



**HOUSING & NEIGHBORHOOD FORCE MEETING SUMMARY  
SUMMARY FOR MEETING #1 – WEDNESDAY, MARCH 13, 2024 – 5:30PM-6:30PM  
ROBERTO CLEMENTE – 360 COLUMBUS AVENUE, NEW HAVEN, CT**

**MEETING PURPOSE**

To clarify the Housing & Neighborhood Task Force’s role in the Choice Neighborhood Initiative (CNI) planning process, discuss organizational and administrative structure of the task force, outline the next steps in the process, and review planning handbook and baseline housing data.

**COMMITTEE MEMBERS PRESENT**

Gayatri Rana, LaToya Mills, Edward LaChance, Alecia Spencer(v), Linda Cross(v), Jeffrey Walker(v), Dawn Henning, Liz Torres, Rosaly Rosario, Esther Rose-Wilson, Jeffrey Moreno, Mark Wilson, Ken Boroson, Kate Aufhauser, Michaela Mahon, David Stembel, Troy McGhee

**COMMITTEE MEMBERS ABSENT**

Shenae Draughn, Gus Keach-Longo, Seila Mosquera-Bruno, Garrett Sheehan, Laura Brown, Sarah McIver, Doris Doward, Alder Carmen Rodriguez, Doug Housladen, Jasmine Sanderrs, Elisa Halsey, Sean Matteson, Giovanni Zinn, Dolores Colon, Arlevia Samuels, Pam Monk-Kelley

**OTHERS PRESENT**

Francisco Catala, Lynn Walters, Shirley Grice, Alberta Golden, Alvin Hunter, Serene Neal-Sanjurjo, Vincencia Adusei

**-PRESENTATION MATERIALS ARE ATTACHED TO THIS DOCUMENT-**

**1. Welcome**

Ms. Vincent, Program Manager, welcomed attendees and led introductions. Ms. Vincent is the Project Manager of the Glendower Group. She stated that Elm City Communities (ECC) and The Glendower Group, and the consultants put together a team that will provide support to the task force. However, the heavy lifting is in the member’s responsibility. She added that CNI will make a difference. Ms. Vincent reviewed the agenda, which she planned to move through quickly, yet efficiently to ensure everyone’s time is respected.

**2. Roles and Responsibilities**

The role of the task force members is to commit to the CNI process, actively participate in meetings and be an ambassador and champion of the CNI process. The purpose of the task force is to prepare the housing and neighborhood plan component. Ms. Vincent stated that the task force will not just talk challenges and solutions, but identify tangible outcomes that will be incorporated into the plan to transform the community. This component aims to transform the existing older neighborhood into a neighborhood where people choose to live that is safe, connected to the city and region, and has high quality amenities.



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### 3. Task Force Scope

#### *Overview of the Process*

Ms. Vincent stated that CNI is a revitalization planning process sponsored by the Department of Housing and Urban Development (HUD). It is a program designed to transform neighborhoods. HUD expanded its previous program – called HOPE VI – to transform lives, not just homes. There are three categories that are addressed through the planning process: housing, people, and neighborhood. The people task force will address such topics as health, education, supportive services, jobs, and youth. Ms. Vincent added that the planning process will be centered on the redevelopment of Robert T. Wolfe.

Ms. Vincent identified the neighborhood boundary and explained that the area is the one with the greatest need, but also the area of greatest opportunity. She then explained the stages of the planning process: Mobilize, Understand, Imagine, Shape, Fine Tune, and Nurture. The City is currently in the early part of the Mobilize stage, gathering information. The next stage of the process will be the Understand phase. The main output of the Understand stage is preparing and administering a detailed needs assessment or household survey. The task forces will be instrumental in developing the questions for the needs assessment with Yale school of Management. Ultimately, information from the needs assessment will help shape the Transformation Plan.

### 4. Let's Get Started

#### *Neighborhood Planning Handbook*

The Neighborhood Planning Handbook will be distributed to attendees along with a people baseline data sheet. The handbook is designed to walk CNI participants through the steps of the planning process of transforming an existing community into a neighborhood where people choose to live. The task force members were asked to review and become familiar with the information and bring it to future meetings for reference.

#### *Baseline Data*

Key points from the people baseline data for the Union Square Choice Neighborhood:

- There are many community assets, including almost a dozen churches in the area.
- Approximately 23 percent of area residents did not complete high school; this is more than twice the number for the city as a whole.

Ms. Vincent noted that while the hand out shows that there is a lot of data on hand regarding the various categories that the task force will discuss, we will need more neighborhood-specific information. That will come from the neighborhood assessment. Examples include health and education.



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### *Question Matrix*

The task force reviewed the questions that will assist the team in developing the housing and neighborhood component of the transformation plan as well as identifying some questions for the needs assessment. The following is a summary of the initial goals, challenges and strategies discussed around one aspect of the housing and neighborhood component. These are initial goals, challenges, and strategies that will continue to be discussed, and may change as the process moves along.

Goal: Ensure the safety of Children

#### o Challenges:

- i. Bus stops: The location of bus stops was cited as one particular problem.
- ii. Transportation was noted as a challenge with children attending so many different schools out of the immediate neighborhood.
- iii. Parental consent is often difficult to obtain for after-school programs.

#### o Strategies

- i. Seniors could be called upon to watch kids after school
- ii. Catchment area or safe zones could be established
- iii. After School Programs could be enhanced – Compile a database of available programs and make accessible to community. Also review programs to identify and fill programmatic gaps.
- iv. Daycare programs: Some daycare programs are not licensed. Consider establishing a mentoring / training program to help improve these facilities and possibly help get them licensed.
- v. Change school hours to limit time after school that children are home alone
- vi. Increase the number of local neighborhood schools to reduce the number of children that have to be bussed out of the neighborhood. This creates a host of challenges such as a lack of parental involvement.
- vii. Organizing a mobile unit or day where transit reps come to Union Square to sign students up for the Student Freedom pass program with CT Transit that provides free transportation on all modes of transit in the CT Transit network.

Goal: Improve the lighting on all neighborhood streets not just major thoroughfares.

#### o Challenges:

- i. Many streets are not well lit and can lead to crime or sense of fear.
- ii. Trees and shrubs are overgrown and block available lighting.



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o Strategies:

- i. Bulb replacement program: The city apparently has a plan to replace the lights with energy efficient bulbs. Obtain the Lighting Replacement Plan and also review existing lighting plan for gaps.
- ii. Consider a Walkshop to identify particularly dark pockets of the neighborhood.
- iii. Focus on beautification & maintenance, with an emphasis on trimming, replacing, and removing trees where appropriate.
- iv. Illuminate street signs

• Goal: Improve safety / visibility / frequency of safe crosswalks

o Strategies:

- i. Obtain/review data about accidents at crosswalks.
- ii. Review existing bus stops for safety and accessibility and recommend changes accordingly.
- iii. Continue to enforce “Don’t Block the Box” program.
- iv. Locate services closest to where intended customers live and work

• Goal: Introduce traffic calming measures to reduce speeding

o Strategies:

- i. Review Orientation of Streets – so many one ways promote speeding
- ii. Consider bump outs and well-marked cross walks to calm traffic

*Communications*

Task Force members were introduced to the Union Square Choice Neighborhood website ([www.unionsquarechoice.com](http://www.unionsquarechoice.com)) as a tool to stay informed about the process.

