

THE PARK SYSTEM
OF HARTFORD, CONNECTICUT

RENEWING A HISTORIC LEGACY



THE TRUST *for* PUBLIC LAND
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TRUST FOR PUBLIC LAND
CONNECTICUT STATE OFFICE
101 Whitney Ave.
New Haven, CT 06510
TEL 203-777-7367
WWW.TPL.ORG

This report is a collaboration effort of TPL's
New England Regional Office, located in
Boston, its Center for City Park Excellence,
located in Washington, D.C., and its Geographic
Information Services, located in Santa Fe, N.M..
Staff involved include:

Lisa Bassani
Coleen Gentles
Nikki Georges-Clapp
Bob Heuer
Peter Harnik
Mary Nemerov
Tim Northrop
David Queeley
Melissa Spear
Ben Welle

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DESIGN: Patrice Gallagher,
Gallagher/Wood Design, Frederick, Md.

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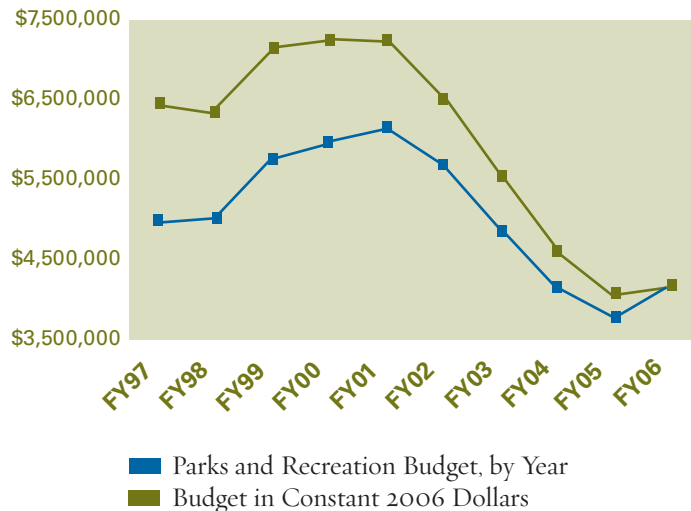
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HARTFORD PARKS & RECREATION SPENDING, 1997–2006



succeed with its economic comeback and to re-emerge as the engine at the center of its region, it must literally “get the details right” as far as attracting employers, enticing residents, increasing the number of retail establishments, creating jobs and generating higher tax revenues. This entails not only fixing the schools and reducing crime but also properly maintaining and improving the park system. For it is only the joy of great urban parks that, for many, can overcome the convenient allure of suburban yards.

There are thousands of Hartfordians who care deeply about their parks and park resources. Some have lost faith that parks

will receive much more than minimal maintenance but others have banded together into “friends” organizations and pitched in to supplement city workers and city funds. Several of these organizations have become notably successful, and Bushnell Park, Elizabeth Park and the Connecticut Riverfront parks, in particular, seem to be in good shape.

But the fragmentation of the park system based on local community “fiefdoms” can be deleterious to the system as a whole. Some parks do relatively well, but city-wide planning is undermined, city-wide maintenance is made more difficult and — most important — city-wide advocacy is virtually eliminated. This can lead to a downward spiral of less government spending and more private gap-filling by volunteers.

Reversing this trend so that Hartford’s parks will be able to pull their weight in the revitalization of the city will require mayoral leadership, bureaucratic reorganization, designated long-term funding, and private sector partnership on a full city-wide basis. This vitally important task is larger than any one person or entity can take on alone.

Therefore, the recommendations in this report are aimed at all the stakeholders in Hartford’s park system, including city political officials, city agency staff, private sector leaders, citizen park activists and regular citizens, both in and outside the city. Whether by responding to the long-term or the short-term recommendations, everyone who cares about the future of Hartford has a role to play in revitalizing the city’s parks. ■

FINDINGS AND RECOMMENDATIONS

I *A Grand and Historic System.*
Through a combination of acreage, layout, design and historical associations, Hartford has a park system of truly national noteworthiness. However, it is currently under-appreciated, under-recognized and under-marketed.

RECOMMENDATIONS:

OVER THE LONGER TERM, it is vital to make the most of Hartford's great park resource and use it as an economic underpinning for the city. Local, state and national historic preservation organizations and landscape scholars should be engaged to further research Hartford parks. Also, the city's wealth of cultural institutions, many of which are near parkland, should be involved, and the findings should be used to improve signage, to produce informational brochures and online resource, to undertake regular media outreach, to link to urban redevelopment, and to coordinate closely with state and regional tourism efforts.

OVER THE SHORT TERM, the Hartford Department of Public Works and the Hartford Department of Health and Human Services should increase the quantity and quality of communication with the public so as to increase the awareness about all aspects of parks and recreation in Hartford. This could include newsletters, announcements, advertisements, meetings, press releases, TV and radio shows and e-mail blasts.

ALSO OVER THE SHORT TERM, the Mayor should announce that the city will close several beautiful park roads to automobiles on weekend days between May and October. The purpose of this program — which has been extraordinarily successful in many other cities — would be to encourage family outings; promote resident health; show tourists Hartford's wonderful

parks; stimulate bicycling, running, skating and other activities without the dangers of cars; reduce air pollution in the parks; reduce global warming; and to have fun. (The city, or perhaps the Hartford Courant, could produce a map showing how to bike on streets from one park to the next.)

In the early 1600s the Dutch settled along the Connecticut River at its Little River (now Park River) tributary. English settlers followed in 1637, pushing out the Native American residents. In 1662 Hartford became the capital of the Connecticut colony, and by 1790 the city was among the 10 largest in the young United States. Hartford businessmen, thanks to their location

TABLE 1.1
 ACRES PER THOUSAND PERSONS
 Hartford Compared to Other Densely Populated Cities

| CITY | POPULATION | PARK ACRES | ACRES PER 1000 RESIDENTS |
|----------------|------------|------------|--------------------------|
| Minneapolis | 373,943 | 5,359 | 14.3 |
| Washington, DC | 553,523 | 7,726 | 14.0 |
| Oakland | 397,976 | 3,831 | 9.6 |
| HARTFORD | 124,848 | 1,185 | 9.5 |
| Boston | 569,165 | 5,382 | 9.5 |
| San Francisco | 744,230 | 5,773 | 7.8 |
| Baltimore | 636,251 | 4,905 | 7.7 |
| Philadelphia | 1,470,151 | 10,916 | 7.4 |
| Los Angeles | 3,845,541 | 23,410 | 6.1 |
| Long Beach | 476,564 | 2,768 | 5.8 |
| New York City | 8,104,079 | 37,008 | 4.6 |
| Chicago | 2,862,244 | 11,916 | 4.2 |
| Miami | 379,724 | 1,347 | 3.5 |
| AVERAGE | | | 7.9 |

on the Connecticut River, began insuring ships, eventually gaining the city the reputation as “Insurance Capital of the World.” Hartford was also famous as home to Colt Manufacturing, the gun maker, and a hefty slice of the nation’s young publishing industry. Among many noted residents were Mark Twain, Noah Webster, Harriet Beecher Stowe, Wallace Stevens, Katharine Hepburn and the eminent American landscape designer Frederick Law Olmsted.

Like the city itself, Hartford’s parks are wonderfully rich in history. Bushnell Park, created in 1853 as the nation’s first voter-approved, publicly financed park, is named for Reverend Horace Bushnell, an Episcopal minister who lobbied for a central natural area in the growing city. Bushnell’s sermons and worldview apparently influenced his young parishioner Frederick Law Olmsted who later designed Central Park in New York. While Olmsted was not involved with Bushnell Park, he did advise city leaders and was the first to suggest a series of “public grounds that literally ringed the city boundary of 1870” within one to two miles of the city center. Another clergyman, Reverend Francis Goodwin revived the idea and in 1892 proposed to the Park Board “a line of parks or recre-

ation grounds in the out-skirts of the city.”

