- Connect adults to support programs, especially transportation services, childcare, and personal financial support.

### Partners and Programs

- Adult Education Center of Hartford
- Center for Urban Research, Education, and Training
- North Hartford Ascend Pipeline
- Board of Education

# **Goal:** Ensure residents have access to a mix of affordable housing options and clear pathways to homeownership

- Ensure residents are aware of the range of housing programs and services available from local partners and the City
- Assist homeowners in rehabilitating troubled properties to avoid condemnation



## Ensure residents are aware of the range of housing programs and services available from local partners and the City

Approximately 65% of Northeast residents do not own their home and are renting. Homeownership not only builds generational wealth, it provides stability while connecting you to the place where you have invested your wealth. The City of Hartford, along with State and Federal programs can aid residents in transitioning to homeownership or help low-income homeowners with costly repairs that could inundate them. Offering neighborhood-level support for these initiatives and seeking out and connecting community members strengthens Citywide efforts and ensures that Northeast residents do not miss out on these opportunities.

### Action Items

- Create a neighborhood-based homebuyer education and counseling program that partners with City of Hartford and FHA HouseHartford programs; Parker Memorial and the Swift Factory are potential locations where residents can get more personalized and step-by-step advice.
- Support programs that transition people from subsidized rental housing to homeownership.

### Partners and Programs

- FHA HouseHartford
- Department of Development Services
- Sheldon Oak Central
- Mutual Housing Association of Greater Hartford
- Hartford Land Bank
- Hartford Community Loan Fund
- Toraal Development
- Heritage Housing

# Assist homeowners in rehabilitating troubled properties to avoid condemnation

Assisting homeowners and vacant property owners with rehabilitation and repairs can prevent their homes from becoming blighted and increase property values and living conditions for many families. Many organizations, including the Hartford Land Bank, Sheldon Oak Central, and the Hartford Community Loan Fund are helping to rehabilitate homes and increase homeownership in the Northeast. The Hartford Land Bank is a non-profit organization that acquires and rehabilitates vacant, abandoned, and distressed properties in Hartford, Connecticut to repurpose them into community assets. Sheldon Oak Central has rehabilitated many housing units and plans to expand its revitalization efforts in the Northeast over the next five years. The Hartford Community Loan Fund is a nonprofit CDFI that has provided financing for the rehabilitation of dozens of formerly vacant and blighted residential and mixed-use properties in the Northeast neighborhood. Together, the Hartford Land Bank and the Hartford Community Loan Fund are making a significant impact on the Northeast neighborhood by rehabilitating homes and increasing homeownership opportunities.

Local builders and tradesmen can offer their services and train new employees on these projects, priming them for high-paying careers in the trades and construction.

## Action Items

- Create a pipeline of properties that are ready to be occupied or are in the process with Hartford Land Bank.
- Support Hartford Land Bank rehabilitation program and ensure that local residents are part of the process.
- Create an application process where homeowners can request repair help from local repair companies or microbusinesses

## Partners and Programs

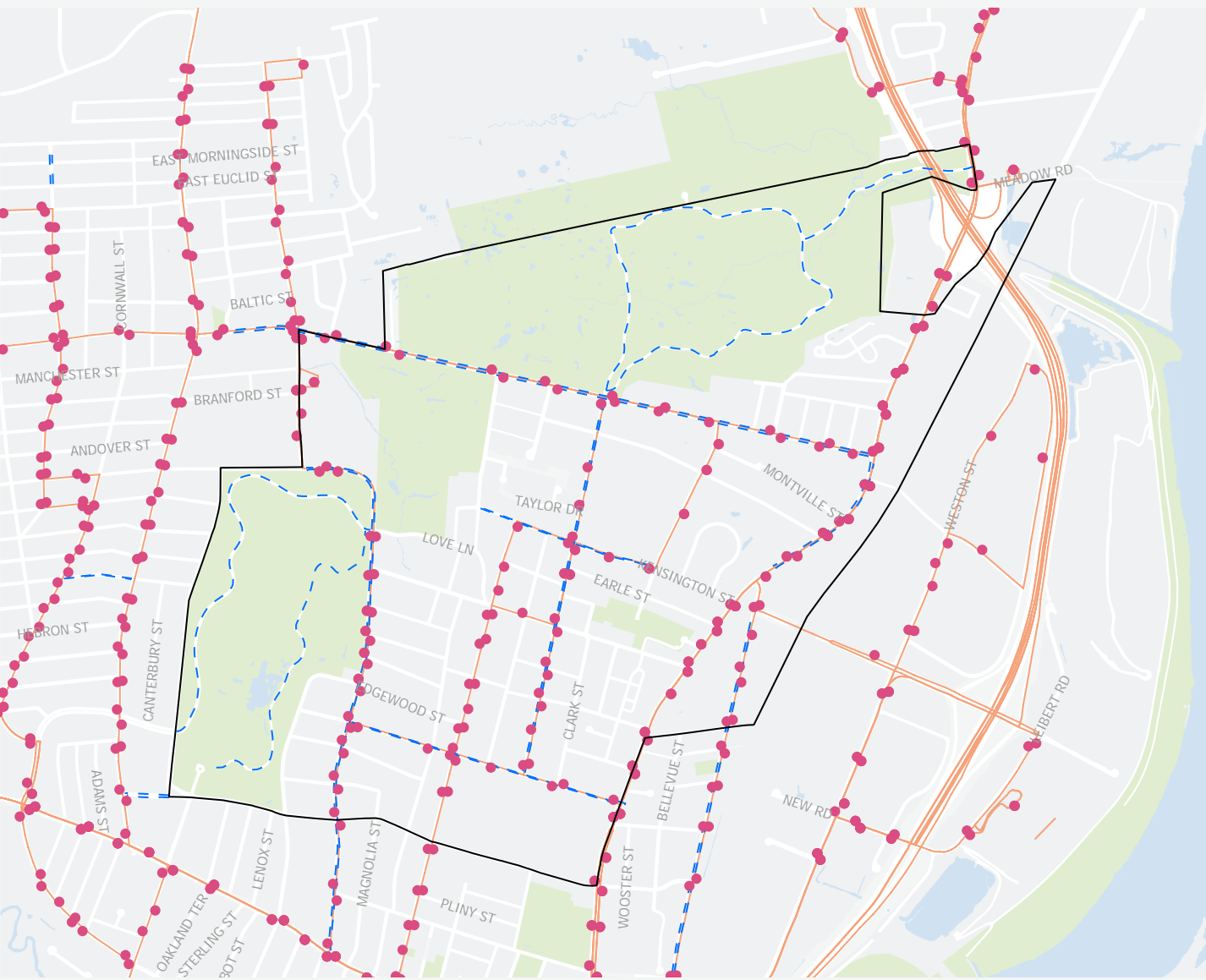
- Hartford Land Bank
- Hartford Community Loan Fund
- Sheldon Oak Central
- Mutual Housing Association of Greater Hartford
- Toraal Development
- Heritage Housing
- Department of Development Services, Housing Division
- Department of Development Services, Blight Remediation and Housing Code Enforcement

# Move





## More Accessible Transport

The Hartford 2035 Plan focuses on developing accessible transportation options that can be utilized safely and efficiently. Commuting patterns in Northeast to access jobs see that a lot of residents leave the neighborhood for work, and many people enter the Northeast for their jobs. Lots of traffic in the neighborhood around rush hour leads to congestion and traffic and unsafe road conditions for motorists, pedestrians, and bikers.

Approximately 38% of Northeast residents do not have access to car and report reliance on cars for daily tasks such as going to work, running errands, and purchasing food for their families. By improving the conditions and safety of roadways for all modes of transit, the plan aims to create more equitable transport options in the City and neighborhood, which would benefit all residents and promote sustainable and efficient transportation.



# Transportation

-  Northeast Neighborhood
-  CT Transit Bus Stop
-  CT Transit Bus Route
-  Bike Route



# **Goal:** Improve mobility options and safety of those options in the neighborhood

- Improve the pedestrian, biking, and transit environment
- Traffic calming measures to improve road safety

# Improve the pedestrian, biking, and transit environment to encourage more active and environmentally friendly modes of transportation

Reducing the number of vehicle trips can improve the local environment and improve health outcomes for community members who are more incentivized to walk, bike, or take transit on shorter trips.

## Action Items

- Create and maintain neighborhood-based sidewalk improvement program
- Ensure streets are well-lit and residents and visitors feel safe using them at all hours
- Ensure bikers feel safe and protected from vehicles on North Main Street; promote and support bike safety programs
- Increase the number and quality of bus shelters
- Improve neighborhood connections to Downtown Hartford and other key points in the City

## Partners and Programs

- Department of Public Works, Street Services Division
- Department of Development Services, Planning & Zoning
- KNOX
- Transport Hartford Academy, Center for Latino Progress
- Local artists

## Maintain and expand traffic calming measures to encourage safe speeds and safe driver behavior

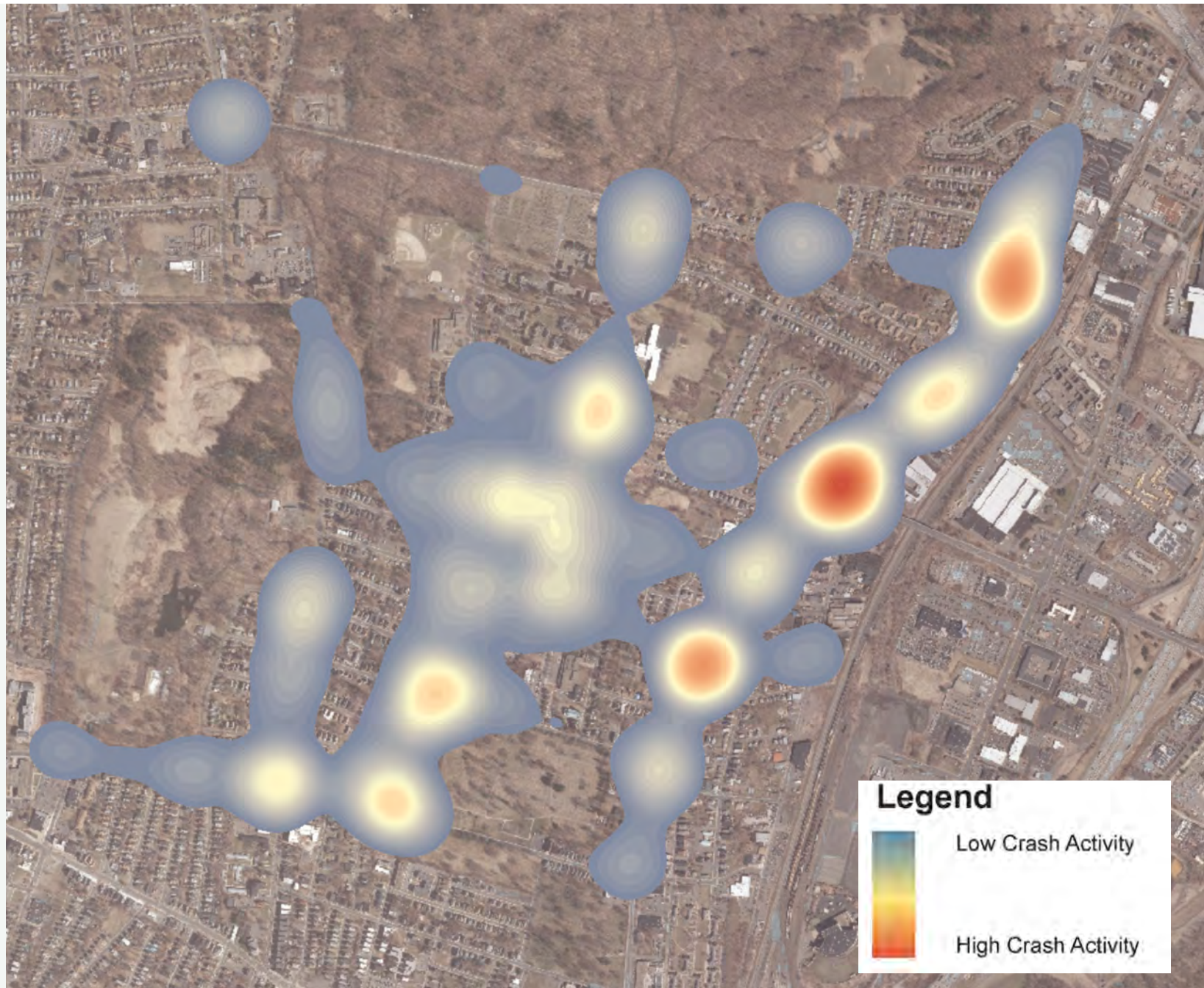
Vehicular speeding remains an issue in the neighborhood, and while traffic calming infrastructure has been installed in key areas, additional steps can be taken to prevent crashes and improve safety on the roads for motorists and others. Integrating public art and creating interactive demonstration projects that temporarily change road infrastructure through paint and temporary barriers engages residents and gets their thoughts and expertise on how to make their community safer.

### Action Items

- Integrate barricades and barriers in a thoughtful way that enhances neighborhood character.
- Utilize public art and get the community involved in demonstration projects for testing out infrastructure and street changes before they become permanent.

### Partners and Programs

- Department of Public Works, Street Services Division
- Department of Development Services, Planning & Zoning



# Play

W

## A More Vibrant Culture

The Northeast is a community with a lot of history and culture that should be highlighted and celebrated. Hartford 2035 examines the role of arts, culture, history, parks, sports and tourism to chart out Hartford's path to cultural vibrancy. Caribbean restaurant row on Main Street serves residents and visitors to the neighborhood, Ebony Horsewomen is a unique asset in the neighborhood's Keney Park, provides equine-assisted therapy and educational programs to youth and adults, the West Indian Social Club provides community space, entertainment opportunities, and connects West Indian migrants across the region, and a variety of community groups, non-profits, houses of worship, and community centers provide the Northeast and its visitors with a host of opportunities. More can always be done to market the area and transform it into a thriving and bustling zone of energy, activity and community.

Keney Park and Harriet Tubman Park provide playgrounds and green space for kids and adults, but community members note that certain facilities and infrastructure are in disrepair. Investing in the facilities and incorporating public art and murals that incorporate the history and stories of the neighborhood creates public spaces where people are proud to be and can see their voice and story reflected. Keeping younger residents in the neighborhood by building third spaces where people can relax and unwind or play builds healthy and vibrant communities.







# **Goal: Expand and improve Northeast's parks and open space network**

- Improve existing spaces and consider other opportunities for pocket parks and well-maintained recreational spaces; Improve access points to open space assets and increase awareness of facilities
- Ensure parks and open spaces are age-appropriate and meet the changing needs of residents of all ages

Improve existing spaces and consider other opportunities for pocket parks and well-maintained recreational spaces and increase awareness of facilities.



*"The benches need an upgrade and the court behind it deserves to be in better condition"*

## Action Items

- Ensure that there is space for the public in the redevelopment plans for the vacant school properties.
- Market the neighborhood's proximity to the riverfront and Keney Park as attractions that are accessible from the neighborhood.
- Connect to open space features just outside the neighborhood such as Keney Park facilities and the Connecticut riverfront.
- Partner with Riverfront Recapture on connecting Northeast to

## Partners and Programs

- Department of Development Services
- Friends of Keney Park
- Keney Park Sustainability Project
- Department of Health and Human Services
- Department of Public Works

## Ensure parks and open spaces are age-appropriate and meet the changing needs of residents of all ages

Play and recreation is for all ages, no matter how young or old, and public spaces should reflect this. In repairs of existing facilities and in the creation of new ones, programming and infrastructure should cater to all ages and abilities to cater to the diverse residents of the neighborhood, support the aging population, and be considerate of those with disabilities.

### Action Items

- Assess existing facilities and repair and expand them to allow neighborhood kids to stay in the Northeast for their recreation activities.
- Ensure that facilities cater to the diverse residents of the neighborhood and that infrastructure also supports the aging population and those with different abilities.

### Partners and Programs

- Department of Public Works, Parks & Cemetery Division
- Department of Development Services
- Friends of Keney Park
- Hartford Healthy Family Initiative
- Department of Families, Children, Youth and Recreation

## Increase awareness and improve access points to open space assets

The Northeast neighborhood boasts a range of open space assets that offer opportunities for recreation and exercise. However, residents have limited access points to these areas. Improving connections to Keney Park facilities and the Connecticut riverfront expands the open space of the network of the neighborhood, increases awareness of these valuable community assets, and promotes greater engagement with nature. Connecticut has a wealth of beautiful state parks close to Hartford, and various state programs offer free travel or programs to get people to the parks and address the inequities around park access.

Locally, Keney Park Sustainability Project offers Northeast residents a chance to connect with nature at the Urban Ecology Wellness Center through forest and horticulture therapy, workshops in urban forestry and farming and group hikes. The Riverfront Recapture park plan for the Hartford/Windsor Line offers an exciting opportunity to build a new community park along the 60 acres near Riverside Park, with potential for mixed-use development.

Collaborating with Northeast residents and community groups to develop and maintain these spaces can also provide local employment opportunities, while attracting more visitors and foot traffic to the area. Improving access to open spaces can benefit both residents and businesses alike, fostering a stronger, healthier, and more vibrant community.