Task force members suggested additional outreach methods:

- Develop the leadership institute and develop local leaders that can conduct “house” chats
- Work with local organizations to build trust and get the word out
- Use Facebook and email

**5. Questions**

There were no questions.

**6. Next Meeting**



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The next meeting date and time will be determined. We want to make sure we have substantial documentation to review and discuss.



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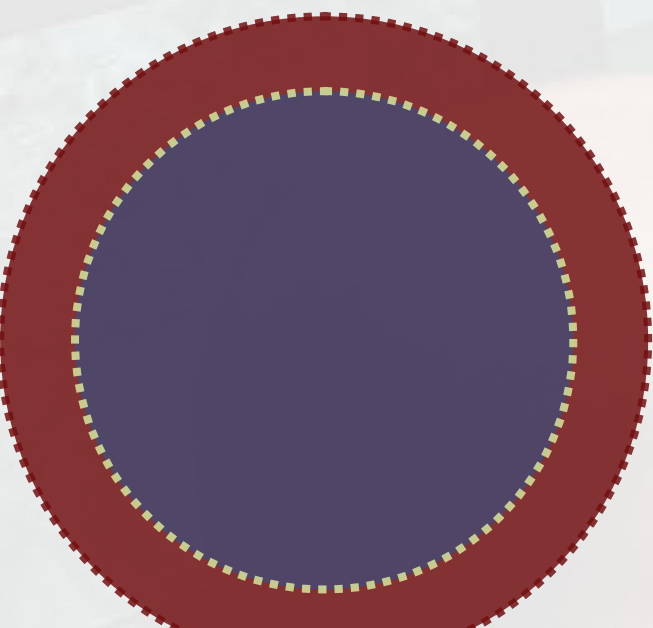
# Neighborhood & Housing Committee Meeting



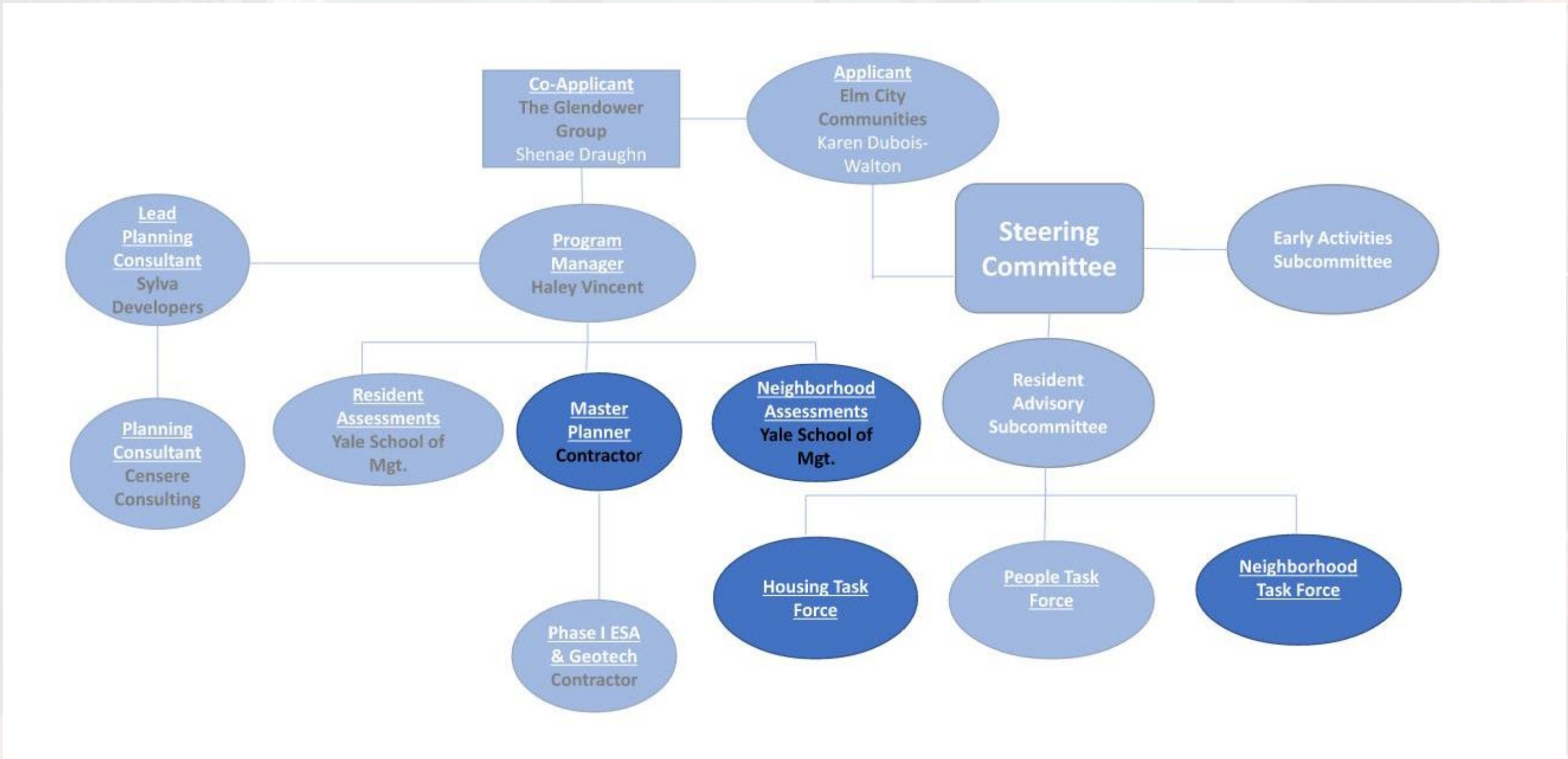
For More Information Visit  
[UNIONSQUARECHOICE.COM](http://UNIONSQUARECHOICE.COM)

# Agenda

- Introductions (5 min)
- CNI Planning Overview (5 min)
- Housing Committee Role (10 min)
- Neighborhood Committee Role (10 min)
- **Break for questions (10 min)**
- Recap of the HUD Site Visit Meeting (15 min)
- Schedule (5 min)
- Next Steps (10 min)
- **Questions (10 min)**