Between 1894 and 1905 a profuse addition of parkland occurred, known as the “Rain of Parks.” Through this outpouring of civic pride and philanthropy Hartford added 1,000 acres of preserves, including Elizabeth Park, Pope Park, Keney Park, Goodwin Park, Riverside Park and Colt Park. Thanks to that generosity, almost every Hartfordian today is within one mile of a park and 60 percent are within a quarter-mile.

Overall, Hartford is rich not only in parkland history but also in acreage with 1,185 park acres within its city limits. (In an unusual twist, the city also owns an additional 1,017 acres of parkland outside the city limits, consisting of Batterson Park and portions of Elizabeth, Keney and Goodwin Parks.) Hartford ranks above average compared to cities of similar population density (Table 1.1) and with selected cities of the Northeast (Table 1.2). (Compared with major Connecticut cities, Hartford has less parkland than New Haven and Waterbury but more than Bridgeport.)

Most of the parkland is located in six large and well distributed parks — Pope, Colt and Bushnell Parks near downtown and Elizabeth, Goodwin, and Keney Parks on the outskirts. (Bushnell Park, though abutting the State Capitol and serving as its grounds, is owned and operated by the City.) Riverfront Recapture operates an additional 114 acres along the Connecticut River, including historic Riverside Park, the recent addition of Riverwalk Plaza connecting downtown to the river, and the unfinished Riverwalk trail system. A snapshot of two important sets of recreational facilities shows that Hartford fares well with respect to playgrounds (Table 1.4) but less well with respect to recreation centers (Table 1.3). To achieve the average number of recreation centers compared to similar cities, Hartford would need to add three. Moreover, architectural improvements and repairs are overdue on the existing centers.

Just as suddenly as the “Rain of Parks” began, it ended. In the following 100 years, Hartford gained only a few acres of parkland.

TABLE 1.2
ACRES PER THOUSAND PERSONS
Hartford Compared to Other Nearby Cities

| CITY | POPULATION | ACRES | ACRES PER 1000 RESIDENTS |
|-----------------|------------|-------|--------------------------------|
| New Haven | 124,829 | 2,143 | 17.2 |
| Waterbury | 108,429 | 1,200 | 11.1 |
| Worcester | 175,966 | 1,812 | 10.3 |
| Boston | 569,165 | 5,382 | 9.5 |
| HARTFORD | 124,848 | 1,185 | 9.5 |
| Lowell | 103,655 | 753 | 7.3 |
| Bridgeport | 139,910 | 953 | 6.8 |
| Providence | 178,126 | 1,200 | 6.7 |
| Lawrence | 72,043 | 270 | 3.7 |
| AVERAGE | | | 8.5 |

TABLE 1.3
RECREATION CENTERS PER
20,000 RESIDENTS
Hartford Compared to Other Dense Cities

| CITY | RECREATION CENTERS | CENTERS PER 20,000 RESIDENTS |
|-----------------|--------------------|------------------------------|
| Minneapolis | 49 | 2.6 |
| Washington, DC | 64 | 2.3 |
| Philadelphia | 158 | 2.1 |
| Chicago | 268 | 1.9 |
| Baltimore | 46 | 1.4 |
| Boston | 39 | 1.4 |
| Miami | 26 | 1.4 |
| Oakland | 24 | 1.2 |
| Long Beach | 28 | 1.2 |
| HARTFORD | 6 | 1.0 |
| Los Angeles | 182 | 0.9 |
| San Francisco | 32 | 0.9 |
| New York City | 46 | 0.1 |
| AVERAGE | | 1.4 |

Even so, there were many positive developments. In 1904 the first municipal rose garden in America was established at Elizabeth Park. Also, to complement the many natural landscapes, George Parker, the Park Board superintendent from 1905 to 1926, embraced a multitude of sporting activities and other popular programs. The Park Board sponsored baseball, tennis, volleyball, basketball, ice skating, dancing, hurling, ice hockey and ring tossing. Colt Park was even home to a quarter-acre dance floor that welcomed as many as 2,000 users for summer dances and free films.

As the cultural hub of Connecticut, Hartford has extraordinary institutions, many of which are located near parks. The Wadsworth Atheneum Museum of Art, the oldest public art museum in the country, is adjacent to Burr Mall which is graced by Alexander Calder's giant Stegasaurus. The historic State House, now operated by the Connecticut Historical Society, overlooks Riverwalk Plaza. The Belding Theater and Bushnell Center for the Performing Arts are only a few steps away from Bushnell Park.

The Governor's Mansion is across the street from Elizabeth Park. Rocky Ridge Park is the western edge of Trinity College. The Hartford Seminary, the University of Connecticut Law School, the Connecticut Historical Society and the University of Hartford are also located along the North Branch of the Park River. Visitors can today stand where Mark Twain gazed across the floodplain while writing his great American novels. The neighboring Harriet Beecher Stowe Center also hosts house tours, education programs and special events. There are numerous opportunities for greater synergy between parks and culture, including art fairs, outdoor concerts, public gatherings and other special events.

Hartford park history continues to be recognized. From 1970 to 1983, six properties were placed on the National Register of Historic Places, including Bushnell Park, Keney Park, Colt Park and the Colt Industrial District, Elizabeth Park, Sigourney Park and Charter Oak Place. In 2005 the Elizabeth Park Rose Garden Gazebo was beautifully restored for the centennial celebration, and restoration of Pope Park landscapes is currently underway.

TABLE 1.4
PLAYGROUNDS PER 10,000 RESIDENTS
Hartford Compared to Other Dense Cities

| CITY | PLAY-GROUNDS | PER 10,000 RESIDENTS |
|-----------------|--------------|----------------------|
| Boston | 219 | 0.4 |
| Minneapolis | 108 | 0.3 |
| San Francisco | 162 | 0.2 |
| Baltimore | 129 | 0.2 |
| Chicago | 518 | 0.2 |
| Washington, DC | 99 | 0.2 |
| Oakland | 73 | 0.2 |
| HARTFORD | 20 | 0.2 |
| Long Beach | 56 | 0.1 |
| New York City | 990 | 0.1 |
| Philadelphia | 180 | 0.1 |
| Los Angeles | 376 | 0.1 |
| AVERAGE | | 0.2 |

Connectivity.

The large amount of parkland created a century ago through the famous “Rain of Parks” was never connected as envisioned. Since then, highways and roadways have further separated Hartford’s parks and the Connecticut River-front from each other and from many neighborhoods. Yet several opportunities to develop a connected Green Belt do exist by utilizing the Connecticut River and Park River corridors and some lightly used streets.

RECOMMENDATIONS:

OVER THE LONGER TERM, create an official Green Belt Task Force to plan, fund and advocate for the development of an ecological and recreational greenway system in Hartford (see map on page 7). The Task Force should include leadership persons who represent government and private interests in such diverse topics as bicycling, water quality, ecology, running, smart growth, walking for health, trees, wildlife, railroad corridors and economic development. Recognizing the overlap between areas of park need and areas of planned sewer upgrades, the Green Belt Task Force should coordinate closely with the Metropolitan District Commission through design, development and construction of the ‘Clean Water Project’ improvements to the sewer and stormwater infrastructure.

OVER THE SHORT TERM, in preparation for the Task Force, the mayor should establish a special mailing address and ask Hartfordians (and others who are interested in Hartford) to submit proposals, photographs from elsewhere, schematic drawings, personal stories, concepts and other ideas that would stimulate thinking about an ideal “Hartford Futures” Green Belt.

Plans in 1895 and 1912 called for a system of parkways, but unfortunately the “Rain of Parks” were never connected as Frederick Law Olmsted’s firm had envisioned. Frequent flooding downtown led to the construction of an extensive dyke along the

Connecticut River as well as the burial of the Park River in a tunnel beneath Bushnell and Pope Parks. Later, parks were drastically affected by the new interstate highways which were constructed on or near Pope Park, Riverside Park, Keney Park, and Bushnell Park, reducing access and totally changing their sylvan character with noise and concrete.