## Action Items

- Conduct an outreach campaign to raise awareness of open space assets, how to access them, and the benefits of spending time in nature.
- Connect to open space features just outside the neighborhood such as Keney Park facilities and the Connecticut riverfront.
- Partner with Riverfront Recapture on connecting Northeast to Riverside Park and the riverfront.

## Partners and Programs

- Department of Families, Children, Youth and Recreation
- Department of Health & Human Services
- Riverfront Recapture
- Department of Public Works, Parks & Cemetery Division
- Friends of Keney Park
- Keney Park Sustainability Project
- ParkConneCT
- Passport to the Parks
- No Child Left Inside



# **Goal: Promote Northeast as a destination area with diverse restaurants and retail, open space and recreation, and unique history**

- Initiate a campaign that highlights the neighborhood's people, stories, assets, and history
- Support opportunities for social events and community gatherings and businesses that provide the community with a third space

## Initiate a campaign that highlights the neighborhood's people, stories, assets, and history

The Northeast is a unique neighborhood with a long history and . Promoting the stories and people of the neighborhood preserves them and inspires the next generation to care about the place they live and the people that came before them.

Advocacy to Legacy has been documenting the assets and stories that find home in the Northeast neighborhood, in a process that has connected across generations. Incorporating physical manifestations of this culture into the streetscape and into public spaces and parks beautifies the neighborhood and creates a shared history for the community.

Organizing guided tours for residents and visitors can help foster a sense of pride and belonging in the Northeast, while showcasing the community's history, culture, and unique features.

## Action Items

- Continue and expand on a project that interviews neighborhood residents and compiles their unique stories in a 'neighborhood stories' project.
- Utilize social media, neighborhood website, and directional signage.
- Organize guided tours that highlight the unique assets and history of the neighborhood.

## Partners and Programs

- Advocacy to Legacy
- North Hartford Partnership
- Hartford NEXT, Inc.
- NERA
- Hartford Renaissance District
- Trinity Health
- Latino Way
- Community Health Workers
- Hartford Health Leaders
- Center for Latino Progress
- Department of Health and Human Services
- Ebony Horsewomen
- West Indian Social Club

## Support opportunities for social events, community gatherings, and businesses that provide the community with a third space

Hosting community events at the many existing outdoor and indoor spaces and facilities in the Northeast activates the community and brings people together to create memories and energy in the community. While many community events happen throughout the summer, bringing events into the Swift Factory and other community spaces lets residents know that these places exist and gives them a third space to go that isn't their home or their place of work. Parker Memorial provides community space and programming, and the Sheldon Oak Central Johnson-Stewart Community Center provides community space and is working on developing a robust community engagement strategy to get Northeast residents more involved in their community.

Similarly, the neighborhood should be incentivizing businesses that provide this space, such as coffee shops, art galleries, bars and restaurants, dance halls, museums, and community centers. Such entrepreneurs already exist within in the community and are looking for support and spaces to create these opportunities for people. Creating accessible resources for future business owners can help expand the members of the community who live and work in Northeast and make it a better place for all.

### Action Items

- Host a series of pop-up community events throughout the neighborhood, which could include community concerts, movie nights, arts & crafts fairs etc.
- Incentivize recreation, nightlife and entertainment opportunities that are sustained by neighborhood residents but also attract visitors.

### Partners and Programs

- Department of Development Services
- North Hartford Partnership, the Swift Factory
- NERA
- Hartford Renaissance District
- Local Businesses and entrepreneurs
- Parker Memorial Family Center
- Sheldon Oak Central, Johnson-Stewart Community Center
- West Indian Social Club

# NRZ

## A Better Equipped NRZ

Since this is a neighborhood plan, the Northeast NRZ will be a champion for many of these initiatives moving forward. Support from the City, Community Organizations, community leaders, residents, and neighbors will be crucial in advancing the Vision for the Northeast.

As it stands today, the Northeast NRZ, also known as the Northeast Revitalization Association (NERA), is comprised of dedicated and involved volunteers who dedicate their time to guide neighborhood efforts. Many of these volunteers split their limited time across various leadership and advisory commitments, and their work in the Northeast has been invaluable. However, to make strides and achieve many of the goals set forward in this Neighborhood Plan, NERA needs a capacity boost. The help of full-time staff or additional volunteers brings more people into the conversation and creates opportunities for residents to get involved in their community while learning employable administrative and project management skills. Strengthening communication and establishing clear systems with the City of Hartford ensures that the Northeast and its needs are a part of conversations at the municipal level and NERA members can communicate easily with residents on important updates and projects.

An important job for NERA will be improving the visibility of the Northeast and highlighting resources and amenities for community members and visitors. Utilizing the unique culture and diversity of the neighborhood to create branded social media and resource pages will highlight the neighborhood and make a more welcoming environment for all.

# **Goal: Strengthen and increase the capacity of the NRZ**

Initiate a campaign that highlights the neighborhood's people, stories, assets, and history

- Expand the support structure and strengthen decision-making links with City
- Increase awareness of the NRZ within the neighborhood and better connect to new partners, residents, and volunteers



## Streamline the organization structure of NERA and strengthen decision-making links with City

Regular and clear communication with City staff, particularly Development Services, will ensure that NERA members are receiving regular updates and can easily communicate those with residents. Additionally, assess internal capacity needs and communicating with the City so they can help connect to additional resources.

Streamlining the process allows neighborhood leaders to keep track of community priorities and action items outlined in the Neighborhood Plan, creating a fluid communication network between neighborhood residents, NERA, and City officials.

### Action Items

- Conduct an audit of existing committees and reorganize as needed to streamline processes; assess capacity needs and communicate needs to City

### Partners and Programs

- Department of Development Services
- Advocacy to Legacy
- North Hartford Partnership
- Hartford NEXT, Inc.

## Increase awareness of the NRZ within the neighborhood and better connect to new partners, participants, and volunteers

The Northeast has a long list of action items to address in order to achieve the community's vision for the neighborhood. Additional help is needed to achieve the goals, strategies, and actions identified in this Neighborhood Plan. Partnering with a corporate sponsor that has the capacity and experience to manage administrative and programmatic needs will be an asset to NERA over the next ten years. Additionally, incentivizing young community members to join as interns and volunteers instills civic engagement and pride in the community while increasing awareness of the NRZ and its programs and efforts.

### Action Items

- Train new and existing volunteers and establish a succession plan for new leadership
- Coordinate with City and Youth Service Corps to have young adults provide administrative assistance to NRZ
- Identify potential corporate sponsors or partnerships to provide funding support and guidance on the implementation of goals
- Formalize communication networks with residents and promote and notify Northeast residents of programs and the status of City initiatives
- Create mailing list/e-blast list for neighborhood updates

### Partners and Programs

- Department of Development Services
- Our Piece of the Pie
- Hartford NEXT

# **Goal:** Improve the visibility of the neighborhood

- Promote the unique identity of the neighborhood through colors and branding, communication standards, social media, and community networks
- Develop and maintain neighborhood-specific resources such as resident welcome packet, list of social services, business and workforce development support, amenities, and highlights, etc.

# Promote the unique identity of the neighborhood through colors and branding, communication standards, social media, and community networks

Promoting the unique identity of the Northeast neighborhood can help showcase the history, diversity, and hidden gems of the area. Neighborhood residents can collaborate with local artists to create a unique logo and color palette that captures the essence of the neighborhood. Unique branding can be used on communication materials to create a consistent visual identity and make the neighborhood recognizable. Advocacy To Legacy has been working on a community asset map that can be leveraged

In addition, social media can be a powerful tool to promote the neighborhood's unique identity. The community can create social media accounts to share stories, events, and photos that showcase the diversity and culture of the Northeast. This could include highlighting local businesses, showcasing community events, and sharing stories of the neighborhood's history and heritage.

## Action Items

- Create a website and social media accounts for the neighborhood and work with City and community organizations to cross-promote and increase traffic and engagement to the site and social media.
- Create a slogan and branding for the neighborhood and seek opportunities for unique wayfinding that welcomes residents and visitors to the neighborhood.
- Capitalize on community events to get feedback from residents and utilize visioning exercises to finalize branding.
- Collaborate with City to install wayfinding and branding in key areas in the neighborhood.
- Finalize and publish a marketable neighborhood asset map in coordination with Advocacy to Legacy to be used for neighborhood branding and marketing.

## Partners and Programs

- Advocacy to Legacy
- North Hartford Partnership
- Local artists
- Hartford NEXT, Inc.
- Hartford Renaissance District

## Develop and maintain neighborhood-specific resources such as resident welcome packet, list of social services, business and workforce development support, amenities, and highlights, etc.

Many organizations are already doing the hard work of understanding the current landscape of services, organizations, resources, and networks operating in or servicing the Northeast. Working together with the partners already involved to create a seamless process for future information sharing will welcome new and existing residents into the neighborhood and make them aware of services and resources available to them.

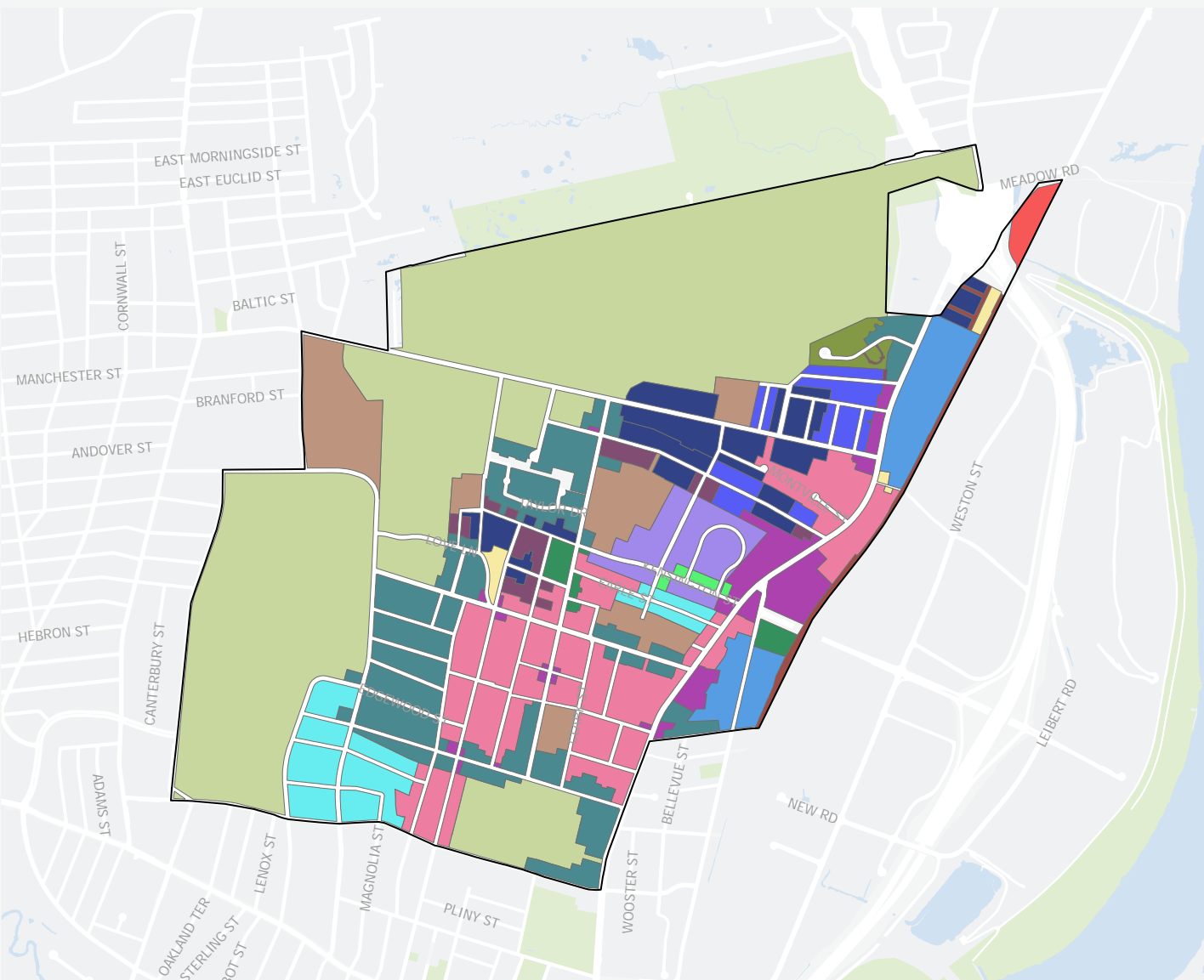
### Action Items

- Connect organizations that are already completing these tasks or have done so in the past and update or share materials as necessary.
- Compile materials to develop a welcome packet/website page/social media page that contains all relevant information and keep this resource regularly updated.
- Develop a neighborhood asset map that is frequently updated and can be published graphically for materials and social media.

### Partners and Programs

- Hartford NEXT
- Advocacy to Legacy
- Office of Community Engagement
- Department of Development Services













## Zoning

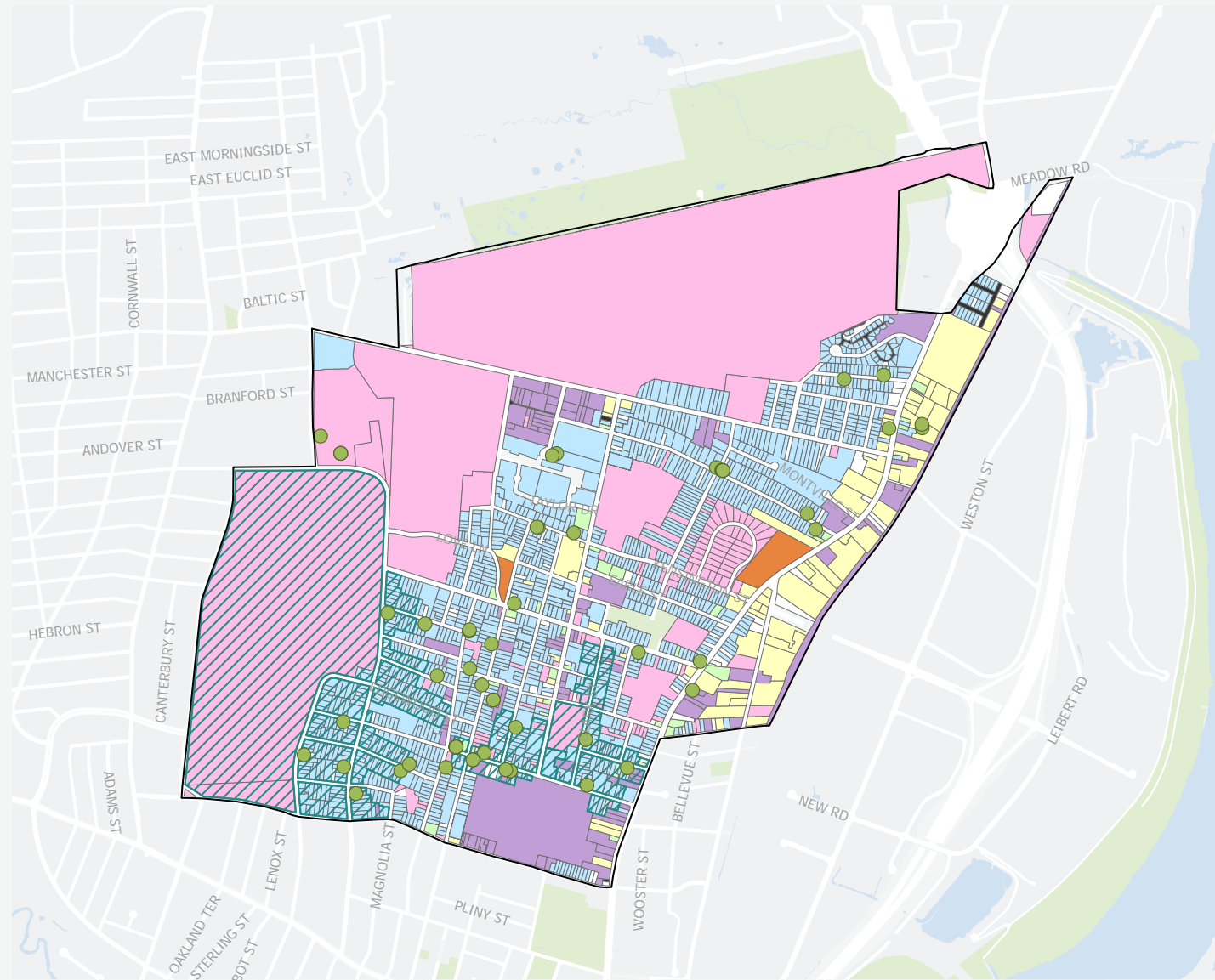
	Northeast Neighborhood
	CX-1
	CX-2
	ID-2
	MS-1
	MS-2
	MX-2
	N-2-2
	N-2-3
	N-3-1
	N-3-2
	N-3-3
	N-4-1
	N-5-1
	NX-1
	NX-2
	OS
	ROW