# Union Square CNI Org Chart





# Meet the Housing Team:



**Kenneth Boroson**  
**A R C H I T E C T S**

**MASTER PLANNER &  
HOUSING LEAD**

**LOCAL PLANNER &  
ARCHITECT**

**Troy McGhee, AICP, LEED AP**  
*Principal-in-Charge*

**Kenneth Boroson, AIA, LEED AP**  
*Principal Architect*

**David Stembel, AIA, LEED AP**  
*Project Manager*

**Murphy Antoine, FAIA, AICP, LEED AP**  
*Affordable Housing Specialist*

**Michaela Mahon**  
*Designer*

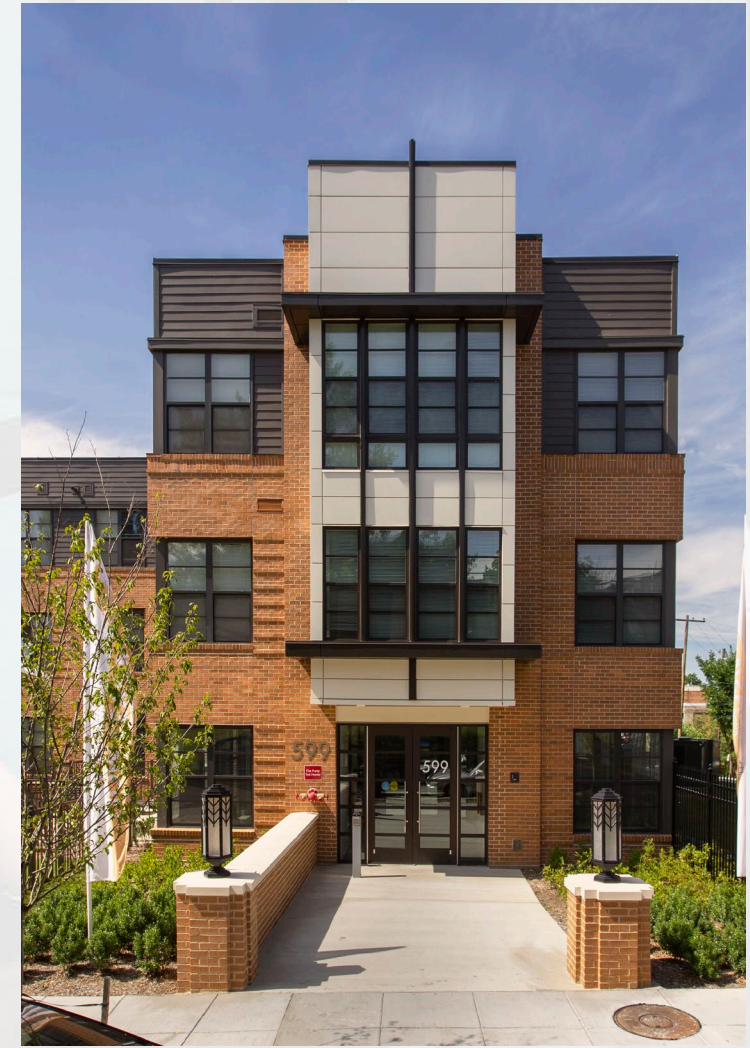


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# Meet the Housing Team:

Torti Gallas + Partners



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# Meet the Neighborhood Team:

## Interface Studio



Scott Page



Stacey Chen



Chris DiStasi



Kylee Pierce

Extensive experience with  
**NEIGHBORHOOD, DOWNTOWN &  
CHOICE NEIGHBORHOODS  
PLANNING**

Akron  
Atlanta  
Burlington  
Camden  
Cambridge  
Cleveland  
Detroit  
Grand Rapids  
Philadelphia  
Pittsburgh  
New Haven  
New London  
Rochester  
St. Louis  
Wilmington



# What is a Choice Neighborhood Initiative?

The US Department of Housing and Urban Development's (HUD) Choice Neighborhoods Initiative (CNI) leverages significant public and private dollars to support locally driven strategies that address struggling neighborhoods with distressed public or HUD-assisted housing through a comprehensive approach to neighborhood transformation.

HUD provides grants (funding) to cities to assist them in planning how to **transform neighborhoods** that have lacked resources into sustainable, mixed-income neighborhoods that create **new opportunities** for **existing residents**.



# CNI Plan Goals

## People

- Assess what residents need to thrive
- Improve outcomes of households living in the target sites related to:
  - employment and income,
  - health,
  - effective children's education

## Housing

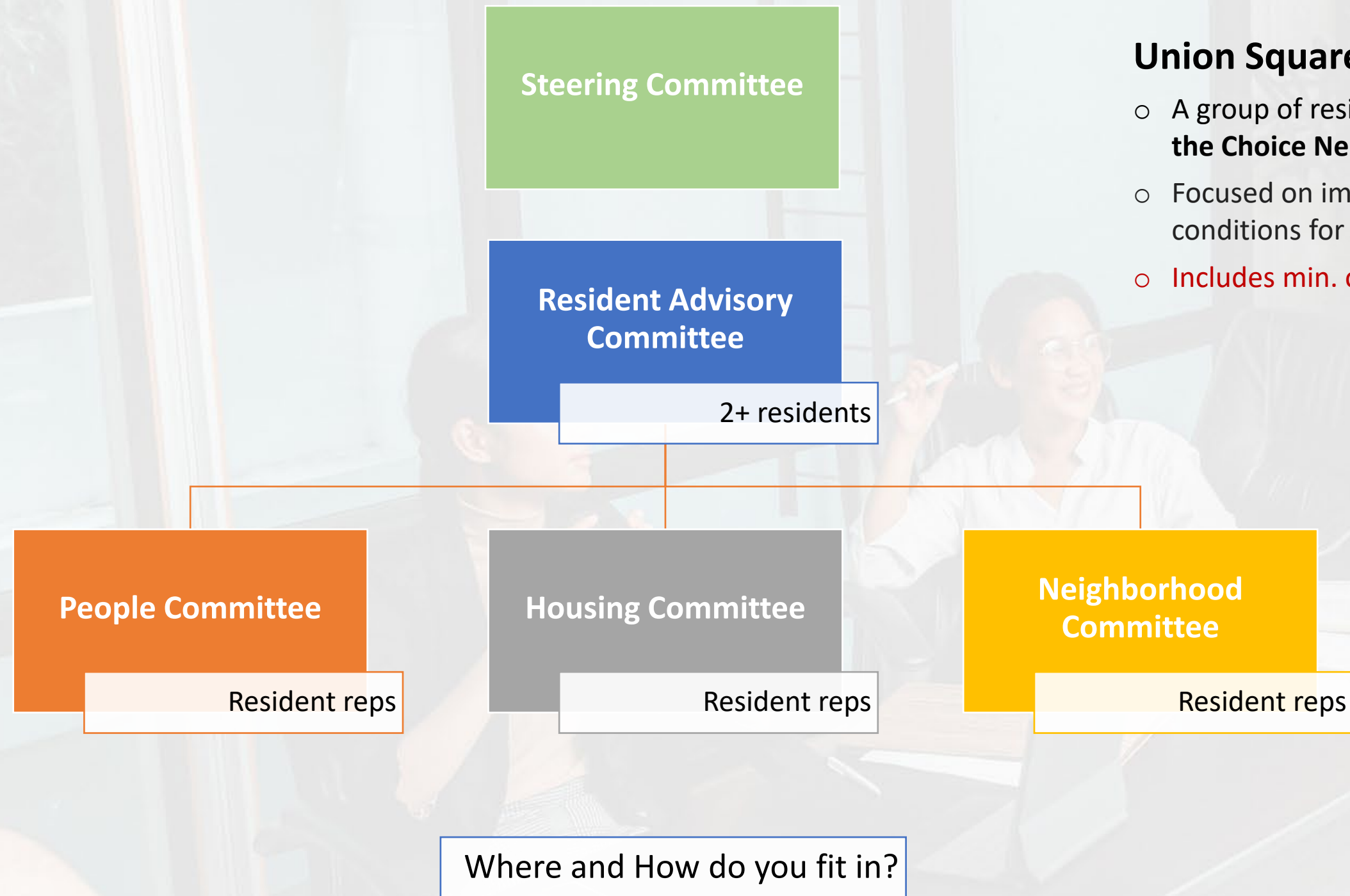
- Replace severely distressed public and assisted housing with high-quality mixed-income housing
- Provide 1 for 1 replacement housing
- Energy efficient, sustainable, and accessible housing that is responsive to residents