Some opportunities have been lost forever, some still exist and others now present themselves as a result of new public and private urban improvement projects. Most notable is the Metropolitan District Commission (MDC) Clean Water Project, which will evaluate the way landscapes can be designed to assist with stormwater management along more than 80 miles of pipes. Specifically, the MDC has funds available to mitigate the considerable structural damage anticipated from the sewer construction — and some of those funds can go to improving any parkland that is injured. Even better, through supplemental funding MDC could utilize landscape design strategies that would use old and new parkland to increase the absorption of stormwater runoff from hard surfaces, thus reducing both health and economic costs.

Another opportunity to enhance connectivity throughout the city stems from avenue and roadway improvements. In planning any Green Belt, the city should think innovatively by using historic garden city concepts (such as boulevards and parkways) as well as modern techniques (such as traffic calming and periodic street closures). Additional innovative strategies could include zoning changes to selectively increase height and density in return for more open space in key

(Right) A Hartford Green Belt could use reconstructed roadways and automobile reductions, as well as marked on-street bicycling segments, to enhance tree cover, add shrubs and grass, and provide safety while connecting existing parks and open space. (Conceptual map by Trust for Public Land.)

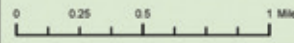
Conceptual Green Belt

Hartford, Connecticut



Legend

| | |
|--------------------------|-----------------------------|
| Parks and Open Space | Conceptual Green Belt |
| Schools and Universities | Trail |
| Cemetery | Adapted Street |
| Waterbodies | Trails |
| Transportation | Existing |
| Interstate | Proposed |
| Local | On Street Bike Route / Tour |
| Railroad | |



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 Map projection: NAD 1983 State Plane
 Connecticut FIPS 0600 Feet
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COURTESY OF MARY RICKEL PELLETIER 2006

The Park River is an underused asset that could serve as the western portion of an interconnected Green Belt network between parks and landmarks such as the Mark Twain house.

locations. An obvious component of a Green Belt plan would be a formal city Bicycle and Trail Plan to complement the one created by the Capital Region Council of Governments (CRCOG) in 2000. CRCOG's plan, which is advisory, shows possible trails along the Connecticut Southern and North Meadows rail corridors as well as alongside the Park River. There are obvious opportunities for trail connections between all of the parks. It is important to note that connectivity throughout the city can be achieved by linking different types of bicycle and walking trails through parklands, across the open space needed to protect waterways, under highways, past cemeteries and along the avenues. Such a network can provide rich environmental experiences for residents, tourists, history buffs, cyclists, students and others.

Another opportunity is to link the efforts of the city with such organizations as the Farmington Avenue Alliance so as to maximize on-street connections to parks. There is also a bicycle event called the Hartford Parks Tour whose mission could conceivably be expanded to work with the City to create an interconnected Green Belt for bicycling.

Inequity and Lack of Spillover Effect.

Despite adequate overall park acreage in the city, certain neighborhoods — particularly Barry Square, South End, South Green and half of Frog Hollow — lack parkland within walking distance, as does Parkville (see map, page 10). Moreover, even though Hartford is, per capita, the poorest jurisdiction in its region, the city pays for the operation of a large amount of parkland that lies outside of the city limits within the towns of West Hartford, Windsor, Wethersfield, and Farmington. Because park resources and attention are concentrated on a few parks where there are active advocates, parklands can become inaccessible due to safety and maintenance problems. Finally, although the Connecticut River represents the entire eastern edge of Hartford, the I-91 highway and flood barriers prevent most neighborhoods from deriving benefits from the waterfront.

RECOMMENDATIONS:

A guiding principle for park management in the city and the metropolitan area should be “accessibility, equity and excellence.”

THUS, OVER THE LONGER TERM:

- (1) Within the city of Hartford a planning effort should be initiated around the creation of parkland, recreational facilities and/or “green streets” in the underserved south-central portion of the city. Two of the most fruitful partners in this area appear to be the school system and the public works department (redesigning certain roadways).
- (2) Regionally, the corporate community should consider initiating a conversation among all the surrounding towns to discuss either (a) the establishment of a Regional Park District to coordinate municipal and state park landscape improvements, maintenance and event programming for all existing and future parks, or (b) the formation of municipal

agreements to share maintenance costs and collaborate on planning decisions.

- (3) The mayor and Riverfront Recapture should lead a stepped-up effort to breach the highway and other barriers between the city and the Connecticut River so as to improve the human and economic flow between the two..

OVER THE SHORT TERM:

- (1) Organizers of annual recreational events, such as the Hartford Marathon, should consider redesigning routes to pass through every significant park in the city so as to begin stimulating the public’s thinking about connectivity, equity and park economic spillover effects.
- (2) Because it appears unlikely that the quality of Batterson Park can be raised to a standard of excellence and because a relatively small number of Hartfordians use it, the city of Hartford should initiate efforts to lease or sell portions of Batterson Park. Proceeds should be used to improve parks within the city.

The most diverse city in Connecticut (Table 3.1), Hartford is nevertheless a relatively small player within its metropolitan area. With a population of 124,948 on 17 square miles, the city has only 10.2 percent of the metropolitan area population and only about one percent of the land area. Almost half its population is Hispanic (the majority of whom are from Puerto Rico) and the city

TABLE 3.1.
HARTFORD’S RACIAL/ETHNIC COMPOSITION AS COMPARED TO OTHER CONNECTICUT CITIES (AS PERCENTAGE OF POPULATION)

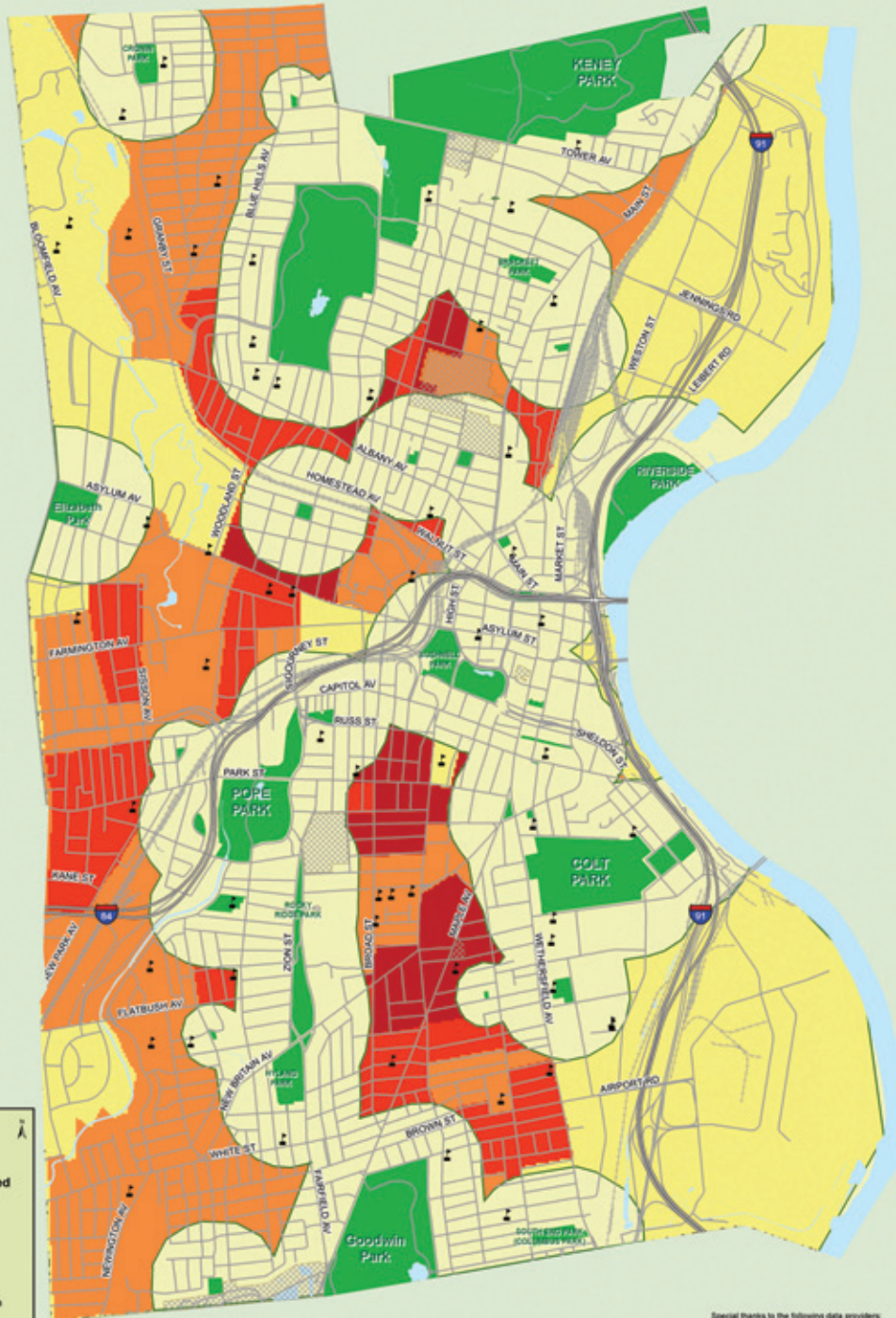
| | STATE | HARTFORD | BRIDGEPORT | NEW HAVEN | WATERBURY |
|--------------------|-------|----------|------------|-----------|-----------|
| White non-Hispanic | 85% | 28% | 45% | 44% | 67% |
| African-American | 10 | 38 | 31 | 37 | 16 |
| Asian | 3 | 2 | 3 | 4 | 2 |
| Hispanic or Latino | 11 | 41 | 32 | 21 | 22 |
| Under 18 yrs. old | 24 | 30 | 28 | 25 | 27 |