## Land Use

-  Northeast Neighborhood
-  National Historic District
-  Reported Blight

### Land Use

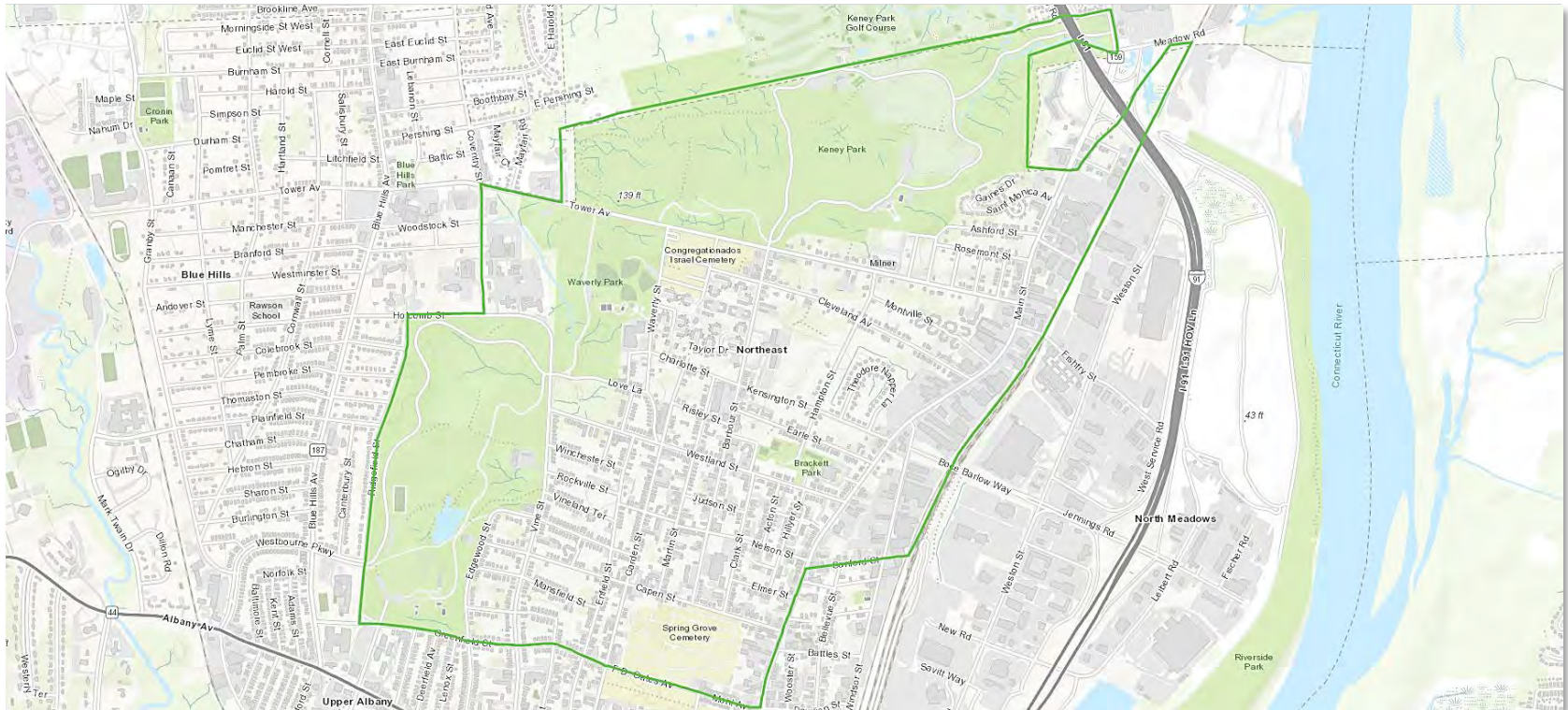
-  Residential
-  Commercial
-  Vacant
-  Mixed Commercial/Residential
-  Municipal or State Owned
-  Other
-  Unknown
-  Brownfield Sites





# Northeast Neighborhood REVITALIZATION ANALYSIS

December 19, 2022



ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™

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# EXECUTIVE SUMMARY

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™

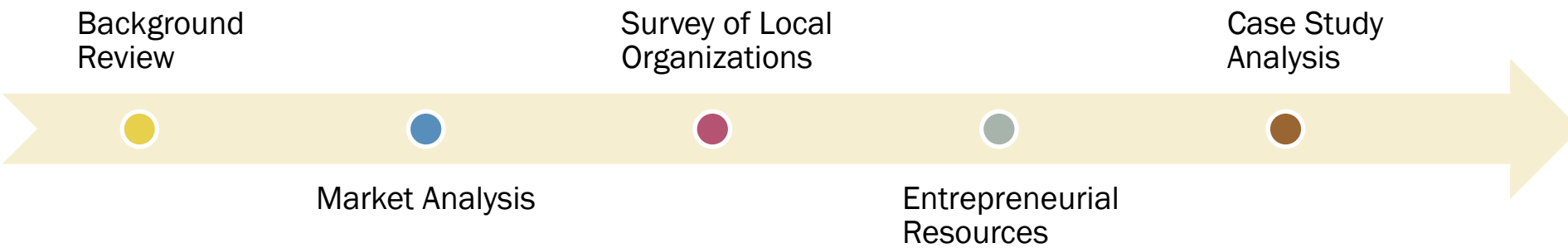




# Background: Project Scope

Working with FHI Studio, 4ward Planning is providing neighborhood revitalization analysis services to the City of Hartford in support of the creation of an action-oriented Northeast Neighborhood Plan. The goal of the plan is to help Northeast Neighborhood residents and business owners identify community priorities, build consensus around long-term vision, and ensure the consistency of community goals with those of the City.

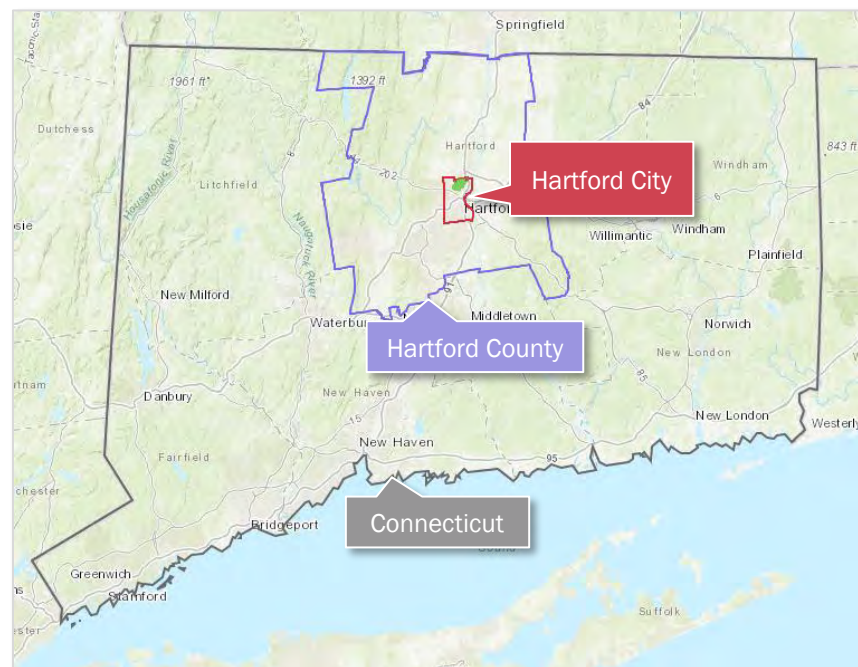
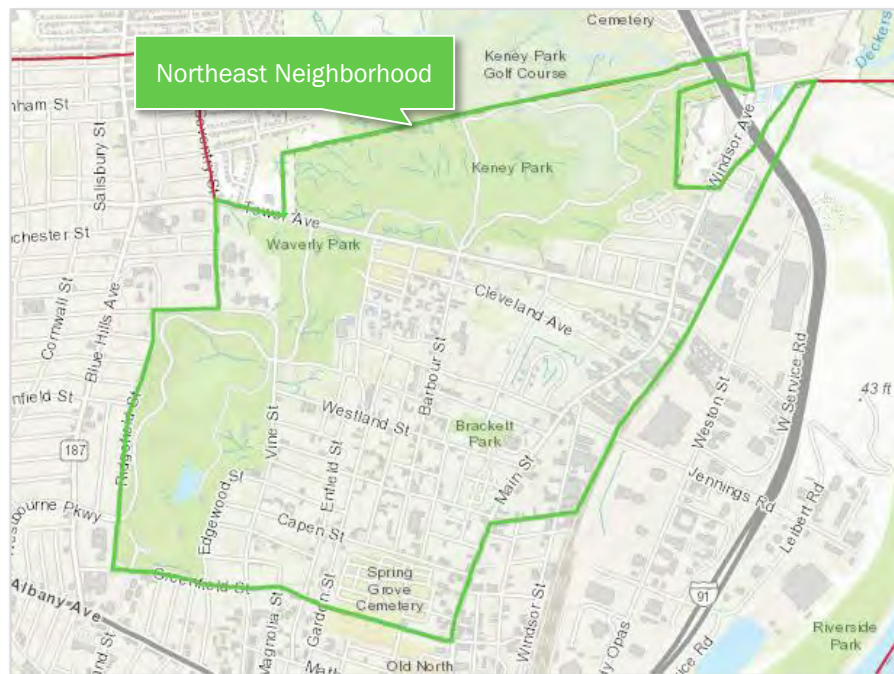
As outlined below, to identify and evaluate the types of activities that have been put in motion over the past decade, 4ward Planning first reviewed several economic and community development related reports either directly focused on the Northeast Neighborhood or referencing it as part of a larger City of Hartford study (see separate memorandum summarizing review findings). Next, in order to better understand potential economic development challenges and opportunities, the market analysis examines socio-economic, and labor and industry metrics for the Northeast Neighborhood and region.



## Background: Primary Market Areas

The following geographies were analyzed in the socio-economic analysis:

- **Northeast Neighborhood:** The 2.14-square-mile area presented in the map below (left)
- **City of Hartford:** As defined by municipal boundaries
- **Hartford County:** Synonymous with the Hartford Region, as defined by the State of Connecticut
- **Connecticut:** For comparison purposes, data is also presented for the state of Connecticut.
- **United States:** Metrics are also presented for the nation, when appropriate.



Source: Esri; 4ward Planning Inc., 2022

## Key Takeaways: Market Analysis

**Apprenticeship and training programs can help the Northeast Neighborhood's relatively young workforce better access nearby living-wage employment opportunities in manufacturing, warehousing, and the trades.**

Educational attainment and median household income levels (\$27,990) in the Northeast Neighborhood are relatively low, with nearly 40 percent of neighborhood residents below the poverty level and just over half receiving nutrition assistance via food stamps/SNAP.

Despite a high share of “goods-producing” industry super-sector jobs (principally, manufacturing and construction) located in the neighborhood (representing 29 percent of total employment), neighborhood residents are largely being left out of these relatively mid-wage local employment opportunities (for example, entry-level construction and extraction occupations provide average annual earnings of \$46,540). While these jobs do not typically require a college degree, the local workforce may lack the soft skills or technical training required for entry- and mid-level occupations in these industries.

There are also large clusters of wholesale trade and transportation and warehousing jobs located just beyond the eastern portion of the Northeast Neighborhood, also providing solid income employment opportunities (e.g., transportation and material moving occupations). Largely due to increased online shopping and demand for warehouse workers, the transportation and warehousing industry is the only industry in the two selected super-sectors that has grown in the county since the onset of the Covid-19 pandemic.

Given that a relatively large share of the population within the neighborhood is entering or within the early stages of their working careers, absent a four-year degree or higher, apprenticeship programs and skills training (e.g., the construction trades, computer language coding, commercial driver's license (CDL)) is an alternative path that would lead to a substantial increase in household incomes for many Northeast Neighborhood residents.

## Key Takeaways: Case Studies Analysis

**The most effective workforce training program for the Northeast Neighborhood will be community member-led, promoted through on-the-ground outreach at both formal and informal neighborhood community centers, and offer life skills and support services in addition to core trades training.**

Workforce training leadership in an underserved neighborhood is, ideally, composed of members of that community, bringing with them a deep-rooted commitment and full understanding of neighborhood background, challenges, strengths, and resources and using this knowledge to tailor the most effective, hands-on program.

Although social media campaigns and marketing through partner programs are important components of a workforce training program's public education process, door-to-door and community center events and marketing are powerful outreach tools. For the Northeast Neighborhood, community center spaces should include but are not limited to the Swift Factory, the library (with a new branch to be located within the Swift Factory), and local churches. Such formal and informal community centers will be pivotal in transforming the Northeast Neighborhood.

Workforce training programs that recognize and support participants' needs beyond their skilled trades training, offering life skills and support services, will increase the likelihood of student retention, later career and life success, and commitment to and reinvestment in the neighborhood.

Additionally, with the Hartford Land Bank in the early stages of, potentially, developing a construction trades apprenticeship program (in partnership with the Connecticut State Building Trades Council) to compliment its new developer apprenticeship program, we recommend coordination of such a workforce training program with these entities.

# MARKET ANALYSIS

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™





# Socio-Economic Trends Analysis

## Key Findings: Socio-Economic Trends Analysis

### Neighborhood investment could attract new households

The city of Hartford has experienced relatively flat recent population growth (0.2 percent per year from 2022 to 2022), which is expected to continue through 2027 (0.07 percent per year). The creation of additional affordable housing and business opportunities in the Northeast Neighborhood has the potential to stimulate population growth, to the extent it can attract new residents from within the city and county.

### Half of residents entering or within early stages of their working careers

The population living in both the Northeast Neighborhood and the city of Hartford is relatively young, compared to the county and state. Over half of the neighborhood's population falls within the Gen Z and millennial generations (between ages six and 41), suggesting a relatively large share of the population within the neighborhood is entering or within the early stages of their working careers – an attractive statistic for employers seeking entry-level workers.

### Local workforce training is likely critical to escaping poverty levels

Educational attainment is relatively low in the Northeast Neighborhood, where just 11 percent of adult residents ages 25 and older hold a bachelor's degree or higher level of education (compared to 41 percent in the county). In 2020, nearly 40 percent of neighborhood residents were below the poverty level and just over half received nutrition assistance via food stamps/SNAP. Consequently, local workforce training to assist residents in accessing living-wage employment will be critical to reversing the neighborhood's economic fortunes.

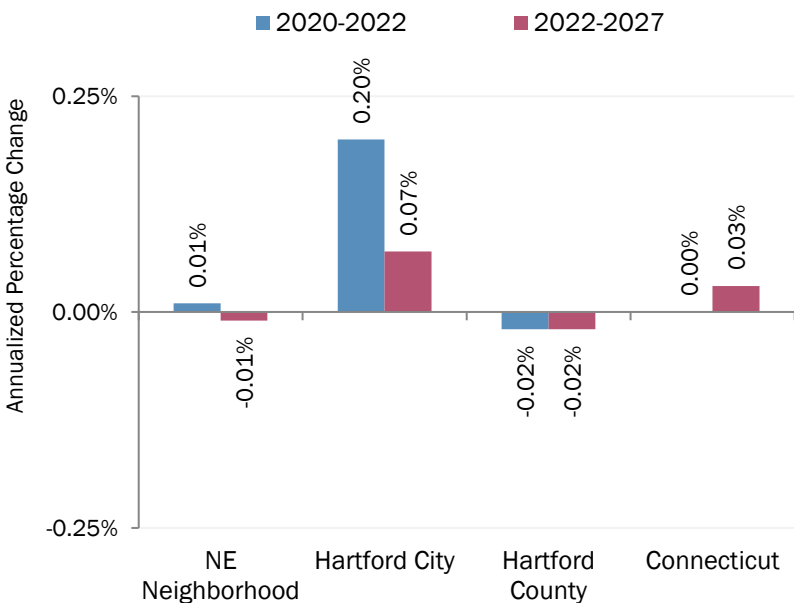
## Methodology: Socio-Economic Trends Analysis

4ward Planning examined the socio-economic characteristics for the Northeast Neighborhood and, for purposes of comparison, the city of Hartford, Hartford County (synonymous with the Hartford Region), and the state of Connecticut. Using a combination of published government data (U.S. Census, Bureau of Labor Statistics, and the State of Connecticut) and proprietary analysis software (Esri Community Analyst), 4ward Planning prepared a series of data tables comparatively illustrating demographic trends for study areas. Specifically, demographic trends associated with population, households, age cohorts, population density, income distribution, poverty rates, housing tenure, and consumer expenditure estimates are analyzed. Demographic data is displayed for 2010, 2022 (estimated), and 2027 (projected).

# Total Population

The size and growth of a city’s population influences markets for goods, services, housing, and labor. Areas where population is growing, particularly if it is growing rapidly, are more attractive markets than are areas where population is flat or in decline. The city of Hartford has experienced relatively flat recent population growth (0.2 percent per year from 2022 to 2022), which is expected to continue through 2027 (0.07 percent per year). The creation of additional affordable housing and business opportunities in the Northeast Neighborhood has the potential to stimulate population growth, to the extend that it can attract new residents from the city or region.