## Neighborhood

- Identify the initiatives that residents want to see to stay in the neighborhood
- Build on existing neighborhood assets & history
- Offer amenities that are important to families (safety, quality schools, and commercial uses)



# Locally Driven Resident Led Strategies



## Union Square Advisory Committee:

- A group of residents & stakeholders that **guide the Choice Neighborhood Plan**
- Focused on improving housing and living conditions for the residents
- **Includes min. of (2) Resident Representatives**



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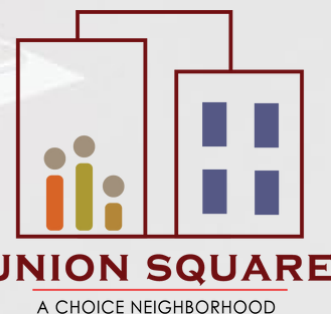
# Housing & Neighborhood



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# Initial Housing Goals

1. **Housing Plan Objective:** Address the neighborhood's physical, social, economic, educational, and environmental needs.
2. **Revitalization Plan:** Create a mixed-income, mixed-age, and mixed-use community that caters to singles, couples, families, and seniors.
3. **Affordable Housing:** Preserve, expand, and improve affordable housing while achieving appropriate densities.
4. **Neighborhood Revitalization:** Apply proven principles for a pedestrian-friendly, connected community supporting jobs, transit, education, and self-sufficiency.
5. **Environmental Sustainability:** Utilize active and passive design features to maximize efficiency and minimize resource use.
6. **Inclusive Planning Process:** Engage residents, stakeholders, and experts to create a consensus-based plan.





# Components of a Housing Plan











- **Community Goals:** What is the history of this neighborhood? What can the story be in the future?
- **Site Design:** How do the streets, buildings, open spaces work together to achieve our goals?
- **Housing Types and Design:** What types of housing will work here?
- **Housing Program and Site Capacity:** How many homes can fit and what mix will be successful to achieve our goals?
- **Community Goals**
- **Sustainability**
- **Phasing**
- **Safety Plan:** How can the new designs help with safety?



# Social and Environmental Sustainability

The Housing Planning Process will incorporate a holistic and inclusive approach to environmental and social sustainability throughout each phase of the plan.

## SPECTRUM:

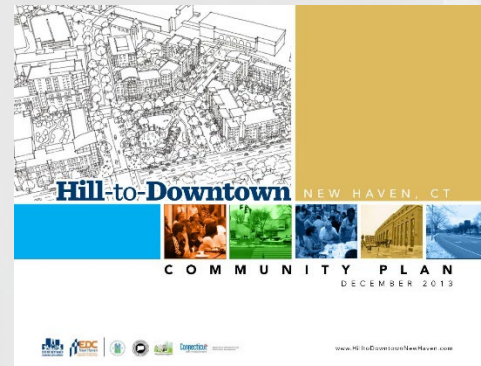
REGION		DWELLING	
NATURAL SYSTEMS	 Ecology	Geography • Flora & Fauna • Climate	
	 Water	Hydrology • Consumption • Infrastructure	
	 Food	Growth • Distribution • Consumption	
BUILT ENVIRONMENT	 Shelter & Form	Urban Fabric • Architectural Character • Massing • Tectonics & Structure	
	 Energy & Resources	Waste Management • Materials • Energy Use • Energy Generation	
	 Mobility	Destinations • Networks • Hubs & Modes • Parking & Storage	
PEOPLE	 Economy	Retail • Manufacturing • Service Economy	
	 Education & Awareness	Demographics • Development Process • Policies & Initiatives • Sources of Information	
	 Traditions	Religious Customs • Recreational Customs	
	 Health & Happiness	Values • Standard of Living • Well-Being	



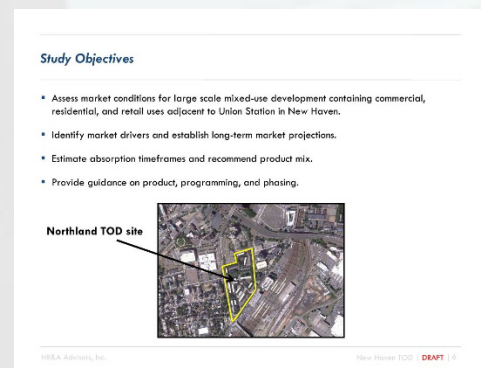
# Leveraging Prior Planning



Church Street  
South Masterplan  
2012



Hill to Downtown  
Plan  
2012-2013



New Haven TOD  
Market Study  
2012



Union Station  
TOD  
2017

Union Square  
Choice  
Neighborhoods  
Initiative  
2023-2025



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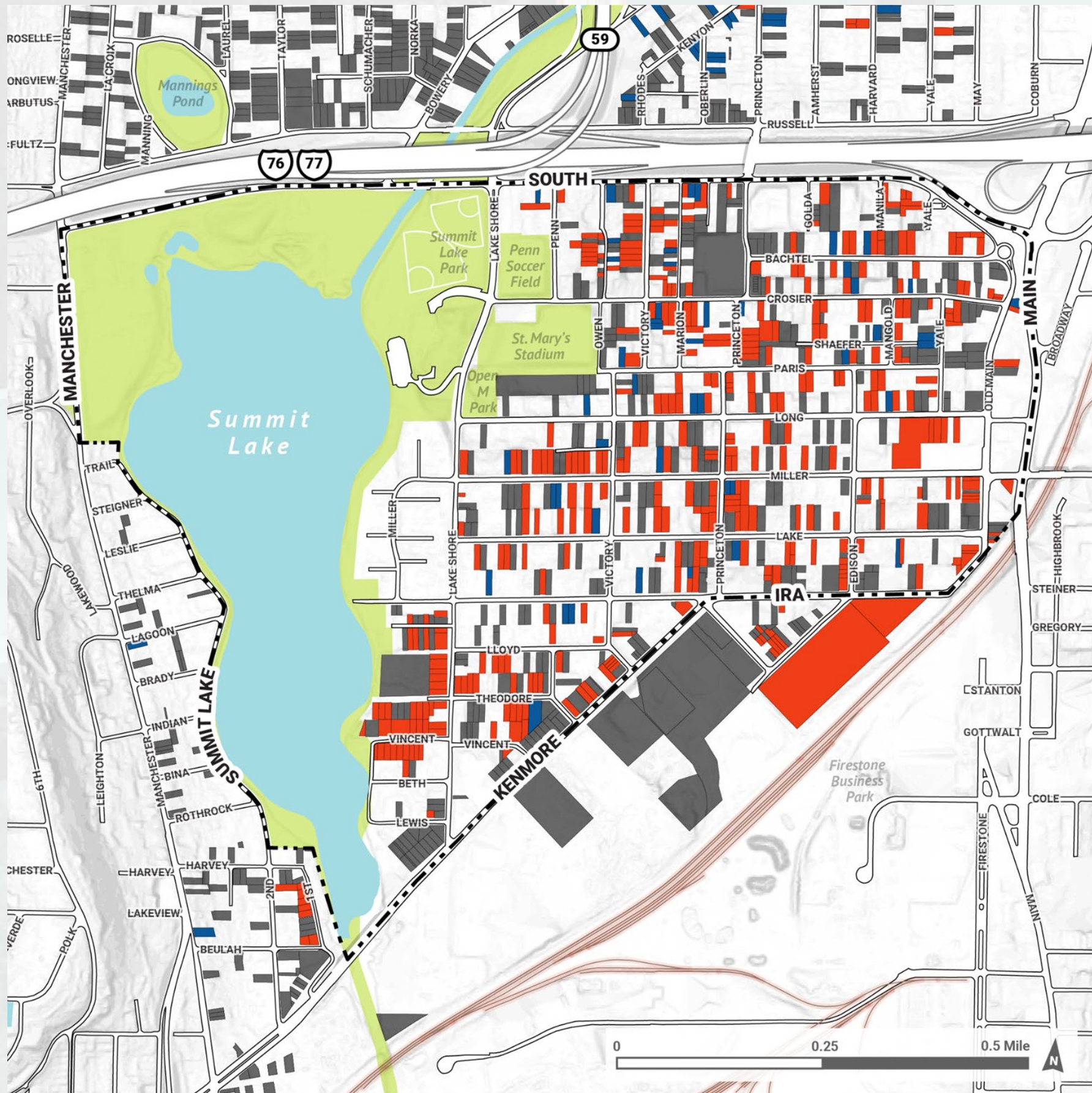
# Potential Challenges & Opportunities