SOURCE: 2000 U.S. CENSUS, U.S. CENSUS BUREAU

Park Equity Analysis

Hartford, Connecticut

Park service areas based on walking distance



Legend

Level of Park Need

- High
- Moderate
- Low
- Parks
- Park Service Area
- Cemetery
- Water bodies
- Schools

Transportation

- Interstate
- Local
- Railroad

0 0.125 0.25 0.5 Miles

Technical Information: Gaps in park availability determined via a 1/8th mile walking distance buffer for parks under an acre and a 1/4 mile walking distance buffer for parks greater than an acre in size. Demographic profile factors, all equally weighted, consist of population density, percentage of children under the age of 18, percentage of minorities, and percentage of families earning less than \$25,000 per year. Source: U.S. Census Bureau block data.

Special thanks to the following data providers:
City of Hartford and ESRI

Map created by the Trust for Public Land
on February 16, 2007

Created in ArcMap 9.10
Map Projection: NAD 1983 State Plane
Connecticut FIPS 5000 Feet

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has the largest percentage of African-Americans in the state. Hartford also has a higher percentage of youth than other Connecticut cities.

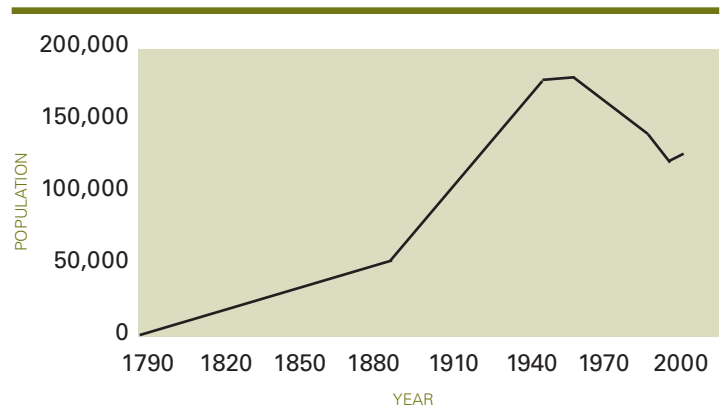
After reaching a peak population in 1950 of 177,397, Hartford slid for 50 years as the suburbs mushroomed. But since 2000 the city has begun growing again, partly due to a movement downtown (Figure 3.1). The city still retains a relatively high population density of 7,025 persons per square mile, allowing it to potentially benefit from newly popularized guidelines governing “smart growth” and “transit-oriented design.”

There is great corporate wealth in Hartford but most workers live in the suburbs, and the city itself is poor compared to its region and the state of Connecticut (Table 3.2). Moreover, unemployment is nearly three times the regional and the U.S. rates. The region has several strong industries, notably finance and insurance. The region also specializes in printing services, nursing homes and the education facilities of the University of Hartford, University of Connecticut Law School, Trinity College and St. Joseph College. As the capital of Connecticut, Hartford also has a strong public sector and is home to state agency offices and the legislature. In fact, 28 percent of the region’s non-farm employment is located in the city.

On the other hand, Hartford lacks a strong property tax base. Fully 44 percent of all real property in Hartford is tax exempt, thanks to so much land being owned by the state of Connecticut, the federal government and the many universities and churches. Also, taxable home values in Hartford are low, with the average dwelling unit worth only \$147,000 in 2002, compared to a state average of \$219,000. The absence of any kind of commuter tax prevents the city from tapping the surrounding wealth (much of which is earned in Hartford). Because of rel-

(Left) A computer analysis of park location that also factors in residents’ demographic composition shows a moderate need for parkland on the west side and a pocket of high need in south-central Hartford.

FIGURE 3.1
HARTFORD POPULATION



SOURCE: US CENSUS BUREAU

atively little money available for services and debt payments, the city’s last bond rating from one agency, Moody’s, was A+, a middle-of-the-road grade and a downgrade from its previous AA-.

The most notable parkland change is the emergence of Riverfront Recapture, a non-profit organization that has a contract to develop and maintain the Connecticut Riverfront in Hartford and East Hartford. Working with the Metropolitan District Commission (MDC), Riverfront Recapture has a variety of youth-oriented and water-oriented programs and also provides rangers for its properties. In a sign of a regional commitment to the Connecticut River, the eight towns of Bloomfield, East Hartford, Hartford, Newington, Rocky Hill, West Hartford, Wethersfield and Windsor agreed to a modest increase in MDC water rates to fund these costs. In addition, the Hartford

TABLE 3.2.
HARTFORD: A STRUGGLING CITY IN A WEALTHY REGION

| | CITY | REGION | U.S. |
|--------------------------|----------|----------|----------|
| Poverty Rate | 30% | 8.4% | 12.4% |
| Median Household Income | \$24,820 | \$52,188 | \$41,994 |
| Unemployment Rate (2000) | 15.9% | 5.7% | 5.8% |

SOURCE: 2000 U.S. CENSUS, U.S. CENSUS BUREAU



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Upgrading schoolyards can increase access to parks in underserved areas, improve educational facilities, and aid community revitalization, as seen here in Brooklyn, N.Y.

Foundation for Public Giving awarded Riverfront Recapture \$1 million over four years to help the organization take on parks management responsibilities. Riverfront Recapture has gained national recognition for its management, development and programming of parkland which includes a plaza spanning Interstate 91 and a trail that eventually will follow much of the length of the river in Hartford.

The issue of regional equity arises because a remarkable 46 percent of all Hartford’s owned parkland is located outside the city (Table 3.3) yet Hartford still retains the burden of the management of that land. Most of the external land comprises Batterson Park but there are also portions of three other large parks that straddle the city boundary — Keney Park in the north, Elizabeth Park in the west, and Goodwin Park in the south.

The city has struggled over what to do with Batterson for years. Back in 1928 the City Water Department turned over the disused reservoir on 930 acres. Over the years various parcels were transferred to other agencies, used for highways, or sold off. Most notably, in 1988 the city sold off 67 acres for

roughly \$8 million and used the proceeds to establish the Hartford Parks Trust Fund. But what to do with the remaining approximately 600 acres (much of which is Batterson Pond and the wetland swamp headwaters of the Park River) continues unresolved. (See Appendix B for a map illustrating the acreage of Batterson Park.)