Annualized Percentage Change, Total Population



Population by Geography

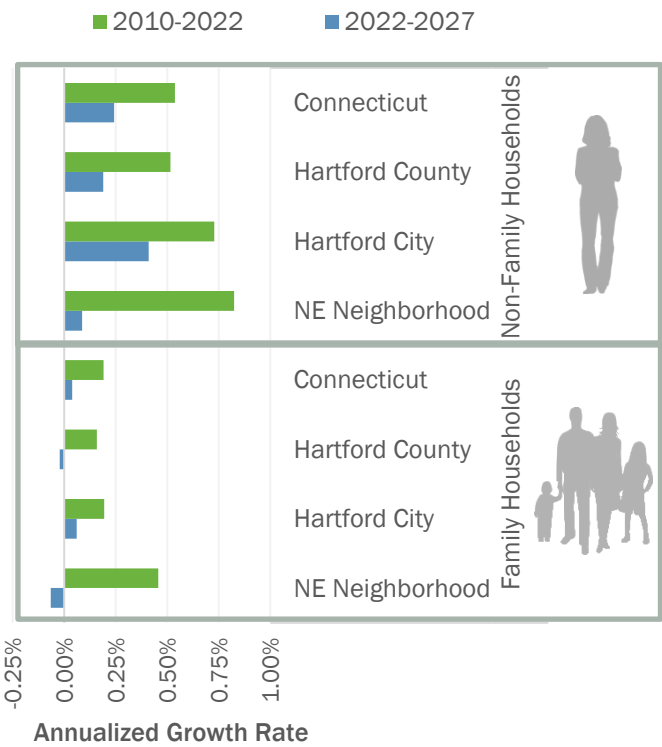
	2000	2010	2020	2022	2027	2022-2027
Northeast Neighborhood	10,140	10,710	11,200	11,200	11,190	-10
Hartford City	121,550	124,780	121,110	121,610	122,060	450
Hartford County	857,180	894,010	899,470	899,180	898,130	-1,050
Connecticut	3,405,570	3,574,100	3,605,870	3,605,920	3,610,720	4,800

Source: U.S. Census Bureau; Esri; 4ward Planning Inc., 2022

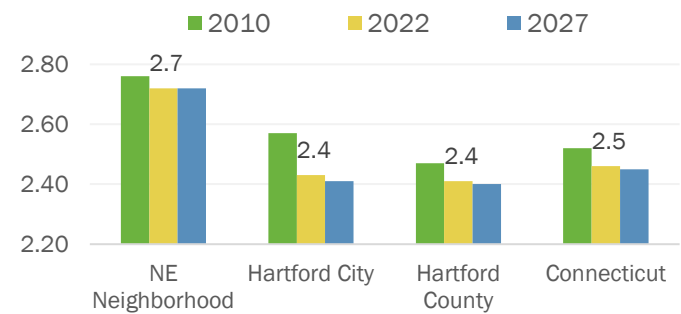
# Household Formation

Each household represents an occupied housing unit. A family household is that maintained by a householder who is in a family, while a non-family household consists of a householder living alone (a one-person household) or with people to whom he/she is not related (roommates). As illustrated in the chart to the right, across all geographies, non-family households (top) have experienced stronger growth than family households (bottom). As illustrated below (left), the average household size in the Northeast Neighborhood (2.7 persons) is larger than that within the other geographies and is expected to remain flat through 2027.

## Household Formation Trends



## Household Size Trends



## Households by Geography

	2000	2010	2020	2022	2027	2022-2027
NE Neighborhood	3,670	3,840	4,110	4,110	4,100	-
Hartford City	44,970	45,120	47,140	47,350	47,840	490
Hartford County	335,100	350,850	362,110	362,800	363,790	990
Connecticut	1,301,670	1,371,090	1,418,480	1,421,690	1,429,440	7,760

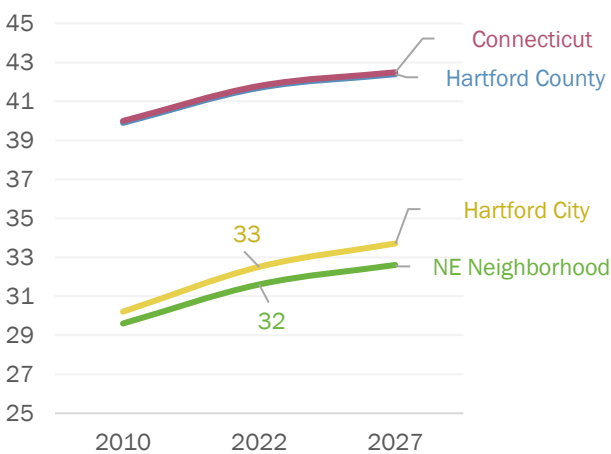
Sources: U.S. Census Bureau; Esri; 4ward Planning Inc., 2022



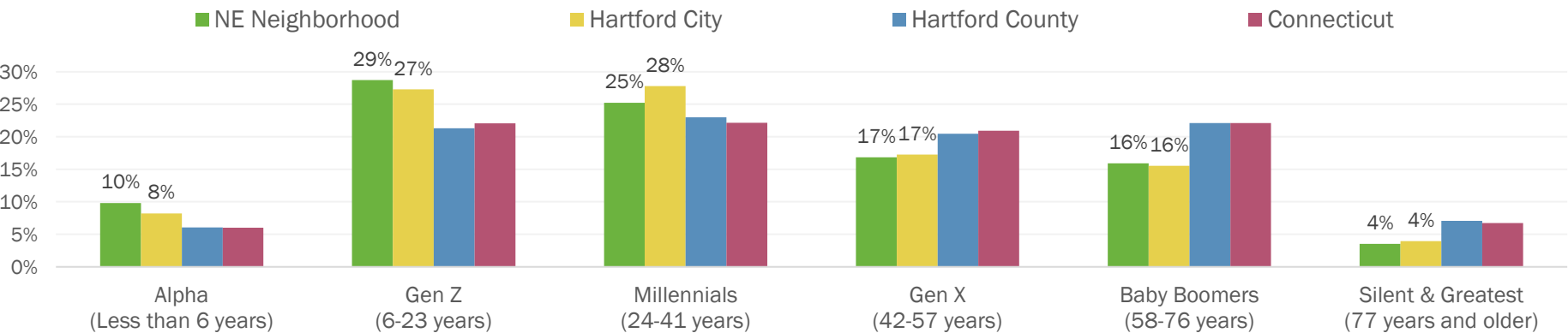
# Age Distribution

The population living in both the Northeast Neighborhood and the city of Hartford is relatively young, compared to the county and state. As illustrated in the chart to the right, the median age in the Northeast Neighborhood (32 years) is relatively young, compared to the median age within the county and state (both 42 years). As illustrated below, 54 percent of the Northeast Neighborhood's population falls within the Gen Z and millennial generations (between six and 41 years), while just 44 percent of the county's population falls within these two generations. These statistics suggest a relatively large share of the Northeast Neighborhood population is entering or within the early stages of their working careers.

Median Age 2010-2027



Generation by Population Share, 2022



Source: Esri; 4ward Planning Inc., 2022

## Generation Trends

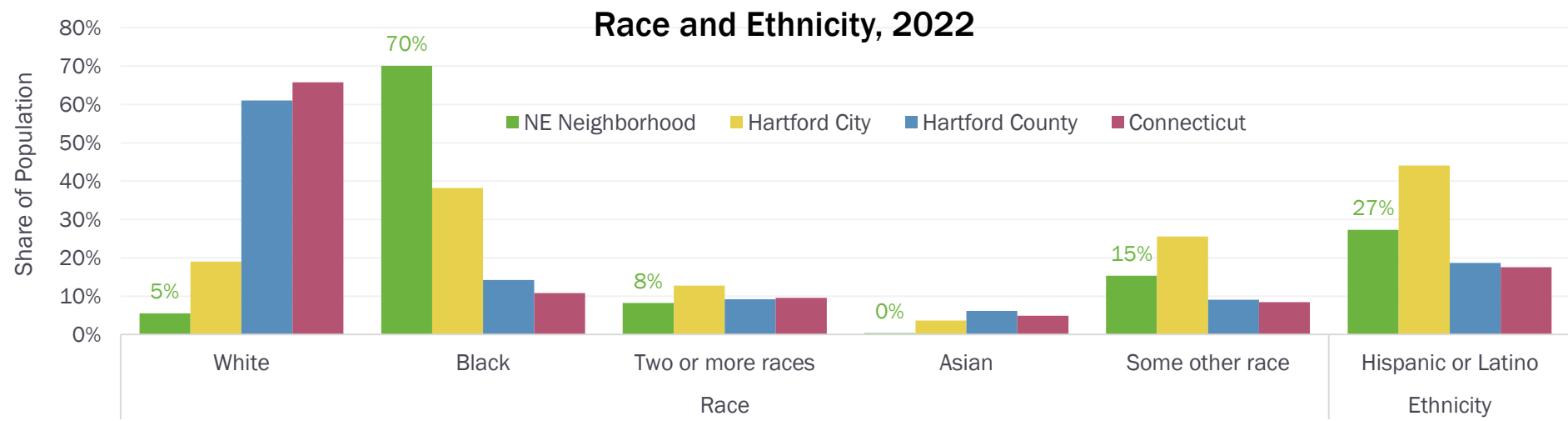
Research shows that each generation can exhibit distinct priorities and attitudes, goals, lifestyle choices, and purchasing behaviors. Understanding shifting purchasing behaviors and preferences is important for predicting changing housing demand.

- **Silent & Greatest Generations** (those born before 1945) Grew up during the Great Depression and WWII.
- **Baby Boomers:** Representing those born between 1946 and 1964, who are now between ages 58 and 76, the vast majority of baby boomers are in or approaching retirement and considering downsizing or aging in place. According to a National Association of Realtors (NAR), baby boomers made up largest share of home sellers at 42 percent.
- **Generation X:** Representing those born between 1965 and 1980, who are currently between ages 42 and 57, Gen X is comparatively younger and still making purchases associated with family-rearing, employment, and new or renovated housing. According to NAR, 22 percent of Gen Xers are first-time homebuyers.
- **Millennials:** Representing those born between 1981 and 1998, who are currently between ages 24 and 41, millennials are in or entering their prime homebuying years. According to a NAR, millennials currently make up the largest share of homebuyers at 43 percent. First-time homebuyers will be the largest source of homebuying demand in the U.S. housing market for the foreseeable future.
- **Generation Z:** Representing those born between 1999 and 2016, who are currently between ages six and 23, Gen Zers are often thought of as "digital natives," because the internet has always been a part of their lives. They are the most ethnically and racially diverse generational cohorts in America.

Source: Esri; 2022 NAR Home Buyers and Sellers Generational Trends

# Race & Ethnicity

The population living in the Northeast Neighborhood is predominately Black (70 percent of residents). Hispanic or Latino persons represent 27 percent of neighborhood residents. The Northeast Neighborhood's racial and ethnic diversity should be viewed as an asset that can be leveraged to help create and support a diversity of neighborhood businesses (e.g., ethnic restaurants and retail shops).



American Indian and Alaska Native and Pacific Islander categories are not included in the graph since they represents less than one percent of the population in all study areas.

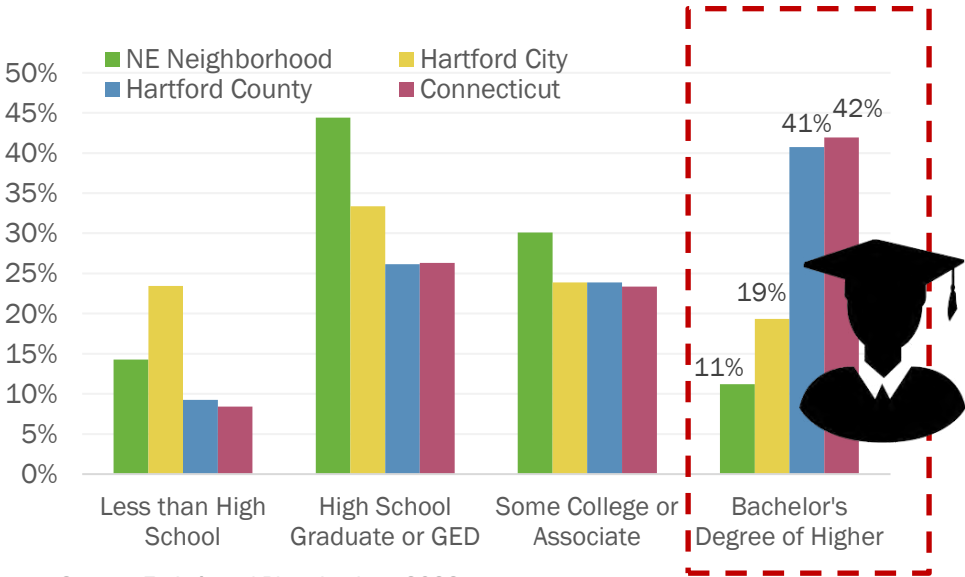
According to a Pew Research Center, roughly 25 percent of Asian, Black, and Hispanic Americans lived in multigenerational households in 2021, compared with 13 percent of those who are white. While white Americans are the least likely to live in these households, multigenerational living is also rising among non-Hispanic whites.

Sources: U.S. Census Bureau; Esri; 4ward Planning Inc., 2022; Pew Research Center, *Financial Issues Top The List of Reasons U.S. Adults Live In Multigenerational Homes*, March 24, 2022

# Educational Attainment & Income

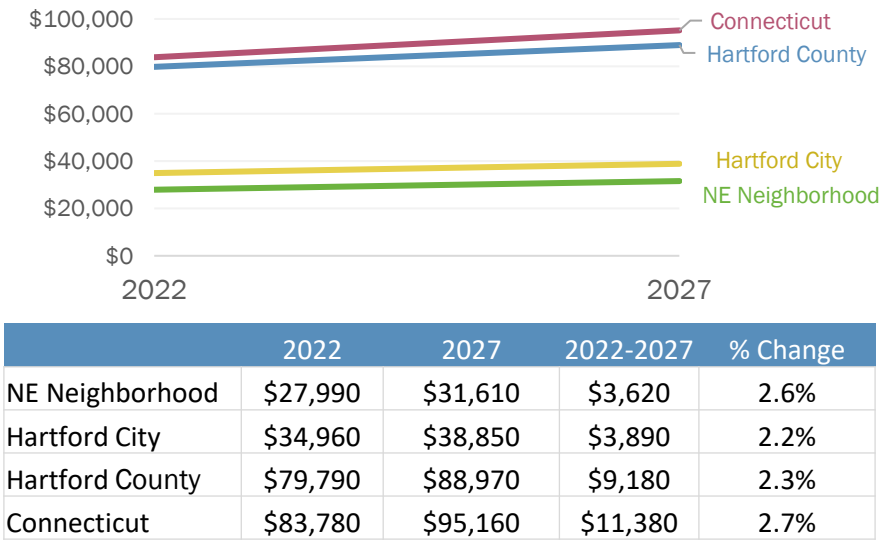
The chart below comparatively illustrates estimated 2022 educational attainment across all four geographies. Educational attainment is relatively low in the Northeast Neighborhood, where just 11 percent of adult residents ages 25 and older hold a bachelor’s degree or higher level of education (compared to 41 percent in the county). The highest share of adult residents in the neighborhood (44 percent) have a high school diploma or equivalent as their highest level of education. Since educational attainment is often correlated with higher income levels, it is not surprising that the 2022 median household income in the Northeast Neighborhood (\$27,990) is significantly lower than that in the county (\$79,790). Absent a four-year degree or higher, skills training (e.g., the construction trades, computer language coding) is an alternative path that would lead to a substantial increase in household incomes for Northeast Neighborhood residents.

Educational Attainment (% of Adult Population) 2022



Source: Esri; 4ward Planning Inc., 2022

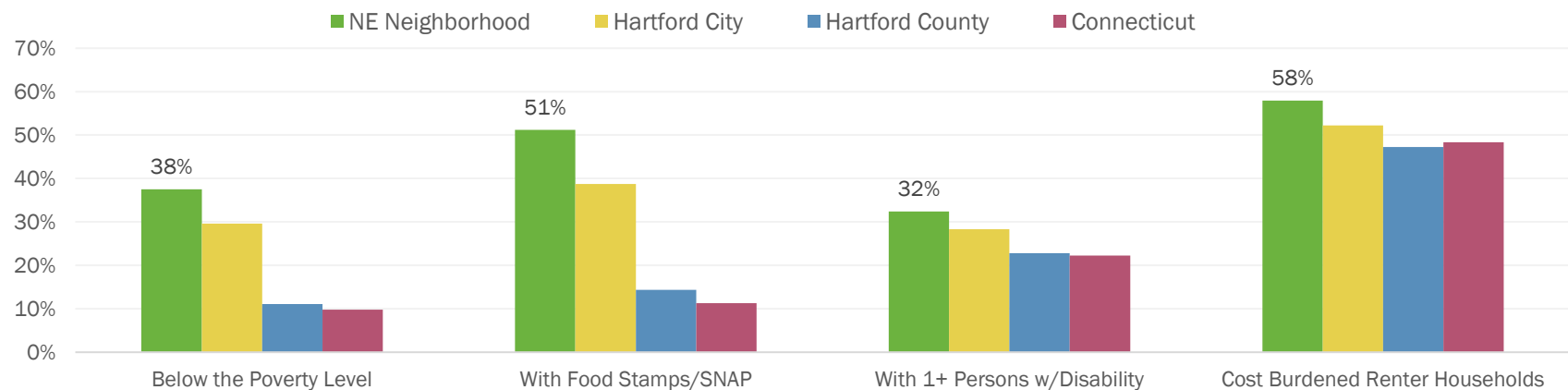
Median Household Income 2022-2027



# Vulnerable Households

According to 2020 American Community Survey data provided by Esri, 38 percent of Northeast Neighborhood residents are below the poverty level, 51 percent receive nutrition assistance via food stamps/SNAP (Supplemental Nutrition Assistance Program), and 32 percent live with one or more persons with a disability. According to HUD, households that spend more than 30 percent of their incomes on housing are considered “cost-burdened” and may have difficulty affording necessities such as food, clothing, transportation, and medical care. According to 2020 estimates provided by the U.S. Census Bureau, approximately 58 percent of all Northeast Neighborhood renter households pay more than 30 percent of their monthly household incomes on rent. Northeast residents remain the heart and soul of the community. Investment in job training to increase skill levels and connect residents with regional employment opportunities is, likely, critical for neighborhood residents to gain the skills and resources to break the cycle of poverty and welfare.