- Proximity to Union Station: 4<sup>th</sup> busiest Amtrak station
- Build first opportunities
- Gateway into New Haven
- Consensus-based design
- Build upon community assets



# Neighborhood Assessment



Analysis of neighborhood conditions, including field work and visualization:

- Existing plans and projects
- Land use and vacancy
- Housing
- Community assets
- Amenities and businesses
- Open space
- Transportation and mobility
- Public safety

## Vacancy by Ownership, 2021

Source: City of Akron GIS, Akron Fiscal Office

- |                   |                                  |
|-------------------|----------------------------------|
| Choice Study Area | Privately Owned - Vacant         |
| Lake/River/Pond   | Summit County Land Bank - Vacant |
| Parks/Open Space  | City of Akron - Vacant           |
| Railroad          |                                  |

# Visioning



Lewiston Choice Neighborhoods Transformation Plan  
Image Credit: Interface Studio



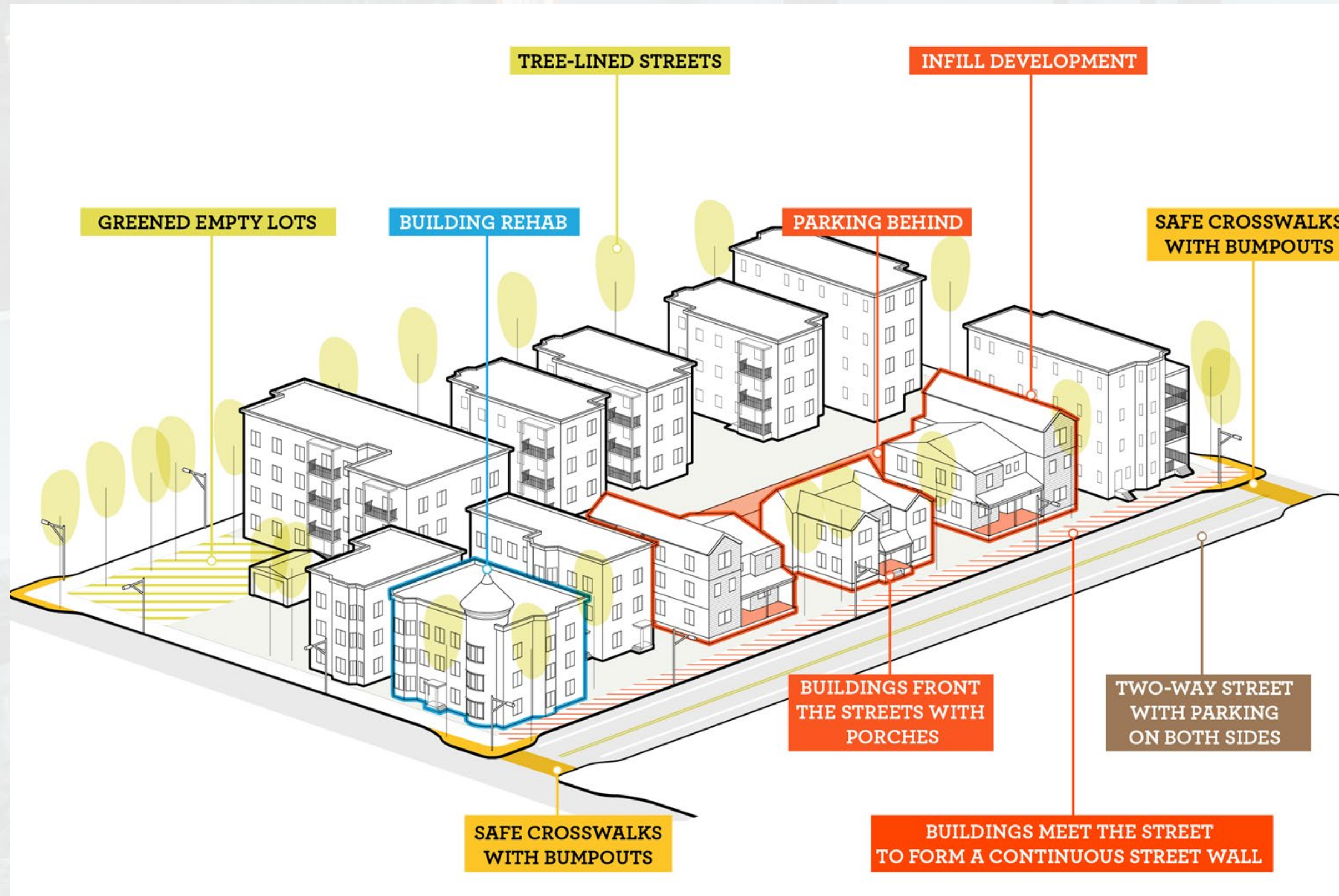
Summit Lake Choice Neighborhoods Transformation Plan  
Image Credit: Interface Studio



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# Neighborhood Strategies



## Strategies for

- Housing
- Economic development
- Mobility
- Open space



# Early Action Activity



Summit Lake Choice Neighborhoods Transformation Plan  
Image Credit: City Architecture







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**Q&A**



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# HUD Site Visit 3/12/24



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# HUD Site Visit



- START: 10:00 am**  
**Elm City Communities**  
 360 Orange St, New Haven
- 1 Downtown New Haven & New Haven Green  
250 Temple St, New Haven
  - 2 Cornell-Scott - Hill Health Center  
428 Columbus Ave, New Haven
  - 3 Kimberly Avenue Commercial Corridor  
280 Kimberly Ave, New Haven
  - 4 Trowbridge Square Park  
151 Carlisle St, New Haven
  - 5 The Towers  
18 Tower Ln, New Haven
  - 6 Pierpont at City Crossing  
9 Tower Ln, New Haven
  - 7 49 Prince Street Apartments  
49 Prince St, New Haven
  - 8 Church Street South Site  
51 Union Ave, New Haven
  - 9 Union Station  
50 Union Ave, New Haven
  - 10 Robert T. Wolfe Apartments  
49 Union Ave, New Haven
- END: 12:00 pm**  
**Elm City Communities**  
 360 Orange St, New Haven

- Introductions & CNI Big Picture
- Bus Tour of New Haven and Union Square Neighborhood
- Neighborhood
- People
- Housing
- Discussion