It is clear that while Hartford wishes to retain control of its property holdings, the city is not in the financial position to continue to handle the maintenance responsibilities of parkland outside its boundaries. This could prompt the city to begin a discussion of a regional park system with the surrounding jurisdictions, or to simply pursue disposition opportunities of particular parcels. Notably, the Town of Farmington has expressed an active interest in purchasing two of the remaining Batterson Park parcels (the Hartford-owned portion of the Deadwood Swamp parcel and the adjacent Hospital Rock parcel) for open space and passive recreational purposes. Hartford, which sold one of the Batterson parcels to Farmington in 2003, thus has the opportunity to increase the Parks Trust Fund and in turn reinvest the proceeds into the remainder of the park system. In addition, these two parcels may well benefit from being under the management of the town in which they are located.

TABLE 3.3.
HARTFORD PARKS
INSIDE AND OUTSIDE CITY LIMITS

| | ACRES |
|--|--------------|
| Hartford Parkland Within City Limits | 1,185 |
| Hartford Parkland Outside City Limits | 1,017 |
| Total Hartford Parkland | 2,202 |
| Percent of Parkland Outside City Limits | 46% |

A Less-Than-Optimal Bureaucratic Structure.

The fact that there is not a unified Parks and Recreation Department with a single structure and director greatly weakens Hartford's ability to plan and manage its parks and make sure that parks get as much attention as the rest of the city's infrastructure and programs. Moreover, there is inadequate integration of parks' recreation role with their role as ecologically beneficial "green infrastructure."

RECOMMENDATION:

OVER THE LONGER TERM, the city should work towards a unified park and recreation program, either by joining with surrounding towns in the creation of a new Regional Park District or, if that is not feasible, by creating a single city Department of Parks and Recreation. This department would have a director who oversees an assistant director (or superintendent) for parks, an assistant director (or superintendent) for recreation and an assistant director for planning and partnerships.

OVER THE SHORT TERM, the current Parks and Recreation Advisory Commission should be restructured so as to serve as an advisory body for both the Department of Public Works and the Department of Health and Human Services, rather than serving to advise the City Council. Ideally the Advisory Commission should meet jointly with the Directors of the two Departments (and their top staffs) on a monthly basis.

Over the years, Hartford has experimented with numerous different bureaucratic structures to operate its parks. Until 1947 the city had an independent Park Board. In that year, the Park Board was abolished and a Parks and Recreation Department was established, reporting to the city council and city manager.

In the 1990s the Parks and Recreation Department was eliminated and its responsibilities were split among two city agencies. The Department of Public Works Parks Division now maintains parks while the Department of Health and Human Services

Division of Recreation and Youth Services operates recreation programs. The split was due more to personality issues than to structural imperatives, but the result was not positive. For one thing, the divisions experienced dramatic staff reductions in the 1990s as the city's budget capacity and population continued to shrink. At the same time, the old concept of a Park Board reemerged as a mayor-appointed Parks and Recreation Advisory Commission. However, the role and responsibilities of the PRAC are not well defined and the Commission is not functioning at optimal capacity.

The drawbacks of a fragmented park and recreation structure, as Hartford currently has, are well known. There are frequently coordination problems between the people who manage sports players and the people who prepare the fields for their use. There are severe challenges with communicating both park information and recreation schedules with the public. Coordinated planning for parks and recreation becomes almost impossible. And budgeting and employee-management issues become buried within the larger framework of the other agencies, whether Public Works, Health and Human Services, or any other larger department with multiple missions. In sum, cities which have fragmented bureaucratic structures have park systems which do not get the full attention of the mayor, the city council and the public at large.

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A Wellspring of Private Support, Yet a Lack of Coordination among the Organizations.

A great strength of Hartford is the number and commitment of private park partner organizations such as Friends groups for Bushnell, Pope, Elizabeth, Keney and Goodwin Parks, and nationally-recognized Riverfront Recapture and Knox Parks Foundation. However, the support groups are fragmented by geographical or issue focus, and there is not a unified city-wide parks information and advocacy organization to magnify the individual efforts. There is also little coordination of programming and publicity for the various parks.

RECOMMENDATION:

The Friends groups and Sports Leagues, while very valuable, could accomplish more if they would explore some type of unification rather than continuing their park-by-park and sport-by-sport advocacy.

OVER THE LONGER TERM the organizations should engage in a professionally facilitated discussion of their current roles and possible modifications or merger.

OVER THE SHORT TERM, in order to better formalize the concession relationships between the government and the private groups (and to give the city a better idea of revenue it can expect), the city should devise a standardized reporting template, including financial information, and require all official Friends groups to use it in their annual submissions.

Also, in the short term, the mayor, working with PRAC, should personally host a "Hartford Parks Extravaganza Day" with activities for three different groups: the general public, park volunteers and the leaders of Park Friends groups (with whom the mayor would meet personally).

One of Hartford's great strengths is the number and commitment of its private sector park support organizations. Foremost is Riverfront Recapture which in 2005 spent \$2.3 million (not including fundraising and administration) on the parkland it operates in Hartford and East Hartford. Venerable Bushnell Park receives support from the Bushnell Park Foundation which in its 20-year history has spent more than \$7 million on landmark and landscape restoration and the coordination of the park's master planning. In 2004 it spent \$132,042 (not including fundraising and administration). The

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Venerable Bushnell Park receives support from the Bushnell Park Foundation which in its 20-year history has spent more than \$7 million on landmark and landscape restoration and the coordination of the park's master planning.





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Elizabeth Park is home to the oldest municipal rose garden in the country, and the Friends of Elizabeth Park are an integral partner in its maintenance.

Friends of Pope Park developed a 10-year, \$13-million master plan in 2000 for Pope Park and recently completed the \$550,000 first phase that includes a new entryway and improved pedestrian pathways. The group hopes to obtain funds from the State of Connecticut, the federal government, the Hartford City Council and private fundraising. Additional private partner groups include Friends of Elizabeth Park, Friends of Keney Park, and Friends of Goodwin Park. All these organizations help with projects and programming, but in all cases the city's Parks Division is responsible for day-to-day grounds maintenance.

The only non-profit park organization operating on a city-wide basis is the Knox Parks Foundation. But rather than serving as an umbrella entity for all the single-park advocates, Knox focuses on the specific issues of community gardens and teaching horticulture practices to inner-city youth through hands-on activity. In 2004 the group spent \$604,569, not including fundraising.

Despite the undeniable amount of out-

standing work the many friends groups carry out, the situation is not without its shortcomings. For one thing, a recent city auditor's report was critical of lax accounting and poor controls over the financial relationships between the city and the groups, particularly where concessions are involved. For another, there are tensions relating to the use of volunteers who may be supplanting the paid work of union employees. There are also potential questions about whether Hartford is fully in charge of its park system or whether the city's understaffed park and recreation agencies are incrementally ceding decision-making to private and neighborhood groups.

But the most important issue relates to overall planning and coordination. With so many relatively powerful friends groups focusing only on one park or resource, the private sector is providing no overall visioning and support for the system as a whole. This is a situation that needs to be corrected if the city park network is to become unified and more successful.

Lack of Funding.

Outside of Riverfront Recapture-maintained areas and Elizabeth and Bushnell Parks (which get considerable private support), city parks are undermaintained and understaffed.

City funding for parks, when adjusted for inflation, has declined steadily since 2000, and park staffing has declined precipitously since 1999. Moreover, the park system generates relatively little in revenue and appears to be earning below its potential.

RECOMMENDATIONS:

A robust set of public and private fundraising initiatives should be undertaken, consisting of:

(1) The city, in partnership with existing Friends groups, should convene a working panel to explore ways of better integrating parks into the fabric of city life. The panel should meet with every municipal agency, including the police, social service providers, the schools, the environmental department, the housing authority and the transportation department, to explore ways of using parks more extensively/intensively and to increase the efficiency of the use of Hartford tax dollars on parkland and in park programs.

(2) The city should undertake a detailed analysis of its policies on park fees in comparison with other cities and towns, with a view toward creating a program that is more financially sustainable. It should also analyze whether it is making the most of its opportunities for state, regional and federal grants.