Share of Vulnerable Households by Geography, 2020



Source: American Community Survey; Esri, 2022



# Labor Market Analysis

## Key Findings: Labor Market Analysis

### 200 manufacturing jobs

The manufacturing sector represents the largest sector by employment in the Northeast Neighborhood (200 jobs or 18 percent of all jobs). Production occupations in this sector provide middle-income, entry-level job opportunities (\$35,180 per year) and typically do not require an advanced degree. There are large clusters of manufacturing jobs located within and just beyond the eastern portion of the Northeast Neighborhood, providing proximity to solid wage employment opportunities for neighborhood residents.

### 130 construction jobs

The construction sector is the fourth largest sector by employment in the neighborhood (130 jobs or 11 percent of all jobs). Construction and extraction occupations in this sector also provide strong middle-income, entry-level job opportunities (\$46,540 per year) and typically do not require an advanced degree.

### Neighborhood residents largely not employed in goods-producing jobs

According to 2019 data provided by the U.S. Census, just 10 goods-producing industry super-sector jobs (principally, manufacturing and construction) were filled by Northeast Neighborhood residents, while 318 jobs within this industry super-sector went to workers commuting from outside the neighborhood. Despite many of the jobs within this super-sector located in the neighborhood and not requiring a college degree, the percentage of Northeast Neighborhood residents are not well reflected in these positions, perhaps due to a lack of soft skills or technical training required for these occupations.

## Methodology: Labor Market Analysis

4ward Planning examined 2019 primary data provided by the U.S. Census by NACIS industry super-sector and subsector (the latest year available at the neighborhood level). Primary jobs represent the highest paying public- or private-sector job for an individual worker (assuming a worker may have more than one job).

Primary job data was mapped for the selected “goods-producing” and “trade, transportation, and utilities” super-sectors, two sectors that traditionally provide relatively high entry-level earning opportunities and typically do not require an advanced degree. Job inflow and outflow data is also presented for the two super-sectors to better understand what share of primary jobs in these super-sectors employ Northeast Neighborhood residents.

National data on educational attainment by occupation is based on 2018-2019 national data provided by the U.S. Bureau of Labor Statistics. Average median wage data by occupation is based on data provided by the State of Connecticut Department of Labor for the Hartford Labor Market Area as of first-quarter 2022.

Recent employment trends and average earnings data for Hartford County are based on data provided by the U.S. Census Bureau, as of fourth-quarter 2021.

## Employment by Industry

The table to the right represents 2019 primary job data and 2021 average annual earnings data provided by the U.S. Census Bureau.

- The manufacturing sector represents the largest sector by employment in the Northeast Neighborhood (18 percent of all jobs).
- The construction sector is the fourth largest sector by employment in the neighborhood (11 percent of all jobs).

These two goods-producing industries represent 29 percent of employment within the neighborhood. Nationally, employers in these sectors are experiencing employee shortages due to difficulties in filling both entry- and mid-level positions – suggesting an opportunity for Northeast Neighborhood residents.

Primary Job Share by Industry

	Northeast Neighborhood	Hartford City	Hartford County
<b>Goods-Producing</b>			
Manufacturing	17.6%	1.0%	11.2%
Construction	11.1%	1.4%	3.6%
Agriculture, Forestry, Fishing and Hunting	-	-	0.1%
Mining, Quarrying, and Oil and Gas Extraction	-	-	0.0%
	<b>28.7%</b>	<b>2.3%</b>	<b>14.9%</b>
<b>Trade, Transportation, and Utilities</b>			
Retail Trade	16.1%	3.5%	9.1%
Wholesale Trade	6.5%	1.9%	4.0%
Transportation and Warehousing	0.2%	2.3%	4.1%
Utilities	-	0.6%	0.2%
	<b>22.8%</b>	<b>8.3%</b>	<b>17.5%</b>
<b>All Other Services</b>			
Health Care and Social Assistance	15.7%	21.1%	15.3%
Other Services (except Public Administration)	8.4%	3.6%	3.4%
Educational Services	7.1%	7.3%	7.9%
Accommodation and Food Services	5.5%	3.9%	6.3%
Administrative and Support and Waste Management and Remediation Services	3.6%	5.4%	5.5%
Professional, Scientific, and Technical Services	3.0%	9.5%	6.6%
Real Estate and Rental and Leasing	2.4%	1.7%	1.2%
Public Administration	2.3%	10.0%	4.6%
Finance and Insurance	0.4%	22.1%	10.9%
Arts, Entertainment, and Recreation	0.2%	1.2%	1.3%
Information	-	1.2%	2.1%
Management of Companies and Enterprises	-	2.3%	2.5%
	<b>48.5%</b>	<b>89.3%</b>	<b>67.6%</b>
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Source: U.S. Census Bureau, for Economic Studies, LEHD; National Association of Manufacturers (NAM) Manufacturers' Outlook Survey

## Occupations by Industry

This table presents educational attainment by occupation data provided by the U.S. Bureau of Labor Statistics for the nation, along with average median wage data provided by the U.S. Census Bureau for Hartford County.

- Construction and extraction occupations provide relatively high-paying, entry-level job opportunities (\$46,540 per year). While these entry-level jobs typically do not require advanced degrees, they may require apprenticeships or previous on-the-job training.
- Production occupations provide middle-income job opportunities (starting at \$35,180 per year). While entry-level jobs typically do not require advanced degrees, they do require various soft skills (e.g., leadership, communication, problem-solving, critical thinking, professionalism).

### Workers Educational Attainment and Average Median Wage

Occupation	Average Annual Wage (Hartford County, 1Q 2022)		Highest Educational Attainment Level (US, 2019)	
	Entry Level	Median	High school diploma or equivalent	Less than Bachelor's Degree
Construction and extraction	\$46,540	\$64,530	44%	94%
Production	\$35,180	\$44,910	42%	90%
Installation, maintenance, and repair	\$44,140	\$59,880	38%	89%
Food preparation and serving related	\$30,520	\$35,200	38%	89%
Building and grounds cleaning and maintenance	\$35,250	\$51,580	39%	89%
Transportation and material moving	\$43,780	\$53,060	40%	84%
Healthcare support	\$38,020	\$44,600	23%	79%
Personal care and service	\$32,920	\$41,280	29%	74%
Office and administrative support	\$38,850	\$50,150	26%	72%
Protective service	\$50,610	\$64,420	22%	68%
Sales and related	\$40,420	\$62,200	23%	62%
Arts, design, entertainment, sports, and media	\$45,500	\$70,730	13%	44%
Architecture and engineering	\$62,850	\$84,320	11%	41%
Management	\$77,850	\$113,430	12%	38%
Business and financial operations	\$57,680	\$81,400	10%	36%
Community and social service	\$40,910	\$57,490	8%	28%
Healthcare practitioners and technical	\$67,440	\$88,050	6%	27%
Computer and mathematical	\$70,470	\$98,090	5%	27%
Legal	\$60,930	\$88,160	6%	23%
Life, physical, and social science	\$61,990	\$89,790	6%	19%
Educational instruction and library	\$61,550	\$83,980	4%	14%
<b>Grand Total</b>	<b>\$50,950</b>	<b>\$69,280</b>	<b>23%</b>	<b>59%</b>

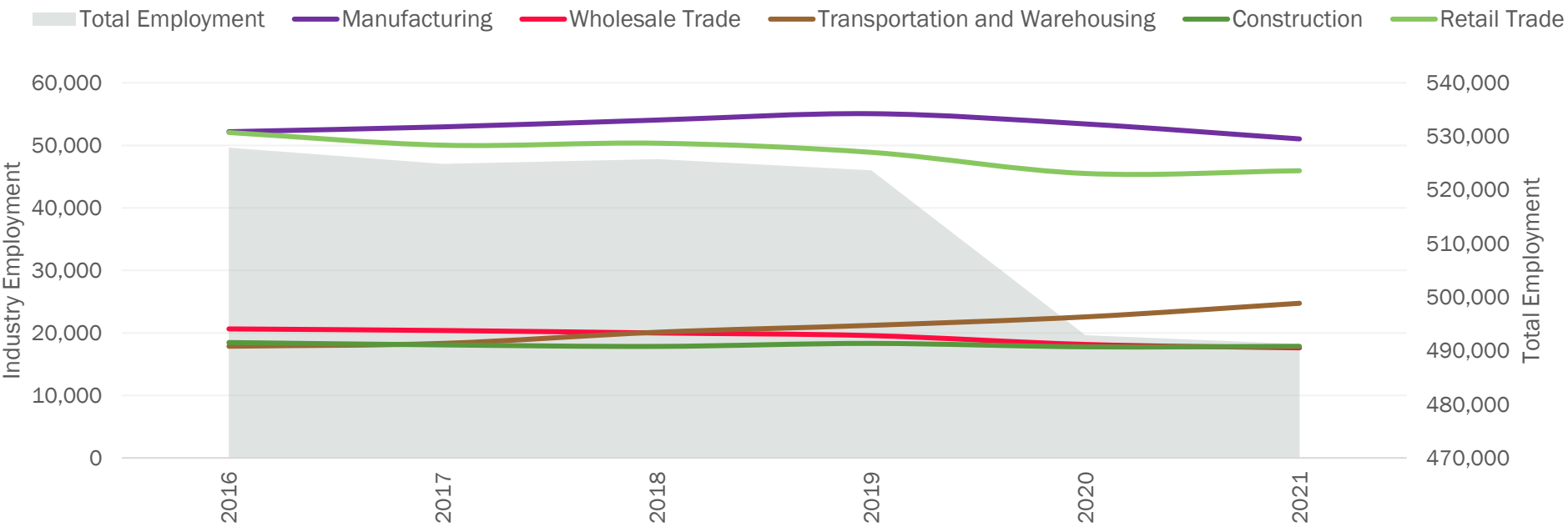
Source: U.S. Census Bureau, for Economic Studies, LEHD; U.S. Bureau of Labor Statistics, Educational attainment for workers 25 years and older by detailed occupation, 2018-19



# Recent Employment Trends: Hartford County

The chart below compares recent employment trends for Hartford County based on data provided by the U.S. Census Bureau, as of fourth-quarter 2021. Most notably, the transportation and warehousing industry is the only industry in the selected goods-producing and trade, transportation, and utilities super-sectors that has grown since the onset of the Covid-19 pandemic - a sector boosted by Americans’ increasing propensity to shop online and demand for transportation and material moving workers.

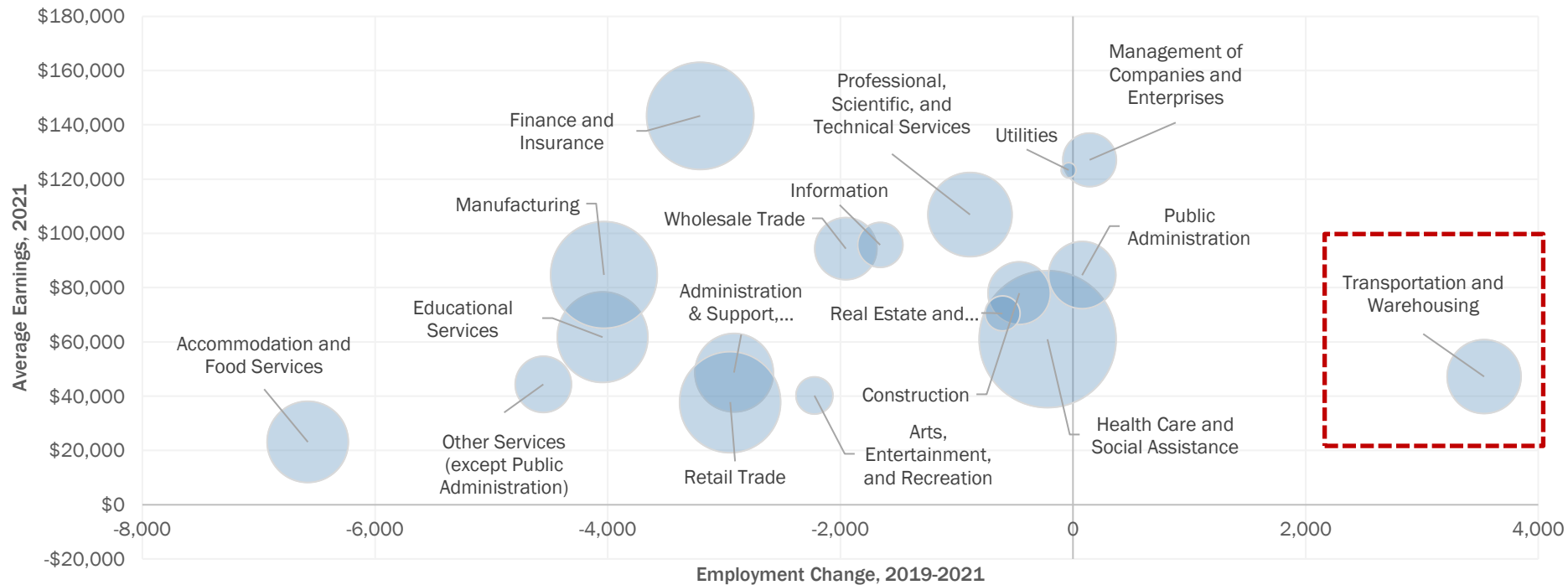
Employment Trends, Hartford County



Source: U.S. Census Bureau, for Economic Studies, LEHD

## Employment by Industry: Hartford County, 2019-2021

The graphic below illustrates 2019 to 2021 employment change, along with average annual earnings, provided by the U.S. Census Bureau for Hartford County, as of fourth-quarter 2021. While employment growth in the transportation and warehousing industry is above-average when compared to other industries in Hartford County, transportation and warehousing industry jobs also provide a relatively high-wage (an average earnings of \$49,920 per year). Getting more Northeast Neighborhood residents employed within this and other higher-paying industries that typically do not require a college degree will improve local economic conditions.



Note: Bubble size represents average 2021 employment as of fourth quarter 2021.