# HUD Site Visit



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# Schedule



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# Proposed Work Plan

**KEY**

-  Steering Committee Meetings
-  (3) Committees Meetings
-  Public Meetings



<b>Project Kickoff</b>	<b>Assess Existing Conditions</b>	<b>Develop Strategies</b>	<b>Draft Plan</b>	<b>Finalize Plan</b>
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- Collect information, analyze, and report on prior planning efforts
- Needs Assessments, Stakeholder Interests
- Site and Urban design analysis of target sites and context
- Potential off-site opportunities
- Test Fit and Programming; market study

- Design Housing Options
- Utilize Inclusive Public Engagement for input and feedback
- Resident Meetings
- Committee Meetings
- Multi-day Visioning Charrette: June 2024 Target

- Produce Draft Transformation Plan
- Refinement of Plan Options and Vision through Continued Resident, Stakeholder and Public Engagement
- Identify Financing Options

- Produce Implementable Final Transformation Plan





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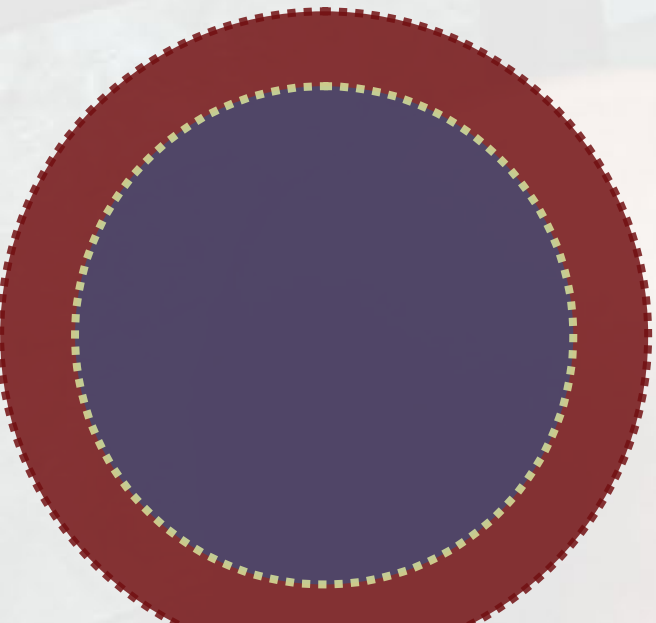
# Next Steps



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# Next Steps

- Select committee chairs
- Create our shared goals
- Create a plan to achieve goals



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**Q&A**



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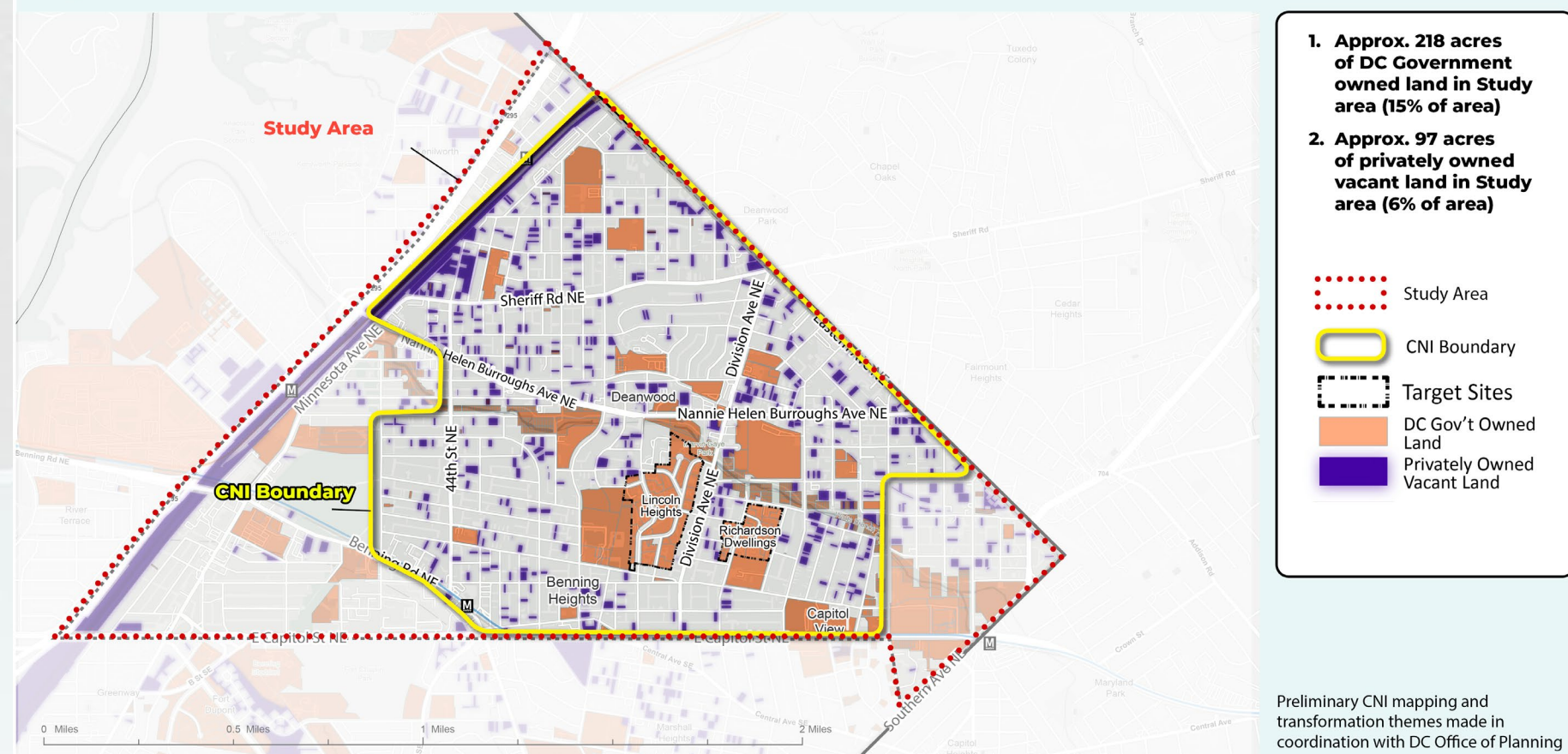
# Appendix



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# Housing Strategies

## City Owned & Vacant Parcels



Greater Deanwood Choice Neighborhoods Initiative  
Image Credit: Torti Gallas + Partners

- Identify-Build First Sites & Determine Phasing
- Housing Types and Design: What types of housing will work here?
- Housing Program and Site Capacity: How many homes can fit and what mix will be successful to achieve our goals?