(3) A citizen-based "Hartford Parks Alliance" should be established to function as an overall advocate for better-maintained and better-funded parks. The Alliance could serve as a sounding board for new ideas, a publicity forum for park improvement opportunities, a vehicle to provide data on maintenance and safety, and an outreach mechanism to the corporate and citizen communities which might want to partner with the city.

(4) A corporate-based "Hartford Parks Partnership" should be established to enable a closer working relationship between the city business community and the park and recreation departments.

Hartford spends much less money on its parks than most other large U.S. cities — only \$36 per resident compared to a national average of \$89 (Table 6.1). This circumstance parallels several other Connecticut cities, where park operations are also underfunded (Table 6.1).

At the time of the 1992 Parks Master Plan — an outstanding but now outdated 344-page document that includes a history of the Hart-

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ford park system, a physical analysis, a set of design standards and a rehabilitation plan — the city reported a need for \$43 million in capital improvements. It projected that work would be carried out at the rate of about \$1 million per year, half of which would come from the Parks Trust Fund. (About \$10.4 million worth of projects were completed since then.) In addition, Bushnell and Pope Parks have master plans coordinated by their respective friends groups that call for using private and public funds to make capital improvements. Riverfront Recapture also has a master plan to transform most of the Connecticut Riverfront into parks, trails, and public gathering spaces.

One significant city asset is the Hartford Parks Trust Fund which helps fund yearly capital improvements. With roughly \$16 million in present market value, it is the city's largest trust fund; in the current six-year capital budget (2005–2010) it will provide parks with \$3.85 million. It is important to note, however, that the Trust Fund may only be used for capital expenditures, not for ongoing park maintenance and operations.

It is important to note the many new recreation facilities that have been built or rebuilt in the past decade, partially making up for the period of decline in the 1970s and 1980s — a Pope Park recreation center, four new swimming pools, two new pond houses, three remodeled concession stands, several renovated playgrounds plus a new “boundless” playground for handicapped users, a stabilized carousel, and remodeled restrooms at Batterson Park, among other physical and program advancements.

However, the low level of park funding is most starkly reflected in the number of employees caring for facilities and running programs. The parks and recreation divisions together have a total of only 42 employees; few other cities have as low a ratio of employees to residents (Table 6.2). To bring Hartford up to even the national average would require hiring an additional 59 employees. Even in comparison to similar Connecticut cities, both New Haven and

TABLE 6.1.
TOTAL PARK OPERATING SPENDING
AS COMPARED TO OTHER CITIES, FY 2004

| CITIES | OPERATING EXPENDITURES | OPERATING EXPENDITURES PER RESIDENT |
|----------------|------------------------|-------------------------------------|
| San Francisco | \$150,219,547 | \$202 |
| Washington, DC | 101,229,051 | 183 |
| Minneapolis | 45,631,172 | 122 |
| Chicago | 315,323,538 | 110 |
| Long Beach | 44,808,660 | 94 |
| Oakland | 28,911,090 | 73 |
| New York City | 497,753,000 | 61 |
| Miami | 22,172,683 | 58 |
| Boston | 32,087,224 | 56 |
| New Haven | 5,181,914 | 42 |
| Philadelphia | 56,395,519 | 38 |
| Baltimore | 24,493,663 | 38 |
| HARTFORD | 4,459,100 | 36 |
| Bridgeport | 5,044,139 | 36 |
| Waterbury | 3,836,402 | 35 |
| Los Angeles | 131,303,955 | 34 |
| AVERAGE | | \$89 |

Waterbury have almost half again as many employees as Hartford. (For a detailed financial description of Hartford and its park system, see Appendix A.)

It appears that Hartford is not making the most of external park funding availability through the state and federal governments. This may be due partly to staffing shortages which prevent the city from researching opportunities and/or following up on the paperwork required for applying. As an indication of the possibilities, in a recent year the parks and recreation department of the city of Houston received funding through the federal departments of Veterans Affairs, Housing and Urban Development, National Park Service, and National Oceanic and Atmospheric Administration's Coastal and Estuarine Land Conservation Program. Houston Parks also received funding from the Texas Department of Parks and Wildlife, Texas Forest Service, Texas Department of

TABLE 6.2
 FULL-TIME EMPLOYEES
 PER 1,000 RESIDENTS AS COMPARED
 TO OTHER CITIES

| | FT EMPLOYEES | FTEs PER 1000 RESIDENTS |
|----------------|-----------------|----------------------------|
| Washington, DC | 1,580 | 2.85 |
| Minneapolis | 600 | 1.60 |
| Oakland | 608 | 1.53 |
| San Francisco | 1,077 | 1.45 |
| Chicago | 2,963 | 1.04 |
| Baltimore | 435 | 0.69 |
| New York City | 5,222 | 0.64 |
| Los Angeles | 2,100 | 0.55 |
| Waterbury | 60 | 0.55 |
| New Haven | 65 | 0.52 |
| Long Beach | 245 | 0.51 |
| Miami | 185 | 0.49 |
| Philadelphia | 669 | 0.45 |
| Boston | 203 | 0.36 |
| HARTFORD | 42 | 0.34 |
| Bridgeport | 32 | 0.23 |
| AVERAGE | | 0.86 |

Transportation, Texas Criminal Justice Division and Texas Commission on Environmental Quality. Hartford, in comparison, received external parks-related funding only through the federal Community Development Block Grant program and the Federal Highway program.

One key to finding broader financial support for parks is linking them to the needs and mandates of other city agencies and programs — hence the importance of having a dialogue with other departments. Police athletic programs can take place in parks. School, elderly and mental health providers can undertake horticultural programs in parks. Water pollution mitigation demonstrations can be conducted on parkland. Non-motorized transportation trails can be developed on parkland using Transportation Department funds.

Moreover, it appears that Hartford could solicit and raise money for parks and recreation from a variety of private sources. Again, choosing the single example of Houston, that city in fiscal year 2006 received grants and gifts from the National Football League, National Fish and Wildlife Foundation, National Basketball Association and National Recreation Foundation as well as several local foundations and corporations.

Conclusion

Hartford, Connecticut has an illustrious past and a livable and lovable — if sometimes challenging — present. Its future, of course, is unknown. Hartford is working hard to regain its historical role as the vibrant center of a major, successful region as opposed to remaining the “hole in the doughnut,” an eight-hour-a-day destination for thousands of suburban employees (and their cars) with a resident population that has fewer amenities and is significantly poorer and less educated than their neighbors in surrounding jurisdictions. Hartford today may not have a single supermarket, but it has the underlying ingredients for great success in the coming years and decades: a central and riverside location, good transportation network, great infrastructure investments, a diverse economy that includes the state government, a young and diverse population, fine architecture, a powerful sense of history — and a well-distributed park system that can serve and support virtually every neighborhood in the city.

The city is now at a crossroad. After many years of declining population and economic disinvestment, Hartford is experiencing an exciting uptick in residents, residential construction and associated urban amenities and “buzz.” Housing prices are rising, which is expected to lead to further development and renewal. Hartford’s wastewater system is on the verge of an \$800-million upgrade that will reduce flooding and pollution of the Park and Connecticut Rivers.

Hartford’s parks, which have benefitted for more than a century from the care and attention of city fathers as well as private-sector leaders and “regular folks” in the neighborhoods, could go either way. They

could continue to stand up to the ravages of time and urban life through the superhuman efforts of a drastically reduced city workforce supplemented by the herculean investment of thousands of volunteers and donors. Or, using and building upon the recommendations in this report, they could rise as a system to become one of the true drivers of Hartford’s economy, image and community fabric.

Change is never easy. Some of the proposals in this document can be implemented relatively quickly and inexpensively. Others are much more difficult and time-consuming and might involve some challenging trade-offs. Each, we believe, in its own way can help improve the park system of the city. And each improvement will facilitate the next advance.