Source: U.S. Census Bureau, for Economic Studies, LEHD

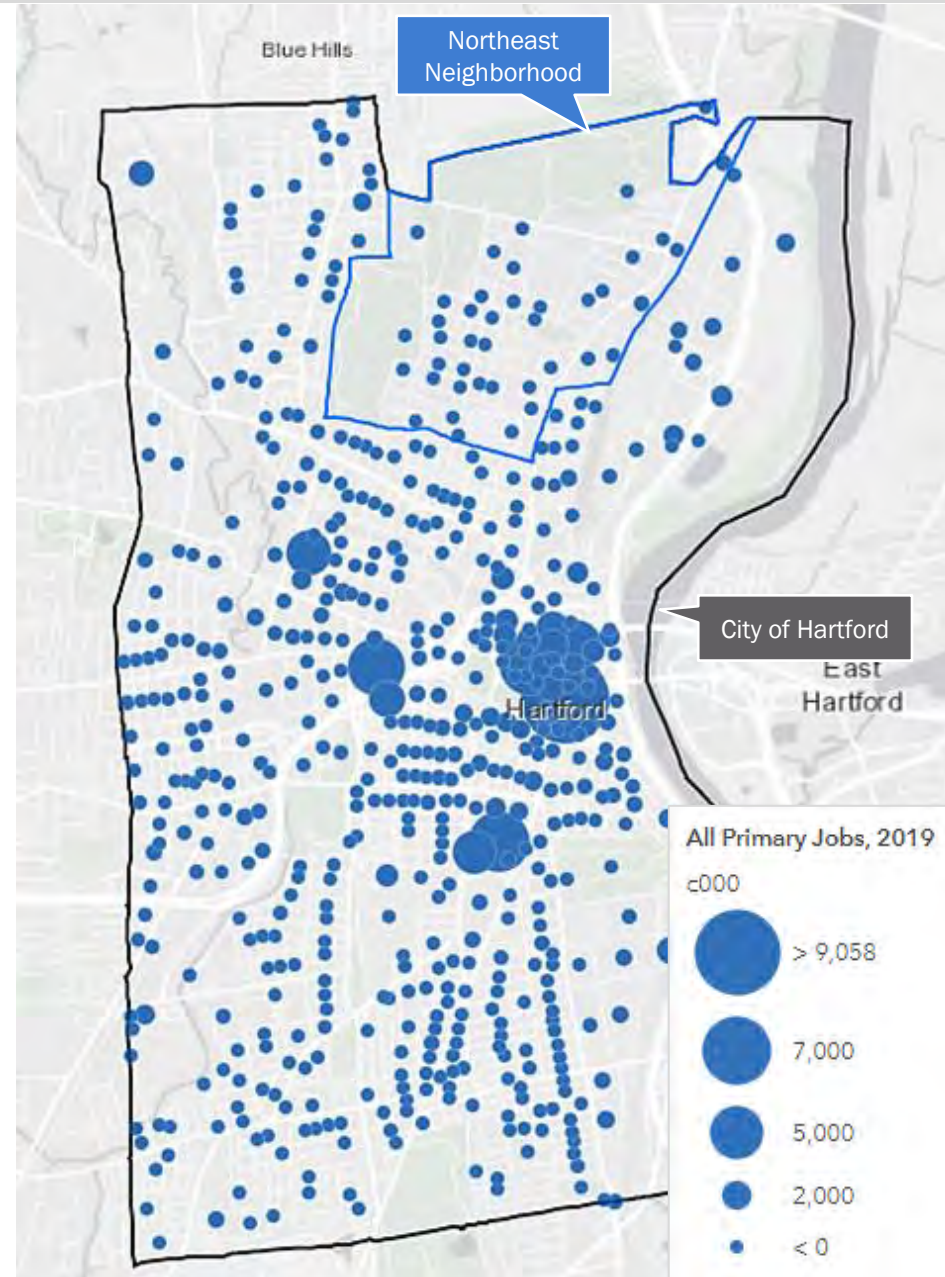
## Primary Jobs: City of Hartford

According to 2019 primary job data provided by the U.S. Census, there are approximately 103,880 jobs in the city of Hartford, with the Northeast Neighborhood containing 1,140 of these jobs (just under two percent). While the city's largest job clusters are in the city center, as presented below (and mapped on subsequent pages), there is a concentration of industry clusters in the goods-producing and trade, transportation, and utilities super-sectors located within and just beyond the Northeast Neighborhood that provide above-average annual employment incomes

**Employment by Industry, 2019**

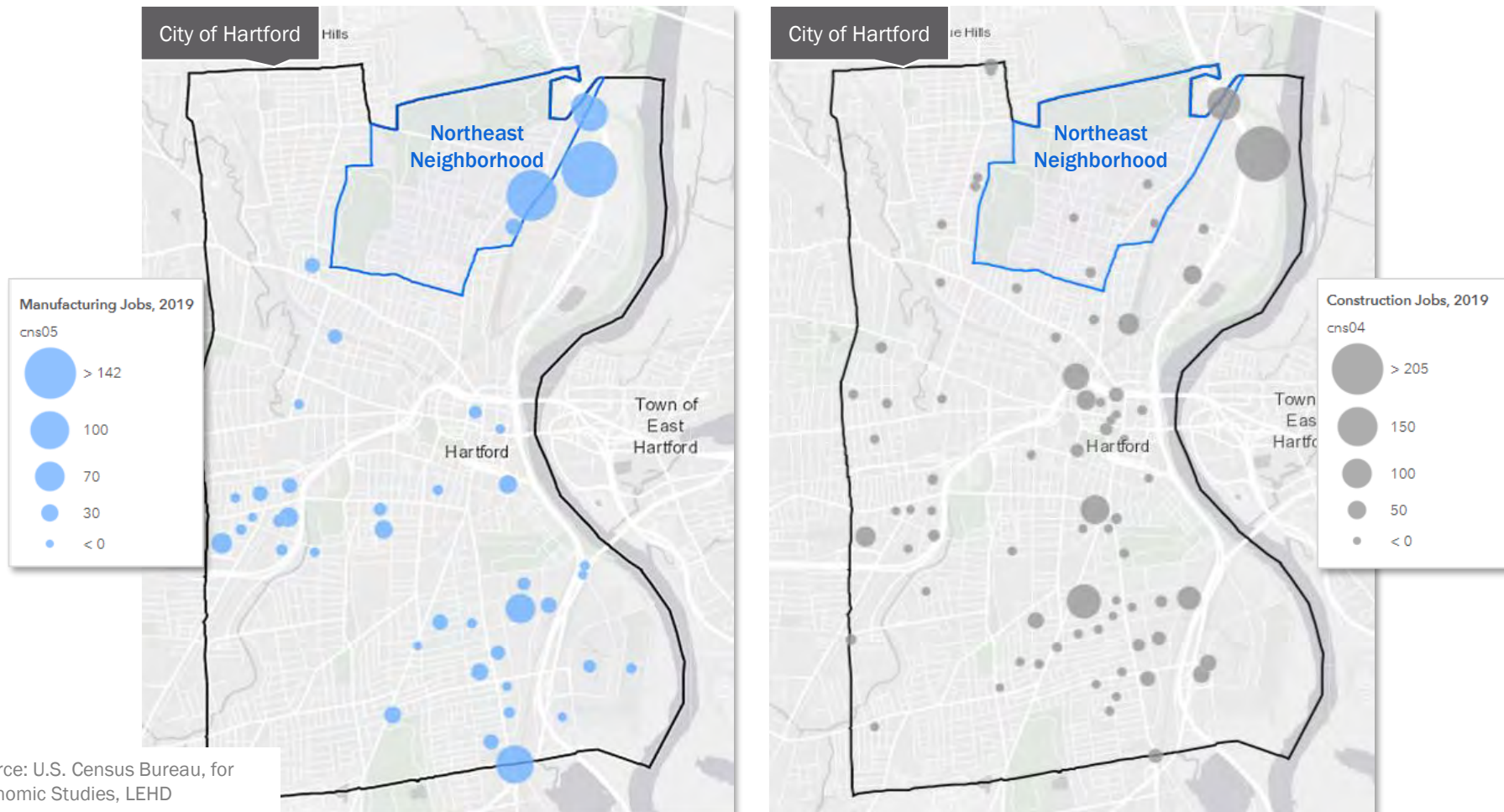
Supersector/ Sector	Northeast Neighborhood	Hartford City
<b>Goods-Producing</b>	<b>28.7%</b>	<b>2.3%</b>
Manufacturing	17.6%	1.0%
Construction	11.1%	1.4%
<b>Trade, Transportation, and Utilities</b>	<b>22.8%</b>	<b>8.3%</b>
Wholesale Trade	6.5%	1.9%
Transportation & Warehousing	0.2%	2.3%

Source: U.S. Census Bureau, for Economic Studies, LEHD



## Goods-Producing Jobs

In 2019 (the latest year for which data could be obtained), there were approximately 1,030 manufacturing jobs and 1,400 construction jobs in the city of Hartford, with the Northeast Neighborhood containing approximately 200 manufacturing jobs (19.4 percent) and 130 construction jobs (12.6 percent). These relatively high-wage jobs, often not requiring a college degree, represent a significant opportunity to improve local economic conditions.





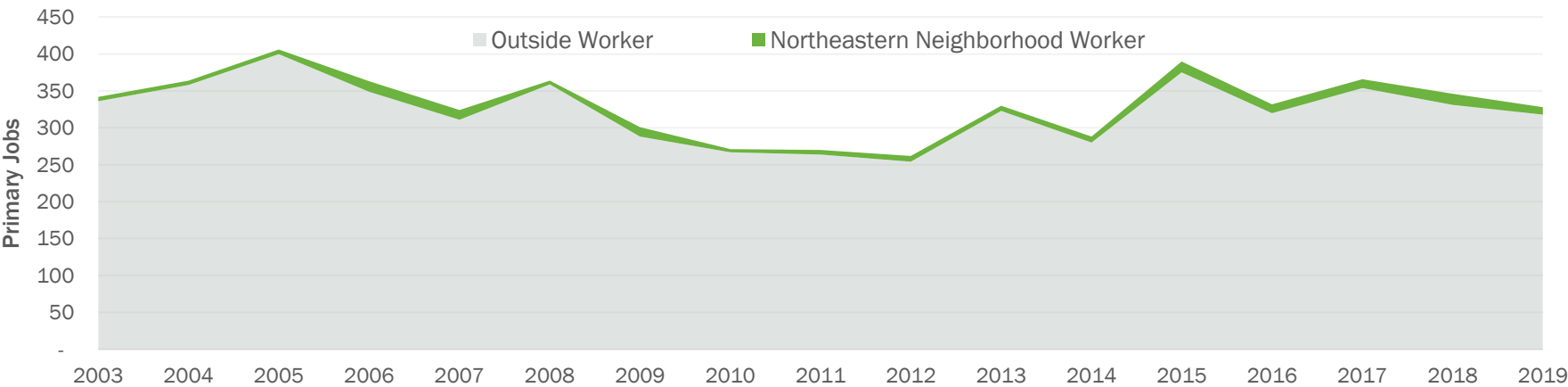
# Goods-Producing Jobs: Northeast Neighborhood

According to 2019 data provided by the U.S. Census, just 10 goods-producing industry super-sector jobs (principally, manufacturing and construction) were filled by Northeast Neighborhood residents, while 318 jobs within this industry super-sector went to workers commuting from outside the neighborhood. Despite many of the jobs within this industry super-sector not requiring a college degree, neighborhood residents are scarcely employed within these solidly middle-wage-paying industries.

Primary Goods-Producing Jobs:  
Northeast Neighborhood, 2019



Northeast Neighborhood Goods-Producing Jobs

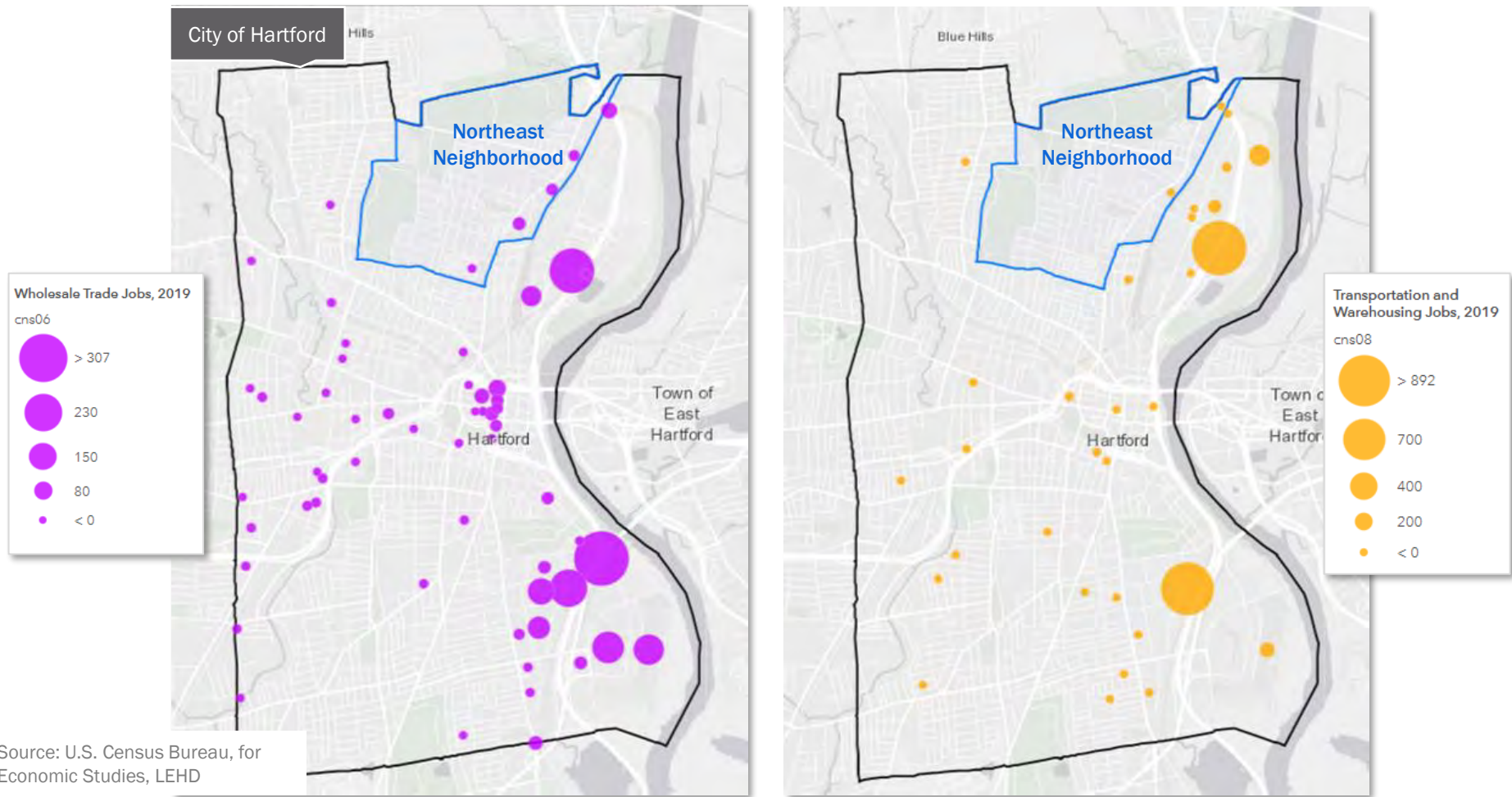


Source: U.S. Census Bureau, Center for Economic Studies, LEHD



# Wholesale Trade and Transportation & Warehousing Jobs

As of 2019, there were approximately 1,990 wholesale trade jobs and 2,400 transportation and warehousing jobs in the city of Hartford, with the Northeast Neighborhood hosting approximately 70 wholesale trade jobs and just two transportation and warehousing jobs.

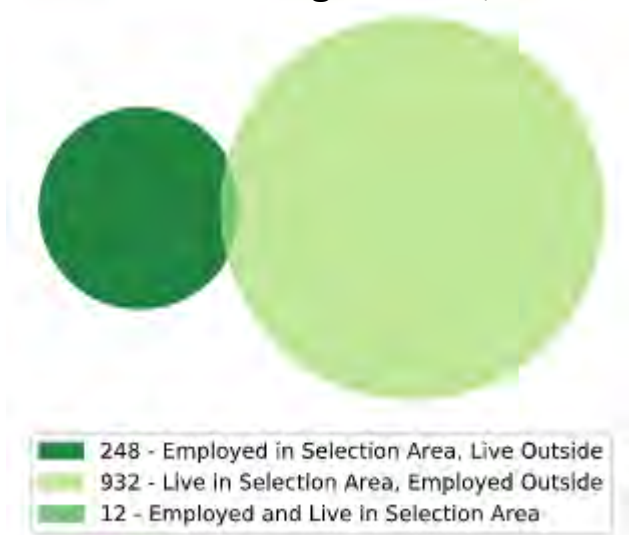


# Trade, Transportation & Utilities Jobs: Northeast Neighborhood

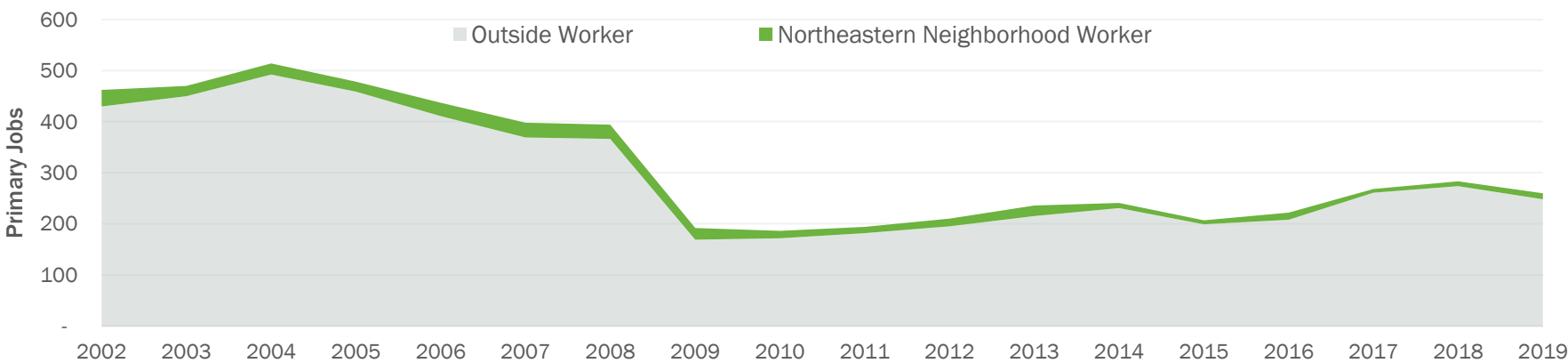
According to 2019 data provided by the U.S. Census, just 12 jobs within the local trade, transportation, and utilities super-sector (principally, retail and wholesale trade) were filled by Northeast Neighborhood residents, while 248 jobs within this industry super-sector went to workers commuting from outside the neighborhood.

Although we do not know why so few neighborhood residents are employed within a local industry sector offering many well-paying occupations, it is evident there is a tremendous opportunity missed.