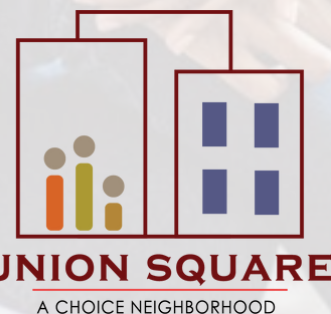
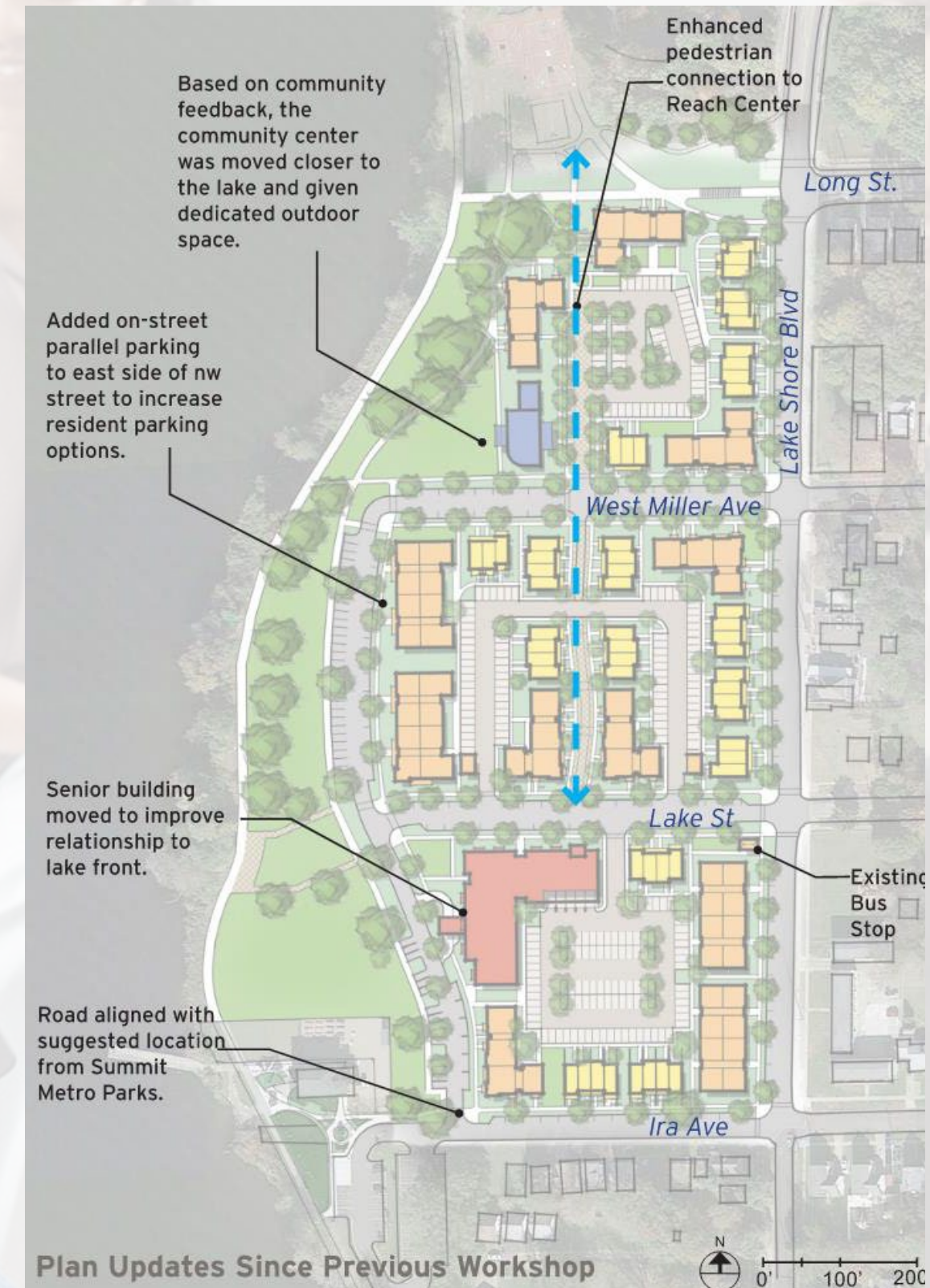


# Housing Strategies



Summit Lake Choice Neighborhoods Initiative  
Image Credit: Torti Gallas + Partners

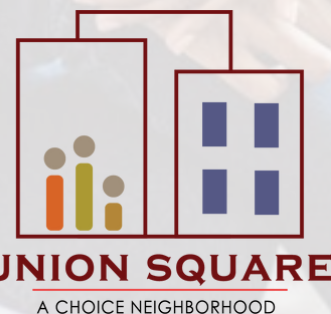
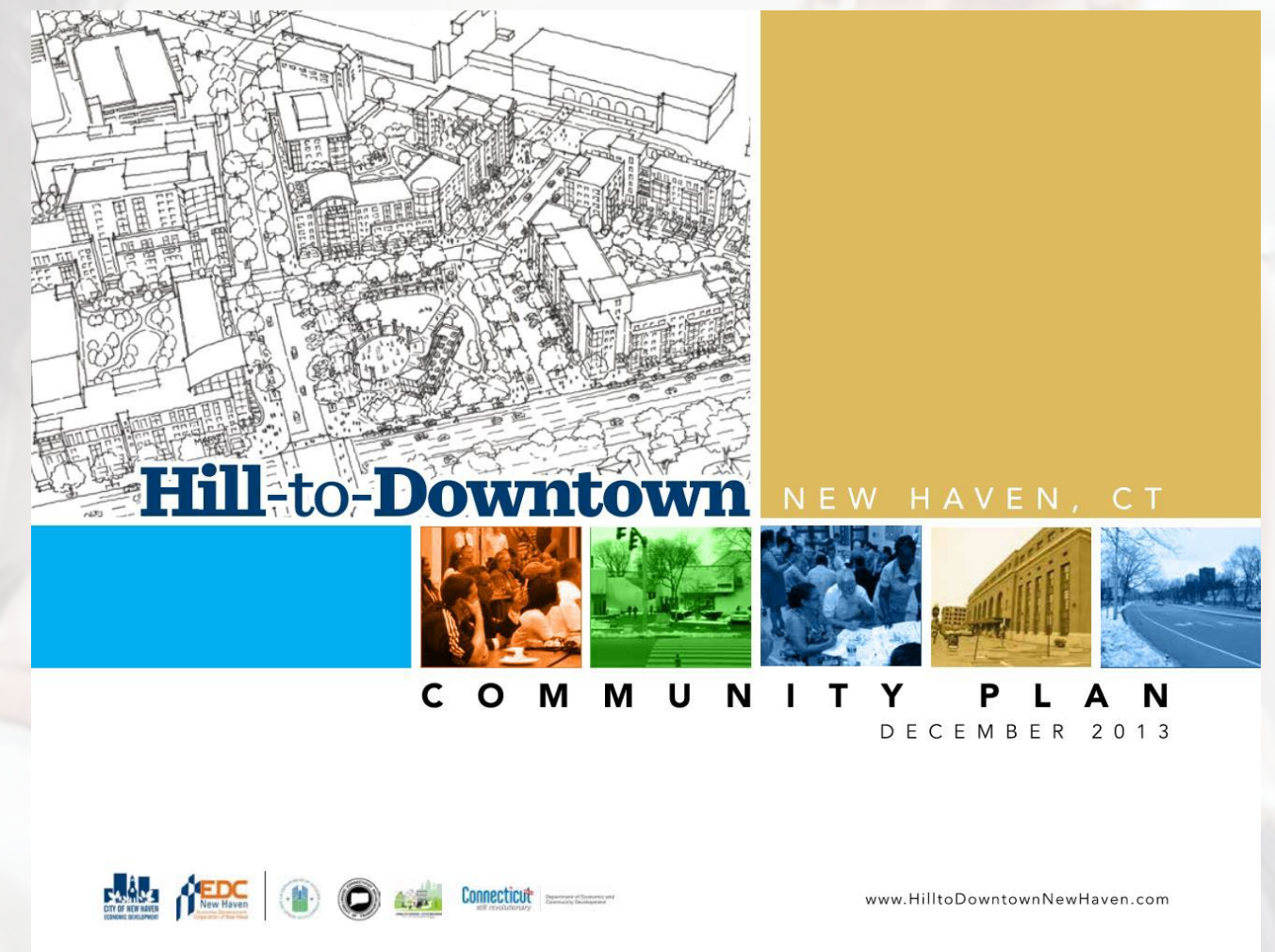
- **Community Goals:** What is the history of this neighborhood?  
What can the story be in the future?
- **Site Design:** How do the streets, buildings, open spaces work together to achieve our goals?
- **Sustainability**