The Trust for Public Land has a long, effective history in the state of Connecticut and is committed to a successful, park-rich city of Hartford. If the city government and the people of Hartford agree with us on the blueprint and ideas described here, TPL would enthusiastically offer to join in the effort to make them happen. ■

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Appendix A: Fiscal Overview

I. The City

Hartford, the capital city of Connecticut, has a population of about 125,000 and is the core of a metropolitan area of over one million. The city is home to the insurance, financial, and manufacturing industries and counts Aetna Life Insurance Co, Travelers Indemnity Co, The Hartford, and Hartford Steam Boiler among its largest taxpayers. However, despite its great concentration of corporate wealth, the city's 30 percent poverty rate is much higher than that of the region and the state.

The City's 2006-2007 adopted budget documented revenues for the General Fund at \$496.9 million. Property taxes account for 47.1 percent of the general fund revenues, followed by intergovernmental revenues at 46.9 percent. Education comprises 55 percent of the expenditures from the general fund; other large expenditures are for public

safety (15 percent) and benefits and insurance (9.6 percent). Parks and Recreation, combined, account for 0.86 percent of the total budget.

When adjusted for inflation, the city's budget declined between 1997 and 2006. (See Table 1.)

One of the key budget challenges facing the city is that the median value of owner-occupied housing units is significantly lower than the state average, \$93,900 compared with \$166,900.

Tax-exempt property is another important issue. The value of tax-exempt property totaled \$2.08 billion in 2005, compared with \$2.61 billion in taxable land. Thus, 44.3 percent of the real property in the City of Hartford is tax exempt, including land owned by the city, state and federal governments as well as non-taxed institutions like universities and churches. On the other hand, the state of Connecticut has a "Payment in Lieu of Taxes" law which provides the city \$33 million in revenue to offset tax losses. Because of a real estate contraction after 1998 that pushed down the city's taxable grand list (the total value of all taxable property), the city was forced to raise the mill rate sharply from 29.5 mills per \$100 of valuation to 64.82 mills. (A mill is one-tenth of a penny.)

GENERAL OBLIGATION BONDS IN HARTFORD

Hartford currently has \$500.9 million in outstanding debt. Of this total, 41 percent (\$203.4 million) has been issued for General Purposes (road and infrastructure improvements, facilities improvements, libraries, etc), with the remaining to finance schools. Of the General Purpose debt, parks and recreation account for only \$6 million.

TABLE 1
HARTFORD BUDGET, FISCAL YEARS 1998 – 2007

| FISCAL YEAR | ADOPTED BUDGET | ADOPTED BUDGET (% CHANGE) | REAL BUDGET (2006 \$) | REAL BUDGET (% CHANGE) |
|-------------|----------------|---------------------------|-----------------------|------------------------|
| FY98 | \$405,874,850 | | \$493,877,621 | |
| FY99 | 425,351,790 | 4.80% | 509,639,292 | 3.19% |
| FY00 | 425,104,720 | -0.06% | 498,337,046 | -2.22% |
| FY01 | 422,666,780 | -0.57% | 479,365,982 | -3.81% |
| FY02 | 435,364,140 | 3.00% | 480,105,119 | 0.15% |
| FY03 | 422,406,530 | -2.98% | 458,565,844 | -4.49% |
| FY04 | 425,315,920 | 0.69% | 451,435,865 | -1.55% |
| FY05 | 449,993,939 | 5.80% | 465,239,896 | 3.06% |
| FY06 | 464,189,578 | 3.15% | 464,189,578 | -0.23% |
| FY07 | \$496,896,854 | 7.05% | \$480,177,910 | 3.44% |

According to the City's 2006 Official Statement, the City has a legal debt limit of \$443 million for General Purpose General Obligation Bonds and a total debt limit of \$1.379 billion. However, approaching this limit would severely lower the city's bond rating and make its bonds more expensive to sell.

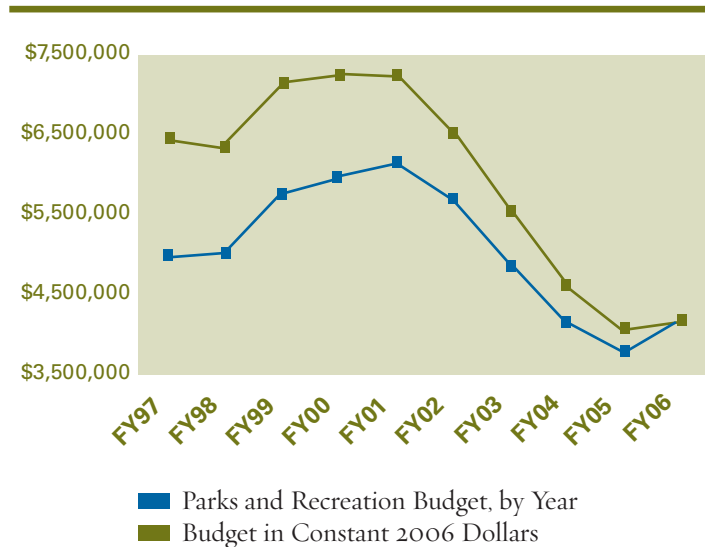
ECONOMIC OUTLOOK

After a steady decline from the 1950s until 2000, the population of Hartford is finally rebounding — up 2.73% since 2000 to 124,948 — and the city is beginning to see a degree of economic revitalization. According to the City's 2006 Official Statement, a number of significant mergers and acquisitions (including Merrill Lynch's acquisition of Advest and Lincoln Financial's purchase of Jefferson Pilot) are evidence of increasing economic development. The \$190-million Connecticut Convention Center and the \$77-million Marriott Downtown Hotel opened their doors in 2005, and a new Science Center is in the works. One interviewee noted that with this development, she expects to see an end to years of "cut, cut, cut" within the City government, which has taken its toll on many divisions like Parks and Recreation.

II. The Park System

The Parks and Recreation divisions are largely supported by general budget appropriations. The best year financially for parks and recreation was FY 2001, when the city allocated a total of \$6.14 million between the two divisions. (See Figure 1 for budget trends.) These figures have dropped steadily since then; in FY 2006, parks and recreation received only \$4.23 million out of a total city budget of \$464 million — less than 1% of the

FIGURE 1.
HARTFORD PARKS & RECREATION SPENDING, 1997–2006



budget. (Notably, the budget for the park system in 1987 was also \$4.2 million, out of a total city budget of \$300 million — or about 1.4% of the budget. When adjusted for inflation, this figure represents about \$75 million in 2006 dollars.)

The effect of the budget cuts is noticeable. Lawn areas that in the past were maintained on a 14-day cycle have been reduced to an 18-day cycle. Skilled laborers like electricians and painters now work for the Department of Public Works as a whole rather than directly for the park system; when skilled workers are needed they must be specially requested. Also, retiring staff members are frequently not replaced. The parks maintenance staff has been reduced from 62 in 1999 to 35 in 2006. The reduced budget has also led to an abbreviated schedule for many aquatic and recreational facilities. The city operates its two indoor pools for only about

20 weeks per year instead of 52. It has reduced weekend hours for recreational facilities to 12–5 pm on Saturdays only.

OTHER SUPPORT FOR PARKS

In addition to the amount allocated by the City, the divisions of parks and recreation are supported by a number of other sources:

- ◆ *The Hartford Parks Trust Fund* was established by the City Council in 1988 as a permanent endowment. It was funded with the \$8 million in proceeds from the sale of a portion of Batterson Park in West Hartford. Its principal is permanent and non-expendable. Income generated can pay for capital improvements and non-recurring park expenses, including acquisition of “replacement land” for park purposes. As of May 2005, the trust fund had a market value of almost \$17 million, and it generates about \$700,000 annually.

- ◆ *The Pope Hartford Designated Fund* came into being through lease arrangements related to outdoor billboards located in and around Pope Park. Under the terms of agreement, the lease payments must be used to improve the infrastructure of Pope Park or to benefit the communities adjacent to the Park. As of April 2005, this fund had a market value of \$117,625 and brought in about \$60–\$70,000 a year in payments.

- ◆ *The Ethel Donahue Trust Fund*, begun in 1990, supports capital improvements to Elizabeth Park. The \$2 million corpus of the trust generates about \$60,000 – \$70,000 in interest income annually. It is estimated that the fund has spent about \$350,000 on improvements to Elizabeth Park over five years, including new walkways and roadways. In the year 2050 the trust will be dissolved with remaining funds split between Hartford

and West Hartford and earmarked for Elizabeth Park.