Trade, Transportation, and Utilities Jobs:  
Northeast Neighborhood, 2019



Northeast Neighborhood: Trade, Transportation, and Utilities Jobs



Source: U.S. Census Bureau, Center for Economic Studies, LEHD

# Survey of Local Organizations

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



## Survey of Local Organizations

4ward Planning reached out via phone and email to arrange conversations with leaders of Northeast Neighborhood and City of Hartford organizations active in the study area. The following individuals were willing and able to participate, lending their unique, on-the-ground perspectives to our analysis and offering an understanding of each organization's presence and relevance in the neighborhood, as summarized below.

Organization	Mission	Goals	Contact Information
<b>Hartford Enterprise Zone Business Association (HEZBA)</b>	To support merchants by encouraging dialogue between business, state and city government, and community leadership	Increasing membership and designing incentives to assist minority-owned businesses	Reggie Hales, President inqnews@aol.com
<b>Hartford Land Bank</b>	To steward rehabilitation of abandoned, blighted properties, improving community and economic vitality	Returning revitalized properties as homeownership opportunities and supporting Hartford-based developers	Yahaira Escribano, Finance & Programs (860) 335-0347
<b>Hartford Next</b>	To create a collective voice of Hartford residents and stakeholders working to strengthen and grow the community	Increasing resident participation in governance, encouraging inclusive policies, and expanding existing assets	Marion Griffin, Chair, Board of Directors (860) 509-3778
<b>Northeast Neighborhood</b>	To focus on all aspects of human development in the Northeast Neighborhood	Promoting adult education, financial literacy, workforce opportunities, and youth mentorship	Ralph Knighton, Community Leader ralphknighton@aol.com
<b>Swift Factory/Common Grounds</b>	To create a more equitable society and lasting end to homelessness that leaves no one behind	Improving the neighborhood's health, infrastructure, and environmental sustainability. Hosting community and entrepreneurial engagement spaces and events	Salena Robinson, Manager srobinson@community.solutions

# Entrepreneurial Resources

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™





## Key Findings: Entrepreneurial Resources

### **Swift Factory as pivotal community headquarters**

With its entrepreneurial resource partners in place (see page 36); reSET, Hands on Harford, and Goodwin College currently offering small business and workforce support services on campus; and the arrival of the new library branch, the Swift Factory would be a natural headquarters for entrepreneurial resource coordination and a Northeast Neighborhood workforce training program.

### **Coordinate and share technical assistance and workforce training**

A well-coordinated effort to promote and provide technical assistance to current and would-be local entrepreneurs will support the economic vitality of Northeast Neighborhood.

### **Ensure local SBA bank lenders are engaging with small business owners**

In recognition that many of the business opportunities within the Northeast Neighborhood will be implemented by start-ups or existing small business owners, the importance of bank lenders with a solid understanding of small business lending cannot be understated. Connecticut-based Webster Bank and Liberty Bank are two highly rated SBA third-party lenders (7A and 504 loan programs, in particular) within the state, which the City of Hartford should actively engage to facilitate working capital and real estate loans to Northeast Neighborhood entrepreneurs.

## Methodology: Entrepreneurial Resources

In addition to our conversations with local organization leaders, 4ward Planning assembled a list of entrepreneurial and small business resources available to Northeast Neighborhood residents and business owners. Through our examination and conversations, it is apparent the Northeast Neighborhood would benefit from a more coordinated network of technical and financial resources to encourage and support entrepreneurialism and small business development. Specifically, the Northeast Neighborhood does not so much lack access to important economic development programs as it lacks one point of contact to guide interested parties to the resources most likely to address their needs. Such an effort, in combination with a well-promoted workforce training program, could, potentially, be housed in or near the Swift Factory.

## Entrepreneurial Support Resources: City of Hartford

The following are some entrepreneurial and small business support resources available in the city of Hartford, inclusive of state-level organizations, each of which are partners of the Swift Factory/Common Grounds.

- **Connecticut Small Business Development Center (CTSBDC):** SBDC offers free, confidential, one-on-one business mentoring, and classes and workshops, with a focus on business plan preparation.
- **Hartford Public Library:** The Hartford Public Library has its own nonprofit center that provides free mentorship from consultants and local nonprofit leaders so that entrepreneurs can grow their organizations. Services include virtual workshops, resources for funding, and a network of local nonprofit resource databases.
- **HEDCO:** This nonprofit offers a wide array of programs, support services, and resources, including alternative funding, to Connecticut's small business owners. Client benefits include access to HEDCO's Business Resource Center, Incubator Program, Training Classroom, and its team of experienced business professionals.
- **reSET:** This nonprofit organization offers free mentorship and workshops, coworking space, a food incubator and mentorship program, and an accelerator program. Although reSET works with all entrepreneurs, they specialize in helping social enterprises and impact-driven businesses, addressing issues such as food waste, climate change, and education inequity.
- **Service Corp of Retired Executives (SCORE):** This resource partner of the SBA offers access to a network of experienced business leaders who donate time to mentor entrepreneurs and small business owners. They offer in-person or remote consultations and host free or inexpensive online workshops.

## Small Business Lending: SBA Third-Party Lenders

Banks and Certified Development Companies which offer federally backed loans to small businesses for purposes such as working capital, machinery purchase, and property acquisition do so with the support of U.S. Small Business Administration. SBA lenders are present in every state and may be small community or regional lenders or large national institutions.

The two most consequential SBA loan products offered are known as 7a and 504 loan programs:

- **7(a):** The SBA 7(a) program consists of many different types of loan programs (e.g., for purposes of working capital, equipment purchase, building improvements, inventory purchases, etc.) and offer maximum loan amounts ranging from a low of \$350,000 up to \$5.5 million. The SBA offers guarantees ranging from a low of 50 percent up to 90 percent of the funds lent by a third-party lender.
- **504:** Also known as CDC/504 loans, are small-business loans offered by Certified Development Companies and backed by the federal government. SBA 504 loans provide long-term financing (up to 25 years) for major business purchases like real estate or machinery. Loans are typically capped at \$5 million, but some projects can qualify for up to \$5.5 million.

Funding for each 504 loan comes from three places:

- A Certified Development Company (40 percent)
- A bank or credit union (50 percent)
- The small-business owner taking out the loan (10 percent, or under certain circumstances, business owners may need to put down as much as 20 percent)

## Small Business Lending: SBA Third-Party Lenders (continued)

The City of Hartford should establish partnerships with Connecticut-based SBA lenders Webster Bank and Liberty Bank (both of which are highly rated SBA lenders within the state) to educate local small business owners and entrepreneurs in the Northeast Neighborhood about the SBA loan products offered, the application process, and the type of loan product (e.g., 7(a) and 504) which may be best for given business needs.

It is further recommended that, through SBA lenders such as Webster Bank and Liberty Bank, a monthly workshop be provided for small businesses and prospective entrepreneurs in the Northeast Neighborhood to walk them through the process of becoming bankable for an SBA loan product, as well as offering assistance with filling out applications.



## Entrepreneurial Resource Highlight: The Swift Factory

A project of the North Hartford Partnership, the 80,000-square-foot Swift Factory is entering its third year as a commercial and community campus in Hartford's Northeast Neighborhood. This important neighborhood resource includes private office spaces, co-working spaces, 10 loft kitchens, commercial lofts, two houses, a garage, and outdoor gardens. The Swift Factory's current tenants, thoughtfully engaged and situated, reflect its mission; among them are entrepreneurs; social and cultural equity nonprofits; women- and Black, Indigenous, and People of Color (BIOPC)-owned organizations, business support services; childcare providers; fitness, therapy, and human resources practitioners; artists; and an indoor farming operation. The Swift Factory's vitality and significance as a community center will be further realized by the impending arrival of its newest tenants: the Hartford Public Library, Capitol Region Education Council (CREC), and Chase Bank.

With its entrepreneurial resource partners in place (see page 36); reSET, Hands on Harford, and Goodwin College currently offering small business and workforce support services on campus; and the arrival of the new library branch, the Swift Factory would be a natural headquarters for entrepreneurial resource coordination and a Northeast Neighborhood workforce training program.



Source: Community Solutions; The Swift Factory

# Case Studies Analysis

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™



## Key Findings: Case Studies Analysis

### Consult existing workforce training program leaders

Seeking the guidance of other successful workforce training programs is an important step in creating such a program. The Multi-Craft Apprenticeship Preparation Program (MAPP) based in Rochester, New York, is a particularly good example, as it is a relatively new, small-scale, yet flourishing organization with relevant feedback for Hartford's Northeast Neighborhood.

### Attract community member leadership

Workforce training leadership in an underserved neighborhood will, ideally, be members of that community, bringing with them a deep-rooted commitment and full understanding of community background, challenges, strengths, and resources and using this knowledge to tailor the most effective, hands-on program.

### Create a dual-purpose mission

Workforce training programs with dual-purpose missions (e.g., addressing hunger, homelessness, blight) that further enhance community development attract local recognition, funding, and partnerships, as well as bolster participants' sense of neighborhood pride and connection.

### Engage partners with compatible missions and approaches

Finding the right partners is important. Other organizations with similar approaches and goals will encourage growth and productive programs – leading to tangible, positive change in the neighborhood. With the Hartford Land Bank in the early stages of, potentially, developing a construction trades apprenticeship program (in partnership with the Connecticut State Building Trades Council) to compliment its new developer apprenticeship program, we recommend coordination of such a workforce training program with these entities.

## Key Findings: Case Studies Analysis (continued)

### Include on-the-ground outreach

Although social media campaigns and marketing through partner programs are important components of a workforce training program's public education process, door-to-door and community center events and marketing are powerful outreach tools. For the Northeast Neighborhood, community center spaces can include but are not limited to the Swift Factory, the library (with a new branch to be located within the Swift Factory), and local churches.

### Offer life skills instruction and supportive services

Workforce training programs that recognize and support participants' needs beyond their skilled trades training – programs that “train the whole person” - will increase the likelihood of student retention, later career and life success, and commitment to community. Life skills and support services can include financial and professional counseling, personal referrals (e.g., childcare, transportation, housing, healthcare), on-site computer and internet access, self-care (e.g., appearance, hygiene, and stress management) instruction, mental health support, and, where needed, supplemental financial aid (e.g., gas cards, eyeglasses, additional stipends).

### Build a post-program network

Among a neighborhood workforce training program's strongest advocates and mentors will be its successful graduates. Along with tracking and providing post-program support, building a network of graduates will benefit participants, the workforce training program, and the Northeast Neighborhood.

## Background: Case Studies Analysis

This case studies analysis profiles four city-based workforce training programs - in Rochester, New York; Boston, Massachusetts; Philadelphia, Pennsylvania; and Detroit, Michigan - aimed at strengthening foundations for historically disenfranchised neighborhoods, with a focus on creating paths to living-wage employment opportunities in the skilled trades (e.g., construction, culinary/hospitality, manufacturing) for underserved residents. These neighborhood-focused workforce development efforts strive to offer communities empowerment, career training, and stability – easing significant barriers to meaningful employment and helping break the cycle of poverty. The intention of this analysis is to provide models and practical recommendations for the Northeast Neighborhood's pursuit of a workforce training program tailored to its specific community challenges and needs.

These case-study programs mirror current state and federal initiatives. In early September 2022, the White House announced the launch of the *Apprenticeship Ambassador Initiative*, a national network of more than 200 employers and industry organizations, labor organizations, educators, workforce intermediaries, and community-based organizations committed to strengthening and diversifying the *Registered Apprenticeship* program. Registered Apprenticeship, first established in 1937, is a debt-free, equitable “earn and learn” model with a nationally recognized credential system that enables employers to hire more demographically diverse workforces and provides workers with on-the-job learning experience, mentor-driven job-related instruction, and clear pathways to better-paying jobs.

One focus of the Annie E. Casey Foundation (AECF) is its Jobs Initiative, promoting solutions for lifting disadvantaged neighborhoods out of poverty by improving low-income workers' job readiness and retention, while increasing the quantity and quality of available career opportunities. In 2015, AECF launched *Generation Work*, a workforce development program for young adults with five partner cities across the nation: Hartford, Cleveland,

## Background: Case Studies Analysis (continued)

Indianapolis, Philadelphia, and Seattle. Generation Work aligns various education, employment, and support services to help young people develop the skills required to succeed in the working world.

In Hartford, the Generation Work partnership is easing career pathways for unemployed or underemployed young adults ages 18 to 29, enabling them to attain the skills and credentials needed to succeed in high-demand industries. This program is bridging partnerships between mentorship and career-readiness organizations and skill-building and credentialing groups. Generation Work offers a platform for local policymakers and service providers to share lessons, improve data accessibility, and promote racial equity for underserved Hartford youth. Key partners include Capital Workforce Partners and Workforce Solutions Collaborative of Metro Hartford, among others. These partners helped launch the Hartford Data Collaborative, a group of local nonprofits, workforce organizations, and public institutions that facilitate information sharing, integration, and analysis to find the most effective strategies for serving young people seeking work.

In early August 2022, Governor Lamont announced the Connecticut Office of Workforce Strategy is being awarded a \$23.9 million American Rescue Plan Good Jobs Challenge grant from the U.S. Department of Commerce to support the creation of the state's Strengthening Sectoral Partnerships Initiative. The initiative will provide resources to support 10 Regional Sector Partnerships (RSPs) across Connecticut to train and place more than 2,000 people – particularly from historically underserved communities – in high-demand jobs in four priority sector areas including manufacturing, healthcare, information technology, and bioscience. The RSPs are a team of public partners in education, workforce development, and economic development, led by business to collaboratively advance the industries' competitiveness by providing the resources necessary to develop innovative programs to address the talent shortage.

Sources: Annie E. Casey Foundation [www.aecf.org](http://www.aecf.org); The White House [www.whitehouse.gov](http://www.whitehouse.gov); State of Connecticut, [www.portal.ct.gov](http://www.portal.ct.gov)



## Case Study: MAPP

### Background

Established in 2012, launched in 2017, and incorporated on its own in 2020, the Multi-Craft Apprenticeship Preparation Program (MAPP) is a nonprofit organization committed to addressing poverty by providing career-track, living-wage opportunities for Rochester, New York's historically underserved and underrepresented residents, while diversifying the construction labor union workforce. MAPP is a partner of the Rochester Building and Construction Trades Council and serves as one of its more visibly active Apprenticeship Readiness Program resources, providing job-site training, education, and basic skills required for successful construction apprenticeships. Although MAPP is relatively new, recognition of its efficacy is quickly gaining attention.

A year after the program's launch, MAPP directors created a sister program called Project Phoenix, an on-the-job component designed to identify participant strengths and suitability prior to training, while renovating abandoned homes in Rochester through a partnership with City Roots Community Land Trust. Successful Project Phoenix participants are promoted into the MAPP based on aptitude and encouraged to position themselves for direct entry into the specified trade-craft program.

One of MAPP's closest collaborations is with Changing the Community (CTC), a local organization focused on creating fellowship and opportunity for area youth through its football-oriented sports program. The two organizations work together to offer productive career pathways for disadvantaged community members. With its current facility able to house a maximum of 25 students, MAPP directors are actively looking to expand to a larger space that would house both its functions and those of CTC.

MAPP's success is being modeled by the Workforce Development Institute (WDI), the New York state AFL-CIO's nonprofit arm, to launch a similar program in Albany, New York, with MAPP's directors serving as consultants. Additionally, MAPP is working on identifying another location in Binghamton, New York, by the close of 2022.



## Case Study: MAPP (continued)

Along with social media campaigns and marketing through partner platforms, MAPP directors, both from the community they serve, are dedicated to neighborhood-building through direct door-to-door and community center outreach - a literal hands-on approach from beginning to end.

### Workforce Training Details

New recruits to MAPP begin with the half-year Project Phoenix, which mimics a typical construction day (7 a.m. to 3:30 p.m., five days per

week) and exposes them to over a dozen different Labor Union construction trade crafts including ironworking, plumbing, electricity, pipe-fitting, masonry, and glazing, among others. Once graduated into MAPP, students begin learning modules, which include general construction apprenticeship orientation, construction industry overview, hands-on exposure to various hand and power tools and materials, CPR and First Aid Certification, 10-hour Occupational Safety and Health Administration (OSHA) 10 Certification, 80 hours of mathematics for construction and associated applications, and general construction labor history. In addition to these, students are further exposed to the variety of training options, allowing them to take time in selecting career paths and, thus, entering full apprenticeships in their chosen trade crafts.

MAPP students earn a stipend (currently \$12/hour), as soon as their free training begins with Project Pheonix. New York State's WDI has noted that MAPP is the only pre-apprentice program it has seen that combines pre-employment training, and labor history and placement into a union apprenticeship with a strong community development component - encouraging lives of "self-reliance, dignity and above all, accountability to community."