# Prior Planning Efforts

## Hill-to-Downtown Community Plan | 2012-2013

- To address challenges and leverage opportunities in the district between **Downtown New Haven, Union Station, the historic Hill Neighborhood, and the Medical District**
- **Vision:** The project envisions remaking the district into a vibrant, walkable, and mixed-use neighborhood.
- **Goals:**
  - Encourage Development of Commercial, Residential, and Retail Space in the Areas Around Union Station and within the Medical District Areas
  - Strengthen the Existing Neighborhood
  - Improve Connectivity within the District and to Downtown
  - Create New Job Opportunities for Residents
  - Expand the City's Tax Base



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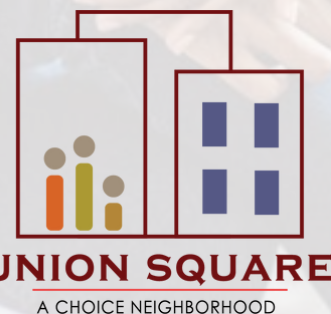
# Prior Planning Efforts

## Hill-to-Downtown Community Plan | Progress

- **Phase 1**
  - Parkside at City Crossing - 100 units
  - The Aura at City Crossing - 104 units
  - The Maddox at City Crossing - 90 units
  - Prince Street Apartments - 30 units
  - Total: 324 units
- Parkside, the Aura, and the Maddox received funds from the State of Ct to create 30% of the units to be 80% AMI
- Prince Street received a 4% LIHTC to create 30 affordable units with a mix of AMI levels.



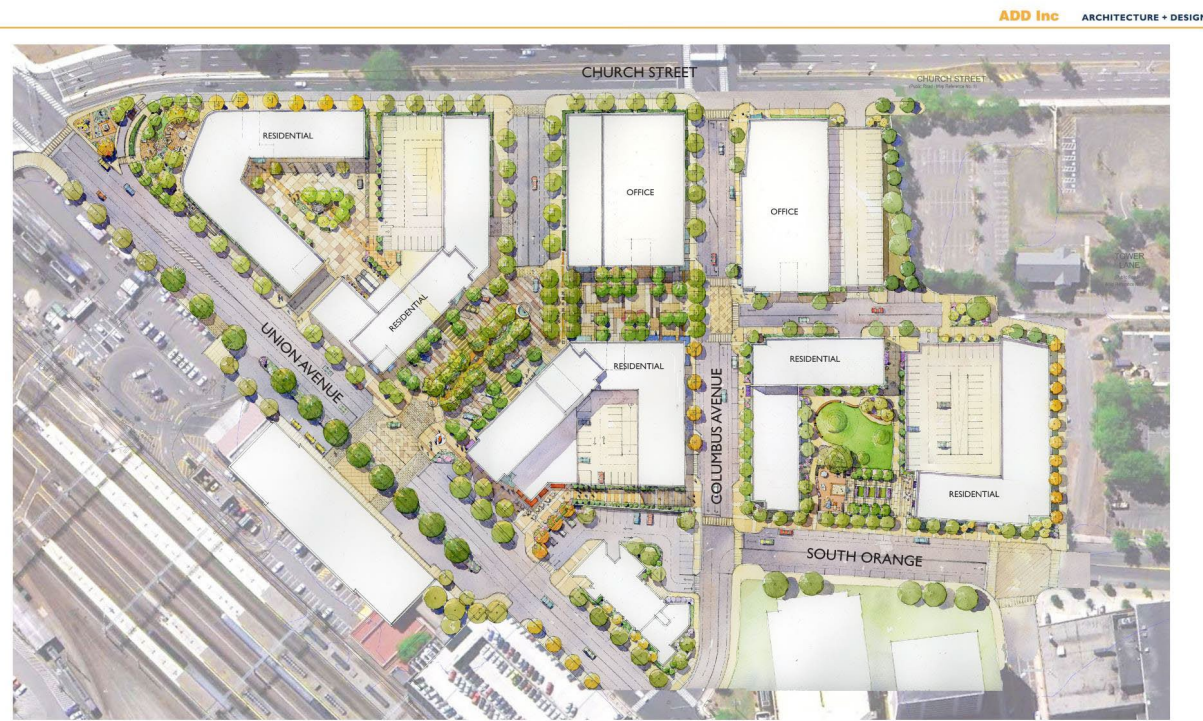
Clockwise from Upper Right: Prince Street Apartments, Parkside at City Crossing, The Aura and The Maddox at City Crossing  
Image credit: Ken Boroson Architects



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# Prior Planning Efforts

## Church Street South Masterplan 2011-2012



ADD Inc ARCHITECTURE + DESIGN



CHURCH STREET SOUTH  
Illustrated Site Plan  
January 11, 2012

## New Haven TOD Market Study 2012

### Study Objectives

- Assess market conditions for large scale mixed-use development containing commercial, residential, and retail uses adjacent to Union Station in New Haven.
- Identify market drivers and establish long-term market projections.
- Estimate absorption timeframes and recommend product mix.
- Provide guidance on product, programming, and phasing.

Northland TOD site



HR&A Advisors, Inc.

New Haven TOD | DRAFT | 6

## Union Station TOD 2017

### Transit-Oriented Development: *A Critical Opportunity*

*The creation of a dense, central location for a mix of uses, with immediate proximity to a transit station*

#### KEY BENEFITS OF TOD

- Command higher rents and sale prices
- Improved public realm
- Mix of housing types and price points
- Attractive to knowledge workers
- Lower office vacancy compared to suburban
- Reduced congestion and pollution

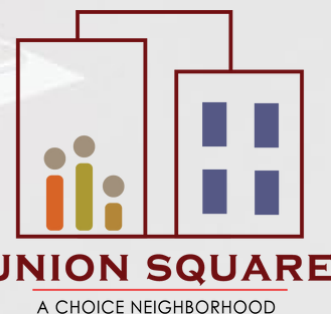


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# Our Approach:

1. Identification and analysis of **Existing Conditions** at the Robert T. Wolfe Target Housing Site and larger Union Square CNI Neighborhood through resident needs assessments and neighborhood assessments
2. Identification and analysis of **Strengths, Weaknesses, Opportunities, and Threats (SWOT)** to Housing, People, and Neighborhood at Robert T. Wolfe and Union Square
3. Extensive Community and Stakeholder **Engagement** to ensure all voices are represented
4. Study of **Plan Options** of Housing, People, and Neighborhood through In-depth Stakeholder Engagement
5. Vision **Refinement** through continued Stakeholder Engagement
6. Creation of the Housing Section of the **CNI Transformation Plan**



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