- ◆ Three other small trust funds that support individual parks are the *Porter Memorial Trust Fund*, the *Anna M., George R. and Charles L. Trust Fund*, and the *Edwin V. Preston Fund*.

- ◆ *State and Federal Sources* support the park system only sporadically. The Urban Parks and Recreation Rehabilitation Act (UPARR), which was cut by the Bush Administration in 2004, earlier contributed \$500,000 for work in Keney Park; the state of Connecticut contributed the same amount in 1999 for work on the South Branch of the Park River through the Urban Act Program. In addition, the Connecticut Local Capital Improvement Program provides income for the park system.

- ◆ Grant money from *private foundations* and individuals indirectly supports the Hartford park system, although it is primarily channeled through Riverfront Recapture and Camp Courant rather than through the city. Camp Courant — a free summer day camp for Hartford children located in Batterson Park — brings in over \$700,000 annually in private grants to support program operations, and it additionally raised \$2.5 million for a separate capital campaign to make repairs. Riverfront Recapture receives about \$1.8 million annually from foundations, corporate sponsorships, earned income and facility rentals (for weddings and meetings) to provide concerts and such youth-oriented programs as rowing, fishing, biking and outdoor-challenge-type leadership training. (Riverfront Recapture also receives contract funds from Hartford, East Hartford and the Metropolitan District Commission.)

◆ Numerous *Friends Groups* also raise and spend money on behalf of specific parks and programs.

REVENUE GENERATED BY PARK SYSTEM

A relatively small amount of revenue is generated directly by different parts of the Hartford park system. (See Table 2 for a summary of these revenues.) However, with the exception of the Elizabeth Park Pond House concession, by charter the monies do not remain with the Park system but rather return to the general fund.

Concessions

The City has license agreements with five Friends Groups for the operation and/or oversight of park facilities, restaurants, and concession stands; these agreements include the sharing of revenue with the city. In general, the Friends groups pay 20 percent of revenue generated from these arrangements. In total, the City earned approximately \$23,000 in fiscal year 2006.

Rental of Park Property

The City charges fees for the rental of park property, which in total amounted to \$15,600 in revenue for the City in 2005. This includes weddings at Elizabeth Park, playing field user fees, Bushnell Park Pumphouse grill, and rental of community centers. In January 2006, the City increased the fees for playing field use for adults and non-residents, although resident youth leagues are exempted.

Special Event Services

While the city does not charge permitting fees for use of the parks, it does charge for the cost of services during such events as parades and concerts. All in all, the city was

TABLE 2
REVENUE GENERATED BY PARK SYSTEM (2005)

| SOURCE OF REVENUE | AMOUNT |
|--|-----------------|
| Concessions/Agreements With Friends Groups | \$23,000 |
| Rental of Park Property | 15,600 |
| Golf Courses | 46,608 |
| Batterson Admission Fees | 7,400 |
| Lawn Bowling | 920 |
| TOTAL | \$93,528 |

repaid \$224,240 for these costs but there is no breakdown of the total by parks vs. non-parks.

Green Fees

Hartford earns concession revenue from the Goodwin and Keney Golf Courses, but due to past lawsuits and the resulting agreements the amount retained by the city is small. For instance, in 2005 American Golf, the concessionaire, paid \$300,000 in rent. However, after deductions for the cost of water, power, and personal property taxes (\$50,150), a payment to Windsor (\$49,967), a payment to Wethersfield (\$74,955) and a "green fee credit" to offset subsidized rates charged to residents, Hartford netted only \$46,609 from the two courses.

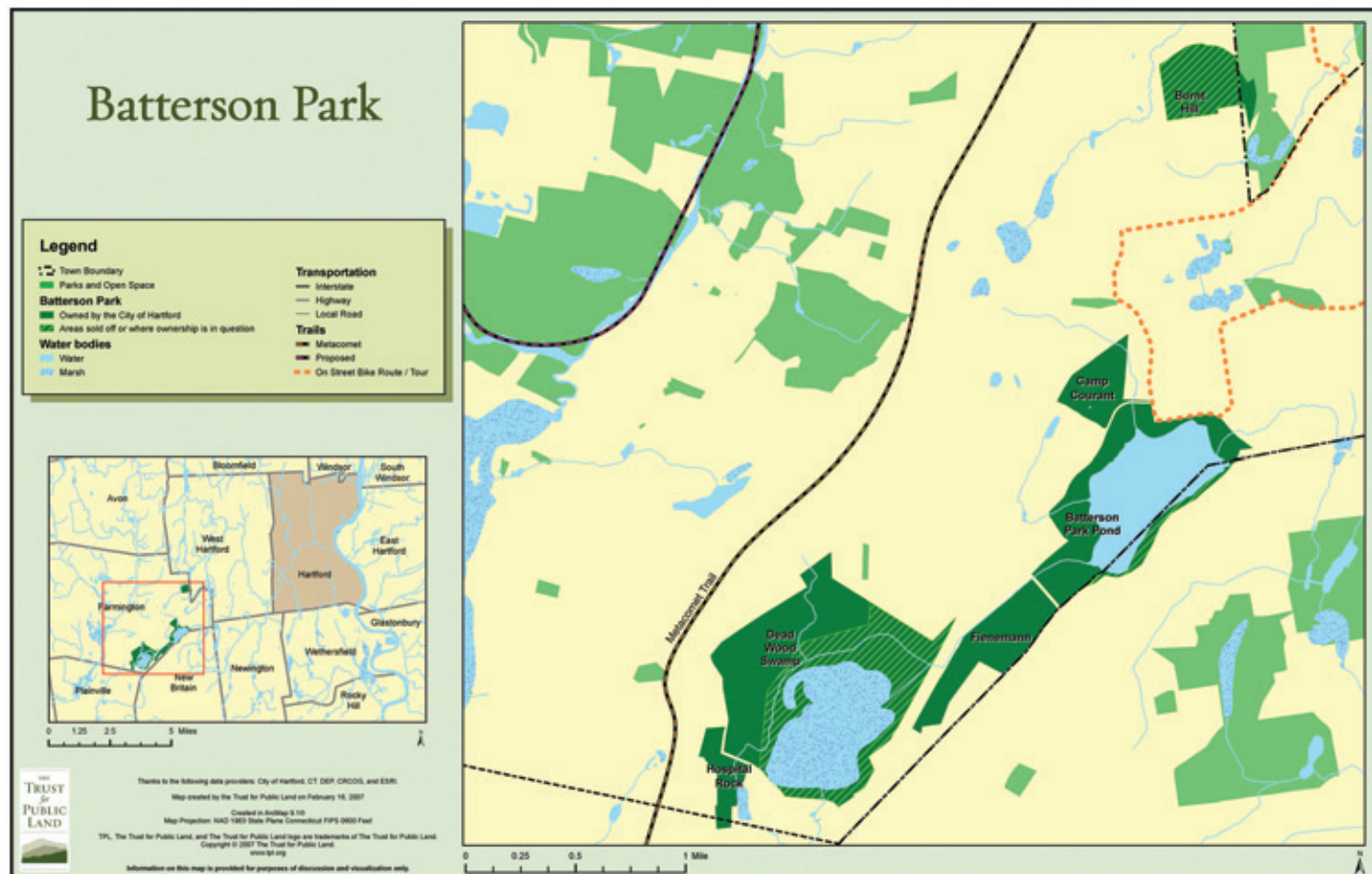
Admission Fees for Batterson Park Pond

Batterson Park Pond charges a small entrance fee for use of the pond and its facilities. There is also a small concession with an ice cream truck. In total, Batterson Park Pond earned approximately \$7,400 in 2005.

Lawn Bowling

Lawn bowling in Elizabeth Park brought in \$920 in 2005.

Appendix B: Batterson Park



585-acre Batterson Park is owned by the city of Hartford but located five miles outside the city limits within the town of Farmington (see inset).

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