Sources: Interview with Kereem Berry, Executive Director, MAPP, Sept 29, 2022; MAPP Program, [www.mapinc.org](http://www.mapinc.org); Miller, Amorette "Program Draws People of Color, Women to Rochester Building Trades," Democrat + Chronicle, Feb 16, 2021; "Monroe County Executive Adam Bello Announces \$400,000 Grant to Fuel Workforce Development in Historically Underserved Areas," [www.monroecounty.gov](http://www.monroecounty.gov), Aug 18, 2022; "Upstate NY Program Provides a Career in the Trades to Underserved Communities of Color," International Brotherhood of Electrical Workers, [www.ibew.org](http://www.ibew.org); Dec 23, 2020. Images: MAPP



## Case Study: Building Pathways

### Background

Launched in 2011 by the Greater Boston Building Trades Unions (GBBTU), the Building Pathways Building Trades Pre-Apprenticeship Program was created to address disparities in apprenticeship for underserved, lower-income communities in the Boston area. In 2022, Building Pathways merged with the Northeast Center for Tradeswomen's Equity (NCTE), a program dedicated to educating women about opportunities in the building trades. Today, the collective mission of Building Pathways is to recruit, retain, and advance under-represented groups in the union building trades through an integrated supply-demand strategy, offering employment and advancement opportunities that lead to lifelong, living-wage careers. Through its industry-led, worker-centered, and community-focused approach, Building Pathways has grown into a nationally recognized model for addressing training and inclusivity in the industry.

Building Pathways' supply-demand strategy is buttressed by its "four pillars of work" efforts: pre-apprenticeship training, outreach to diverse communities, respectful workplaces, and advocacy. Outreach efforts include its *High School Road Show*, with information sessions and career fairs at local high schools; sponsorship of the *MA Girls in Trades initiative* to connect female students in technical education programs with union apprenticeships; and partnerships with community-based organizations, industry stakeholders, and government agencies to educate residents about careers in the building trades.

Building Pathways advocates for public policies and industry practices to ensure that diverse building trades workers receive equitable opportunities for employment by providing technical assistance to public agencies, contractors, and unions about local, state, and federal laws that set hiring goals for women and people of color; serving on monitoring committees that oversee compliance with workforce participation goals; developing and sharing best practices for increasing the participation and retention of diverse workers; and promoting regulatory and legislative solutions that lead to greater diversity, inclusion, and equity in the building trades.



## Case Study: Building Pathways (continued)

### Workforce Training Details

Eligible students admitted into the Building Pathways program begin with a six-week apprenticeship readiness course focused on occupational and employability skills training, preparation for entry into all state-registered building trades apprenticeships. This readiness course includes a mix of classroom instruction and hands-on activities. Employment skills training covers elements such as teamwork, workplace problem-solving, and effective communication.

Occupational skills training introduces students to the responsibilities of various building trades and apprenticeships, the types and components of construction projects, workplace safety and health, construction math, construction tools, blueprint-reading, labor history, workers' rights, and workforce diversity. The hands-on learning component includes shop classes at participating apprenticeship training centers and field trips to building trades apprenticeship programs and construction sites.

Students can choose from a wide variety of apprenticeship programs including but not limited to boiler-making, bricklaying, electrical work and telecommunications, elevator construction, heat and frost insulation, iron working, operating engineering, painting, pipefitting, masonry, plumbing, roofing and waterproofing, and sheet metal work. Once apprenticeships begin, students both work and attend classroom instruction, which provides the entry-level skills needed to begin specific trade training.

Case management and placement services are available to students, as needed, from the start of the program and through successful placement. Case management services include counseling and/or referral and follow-up for life challenges such as childcare, transportation, housing, healthcare, and financial and legal services.



Sources: Building Pathways. [www.buildingpathwaysma.org](http://www.buildingpathwaysma.org); Hutchinson, Courtney These Boston Apprenticeships Are Pushing the Economy Toward Equity," Next City, Jun 28, 2017; Interview with Mary Vogel, Executive Director, Building Pathways, Oct 13, 2022; State of Massachusetts, [www.mass.gov](http://www.mass.gov); Images: Building Pathways

## Case Study: Philabundance Community Kitchen

### Background

Established in 1984, the non-profit Philabundance was created to provide emergency food services to and eradicate hunger from underserved Philadelphia communities. Today, it is the Delaware Valley's largest hunger relief organization, with 350 agency partners and serving over 250,000 meals annually. In 2000, the organization launched Philabundance Community Kitchen (PCK) in North Philadelphia, lending it a dual-purpose mission: tackling food insecurity and offering some of Philadelphia's most vulnerable adults a strong and stable path to workforce readiness and success through its culinary and life skills program.

In 2018, PCK's head chef instructor spearheaded PCKatering, a social enterprise in which PCK students offer professionally prepared food services to the public, the proceeds of which benefit the entire Philabundance organization. The benefit in growing this catering business is two-fold: increasing revenue for neighbors facing hunger and providing additional training and job opportunities for students and graduates of the program.

In September 2020, with the assistance of an extensive list of public and private donors, PCK opened its new, 20,000-square-foot state-of-the-art facility, allowing the program to respond more swiftly than it might have otherwise in the face of food insecurity challenges brought about by the Covid pandemic. Two years later, the Philadelphia Foundation awarded Philabundance a \$100,000 Key to Community grant, which will enable the organization to increase the impact of its transformative job training and support services for its students, while increasing the number of healthy meals the students and staff can make for food-insecure residents.

### Workforce Training Details

PCK is an intensive, 16-week program in which students learn entry-level, hands-on, and classroom-based culinary and kitchen operations, including safe food handling, knife skills, meat and poultry fabrication, cooking methods, and recipe development, and prepare meals





## Case Study: Philabundance Community Kitchen (continued)

for those in need. Free to all adults eligible for SNAP benefits, PCK provides students with uniforms, materials, books, on-site computer/internet access, and life/employment coaching services during the program and after graduation. Graduates complete the program with a Manager's ServSafe Food Handler's Certificate, a certificate of completion, eight college credits transferable to the Community College of Philadelphia (towards a certificate or Associates in culinary arts), and essential life-skills training (including budgeting, meditation, interpersonal communication, resume-building, interview preparation, and core math, technology, and literacy fundamentals) with one-on-one support.



During the final month of training, students apply their newly learned skills with an audience: guests from the culinary world or food service industry. Additionally, they participate in mock interviews with real employers and two-week internships at restaurants, hospitals, or schools.

Typical graduates are hired as prep cooks, cooks, and line staff at area restaurants, supermarkets, and institutional food service settings. For two years following completion of PCK training, staff initiate scheduled update sessions to ensure graduates are on track to securing living wages and sustainable employment. Currently, PCK has the capacity to serve up to 200 students per year and has an 80 percent job placement rate for graduates. The average wage for graduates two years post-program is \$14.24 per hour - nearly double Pennsylvania's minimum wage. PCK has served more than 920 students in its 20-year existence.

Sources: Bloomquist, Sarah "Philabundance Opens Community Kitchen Offering Adults Culinary Training and Life Skills," 6ABC Action News, Sept 22, 2020; Chen, Angela "Student Perspective: Five Business Lessons from a Community Kitchen," Wharton Social Impact Initiative, University of Pennsylvania, Dec 5, 2016; Neil, Emily "Defining a Recipe for Success with PCKatering," Al Dia, Sept 10, 2018; Philabundance, [www.philabundance.org](http://www.philabundance.org). The Philadelphia Foundation, [www.philafound.org](http://www.philafound.org). Images: Philabundance



## Case Study: Focus: HOPE

### Background

Founded in 1968, Focus: HOPE has become Detroit, Michigan's nationally renowned nonprofit social advocacy organization, uniting its multicultural community in intelligent and practical action to overcome racism, poverty, and injustice through early learning, youth development, workforce development and education, food for seniors, and community empowerment. Focus: HOPE is also a Greater Detroit Centers for Working Families site, a wraparound service offering a three-pronged (financial literacy, income support, and employment) support center for low- to moderate-income individuals and families.

### Workforce Training Details

Focus: HOPE's successful workforce development and education program, first launched in 1981 with its machinist training course, offers a host of scholarship-based and largely free work-readiness, pre-apprenticeship, and apprenticeship programs tailored to meet both the needs of the city's underserved residents and labor needs of southeast Michigan employers. Corporate partnerships allow Focus: HOPE to tailor their training programs. Students are offered supportive services where needed (e.g., gas cards, eyeglasses, stipends, mental health supports). Eligible candidates must pass a drug screen and take an admissions test to determine math and reading. According to the Focus: HOPE 2021 Impact Report, 321 students enrolled, 244 students completed their programs, and 155 students were placed in jobs as of the end of that year. The total 2021 economic impact of Focus: HOPE's workforce development program is estimated at just under six million dollars. The following are Focus: HOPE's available workforce training programs:

- **Tree Trim Academy:** In partnership with DTE Energy, Focus: HOPE offers this new, seven-week course resulting in apprenticeship opportunities upon completion. Training includes tree-trimming education, truck driver training, Focus: HOPE's 5As (attendance, attitude, academics, appearance, and academics) guidance, daily affirmations, introduction to remote learning, computer literacy, resume preparation, interview skills, financial literacy, team building, and preparation and certification for a certified customer service course.



## Case Study: Focus: HOPE (continued)

- **Information Technology Pathways:** This 15-week program provides training and delivers foundational curriculum for entry-level to middle-skilled information technology positions, including customer service, financial literacy, technical support, server technology basics, and programming essentials education.
- **PA Plus Pre-Apprenticeships:** The 11-week Manufacturing program, a partnership between Focus: HOPE and Macomb Community College, provides burgeoning technicians with the knowledge and competencies needed in an advanced manufacturing environment. This program offers on-the-job training, college credentials, Journey Worker status, and full-time employment with an industry partner. The newly established five-week, 120-hour Construction program provides construction work readiness including carpentry and millwrighting, leading to occupation-specific training and job placement.
- **Logistics and Transportation Pathways:** This 15-week course is divided into two sections, the first section including a four-week Commercial Driver's License (CDL) work readiness program, during which students are exposed to Focus: HOPE's 5As, daily affirmations, introduction to remote learning and computer literacy, truck driving industry education, resume preparation, interview practice, and financial literacy. Students also prepare for a customer service examination and are awarded a certificate of completion upon receiving a qualifying score. The second section focuses on entrepreneurial training, including managerial accounting and supply-chain management. Students are encouraged to develop business plans and attend question-and-answer sessions with local business owners.
- **Industrial Manufacturing Pathways:** This 15-week, 300-hour program provides training and foundational curriculum for middle-skilled information to multi middle-skilled manufacturing positions, including manufacturing readiness, computer numerical control (CNC) operations, industrial robotics, and welding.



Sources: Focus: HOPE, [www.focushope.edu](http://www.focushope.edu); Guidestar, [www.guidestar.org](http://www.guidestar.org). Images: Focus:HOPE

## Case Studies: Comparative Chart

Program & Location	Launched	Training Programs	Primary Program Partners	Life Skills & Support Services	2021 Student Enrollment	Student Placement Rate
MAPP Program Rochester, NY	2017	<ul style="list-style-type: none"> <li>Construction Trades</li> </ul>	<ul style="list-style-type: none"> <li>Local Trades Unions</li> <li>Local &amp; regional construction organizations</li> <li>WDI</li> </ul>	<ul style="list-style-type: none"> <li>Professional skills training</li> <li>Industry history training</li> <li>Basic Math review</li> <li>CPR &amp; First Aid certification</li> </ul>	18	n/a (too soon to measure)
Building Pathways, Boston, MA	2011	<ul style="list-style-type: none"> <li>Construction Trades</li> </ul>	<ul style="list-style-type: none"> <li>Greater Boston Building Trades Union (GBBTU)</li> <li>Boston Housing Authority</li> <li>MassDOT</li> </ul>	<ul style="list-style-type: none"> <li>Professional skills training</li> <li>Career education &amp; placement</li> <li>Counseling and/or referral (e.g., childcare, transportation, housing, healthcare, and financial and legal issues)</li> </ul>	41	90%
Philabundance Community Kitchen Philadelphia, PA	2000	<ul style="list-style-type: none"> <li>Culinary Training &amp; Kitchen Operations</li> </ul>	<ul style="list-style-type: none"> <li>Local restaurants</li> <li>Over 350 organization-wide partners</li> </ul>	<ul style="list-style-type: none"> <li>Budgeting</li> <li>Meditation</li> <li>Interpersonal skills</li> <li>Resume &amp; interview preparation</li> <li>Math, technology &amp; literacy basics</li> </ul>	150 to 200 (maximum capacity)	80%
Focus: HOPE, Job Training Initiative Detroit, MI	1981	<ul style="list-style-type: none"> <li>Tree Trimming</li> <li>Information Technology</li> <li>Manufacturing &amp; Construction</li> <li>Logistics &amp; Transportation</li> <li>Industrial Manufacturing</li> </ul>	<ul style="list-style-type: none"> <li>Local corporations</li> <li>Higher education</li> </ul>	<ul style="list-style-type: none"> <li>Daily affirmations</li> <li>Introduction to remote learning &amp; computer literacy</li> <li>Resume &amp; interview preparation</li> <li>Financial literacy</li> <li>Team building</li> <li>Financial support (e.g., gas cards, eyeglasses, stipends)</li> <li>Mental health support</li> </ul>	321	75%

# Recommended Actions

## Recommended Actions

Based on the foregoing analysis and key findings, below, we offer recommended actions intended to increase the number Northeast Neighborhood residents employed in living-wage occupations:

### **Host quarterly employment fairs staffed by representatives of the skilled trades and manufacturing industries.**

As identified in this report, relatively few Northeast residents are gainfully employed within the construction, manufacturing, or wholesale industries – sectors which typically don’t require beyond a high school education yet offer solid, middle-income wages. Anecdotally, many residents in the Northeast neighborhood aren’t aware of the job opportunities within these industry sectors or are reluctant to pursue such employment, fearing there are too few “who look like them” in these industries.

We recommend the NRZ partner with representatives from local manufacturing and the skilled trade unions to host quarterly employment fairs staffed, preferably, by minority employees of these sectors. The objective of the employment fairs is to convey employment opportunity information, including the qualifications to apply, job training offered, career path opportunities, and anticipated wage and benefit offerings.

It is further recommended that these employment fairs be publicized through local churches, civic buildings, and businesses where large numbers of residents frequent (e.g., barber shops, salons, post office, library, and the Swift Factory building). The Swift Factory building could be the hosting location, offering onsite opportunities for hands-on demonstrations, as well.

## Recommended Actions (continued)

### **Create the *High School Road Show*.**

Based on the successful program profiled in the Building Pathways case study, and in partnership with local skilled trades organizations and representatives from manufacturing and the restaurant industries, participate in the local high school career fair (if one is not currently established, establish it) and offer information on career path opportunities, skills training offered, and apprenticeship opportunities.

### **The City of Hartford should establish partnerships.**

The City of Hartford should establish partnerships with Connecticut-based SBA lenders Webster Bank and Liberty Bank (both of which are highly rated SBA lenders within the state) to educate local small business owners and entrepreneurs in the Northeast Neighborhood about the SBA loan products offered, the application process, and the type of loan product (e.g., 7(a) and 504) which may be best for given business needs.

It is further recommended that, through SBA lenders such as Webster Bank and Liberty Bank, and in partnership with the Hartford Small Business Development Center, SCORE, and reSET, a monthly workshop be provided for small businesses and prospective entrepreneurs in the Northeast Neighborhood to walk them through the process of becoming bankable for SBA loan products, as well as offering assistance with filling out applications. The Swift Factory should be viewed as prime location for offering this service.



## Recommended Actions (continued)

### **Establish a demonstration/mock restaurant for job training at the Swift Factory.**

In addition to acting as a hub for skilled trades and manufacturing workforce development, the Swift Factory building is well-positioned to host demonstration or mock restaurant space for a professional waitstaff training program. The living-wage opportunities available at Hartford's higher-end dining establishments can be put within reach of Northeast Neighborhood residents with the creation and promotion of such a program at the Swift Factory.

# APPENDIX

# Glossary of Terms

**Employment by Industry:** The industry is the type of activity that occurs at a person's place of work. Industries are classified through the North American Industry Classification System (NAICS), the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy.

**Empty-Nester Household:** A household in which one or more parents live after the children have left home, typically represented by ages 55 through 74.

**Family:** A family is a group of two or more people (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people are considered members of one family.

**Goods-Producing Supersector:** Consists of the Natural Resources and Mining; Mining, Quarrying, and Oil and Gas Extraction; Construction; and Manufacturing industry sectors.

**Growth Rates:** The chart below outlines how 4ward Planning defines growth rates. For example, flat growth reflects an annualized rate of change between -0.75 and 0.75 percent.

**Household:** A household consists of all the people who occupy a housing unit. A house, apartment, or other group of rooms or a single room, is regarded as a housing unit when occupied or intended for occupancy as a separate living quarter. The count of households excludes group quarters and institutions.

**Household Population:** Household population, as compared to total population, excludes persons living in dormitories, penal facilities, hospitals, and other institutional settings.

**Living Wage:** The term living wage refers to an income level that allows individuals or families to afford adequate shelter, food, and other necessities.

**Non-Family Household:** A non-family household consists of a householder living alone (a one-person household) or a householder sharing the home exclusively with people to whom he/she is not related.

**Primary Job:** According to the U.S. Census, a primary job refers to the job an individual has which provides the greatest income. If an individual is employed by a single job, this would be considered a primary job. If an individual is employed at multiple jobs, including part-time employment, the job that provides the greatest income would be considered a primary job.

**Soft skills:** Non-technical skills necessary for working and interacting with others such as communication, leadership, teamwork, problem-solving, critical thinking, and time management skills.

**Trade, Transportation, and Utilities Supersector:** Consists of the Wholesale Trade; Retail Trade; Transportation and Warehousing; and Utilities industry sectors.