



PEOPLE TASK FORCE MEETING SUMMARY
SUMMARY FOR MEETING #6 – THURSDAY, NOVEMBER 14, 2024 – 5:30PM-7:00PM
HIGH SCHOOL IN THE COMMUNITY – 175 WATER STREET, NEW HAVEN, CT

MEETING PURPOSE

To review the draft of the People Plan, review the strategies for accuracy and inclusion of the appropriate partners and provide feedback recommendations for final plan draft.

EXPECTED OUTCOMES

Identify any additional partners or resources to be included in the People Plan.

COMMITTEE MEMBERS PRESENT

Josh Golden, Kymbel Branch, Angela Hadley, Andrew Orefice, Latoya Mills, Tameika Miller, Brian Wnek, Jesse Delia, Serena Sanjurjo, Candace Wright, Ed Lachance

-PRESENTATION MATERIALS ARE ATTACHED TO THIS DOCUMENT-

1. Welcome & Project Updates

Jimmy Miller welcomed attendees and introduced the agenda for the nights work. He advised the handouts would be used to encourage discussion and generate additional partners and recommendations for the People Plan. JM led the presentation of the PowerPoint for the meeting and guided members into the goals for the Breakout Groups.

The main discussion revolved around the progress and plans for the neighborhood project, including the review and improvement of the plan for youth development and job creation strategies, and the enhancement of scholarship opportunities and workforce training programs for residents of a new housing development. The meeting also involved discussions on various programs and services, collaboration between organizations, and the need for increased funding to support these initiatives.

JM, the consultant for The Glendower Group, led the discussion outlining the progress of their holistic planning effort. He acknowledged the presence of some participants online and in the waiting room. The meeting's goal was to make sense of the People Plan, with a focus on the planning process, breakout sessions, and next steps. JM also mentioned the involvement of various partners in the process. He highlighted the completion of a needs assessment, a neighborhood survey, and a swap analysis. The conversation ended with a discussion on the status of the plan, with a draft plan to be submitted to the steering committee in February and finalized in the second quarter of 2025.

JM discussed the progress and future for the neighborhood project. He highlighted the importance of the vision statement, which was developed after extensive discussions and is aimed at achieving long-term goals. The plan includes educational, health, communication, and new development goals, with strategies to achieve each. JM emphasized the need for the goals and strategies to align with the vision and address the needs identified through surveys and assessments. He also mentioned the need for the



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goals to be clear and relevant. The next steps involve reviewing the plan and ensuring that the goals and strategies are aligned with the vision and address the identified needs.

2. Breakout Groups' Goals and Structure

Due to number of participants, members decided to cover only two(2) of the strategies outlined in the People Plan. Those strategies included: Youth Development and Employment and Job Opportunities.

Members were given note pads to record ideas and comments and encouraged to work collaboratively and review each strategy and action steps to implement, enhance and finalize in the People Plan.

Members were given the opportunity to review and improve the plan for youth development and job creation strategies in the neighborhood. JM divides the attendees into two groups to spend around 20 minutes analyzing the goals, strategies, and action plans outlined in the provided documents. One group focuses on youth development support, while the other looks at job creation and economic development. The aim is to provide feedback on whether the proposed strategies and steps make sense or need modification. After the group discussions, attendees will share their insights to help refine the plan.

3. Report Out

Each group selected a member to report their recommendations and findings for the strategies and action steps. (A list of those recommendations is attached to this summary.)

The meeting discusses various programs and services, with a focus on providing support for individuals with disabilities to obtain training or start their own businesses. Members mention specific organizations like the Small Business Development Center and the Foundation that offer such services. There is also discussion around budget allocations, action plans, and goals related to these initiatives. The conversation centers on reviewing and aligning on strategies to assist underserved communities through workforce development programs.

Angela Hadley led a discussion on youth development, highlighting the importance of collaboration between organizations such as the Boys and Girls Club, the library, and workforce alliances. She emphasized the need for increased funding to support these organizations and their programs, including after-school programs, summer enrichment, and mentorship. Jimmy also noted the need for more collaboration between these entities to maximize resources. He mentioned the library's potential for expansion and the need for additional space. Lastly, she suggested that the boathouse and sound school could also play a role in youth development.



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Andy Orefice reported for the Job Creation group discussion and emphasized enhancing scholarship opportunities and workforce training programs for residents of a new housing development. Key points include better promoting Gateway Community College's existing scholarships, creating a special scholarship fund for residents, engaging technical education providers like Eli Whitney Tech and apprenticeship programs, involving disability services like the Bureau of Rehabilitative Services, and incorporating entrepreneurship training through organizations like CitySeed, Co-Lab, and the Chamber of Commerce. The group discussed including digital equity initiatives, scholarships for youth programs, and involving nonprofits like CONCORP/CONNCAT for adaptive learning and the Neighborhood Music School. The goal is to create a comprehensive plan to support education and career development for both adults and youth in the community.

Several follow up task were identified for team to reach out to several organizations that had been omitted from the plan and new recommendations. The Youth group expressed the need to assign and identify resources to support programs and services.

4. Closing and Q&A

Consensus from each group stated the strategies and action steps were well defined and consistent with the recommendations form strategic planning sessions and charrettes. Members were confident the People Plan was comprehensive and aligned with the mission and vision of Union Square Choice.

5. Next Steps

Drafting team reach out to organizations not included in the draft People Plan to seek support and partnership. Update the plan document with feedback and revisions discussed in the meeting.

- Add the library as a key partner for youth development programs
- Add the library as a key partner for youth development programs
- Emphasize collaboration between organizations in the plan
- Separate adult education from Gateway Community College's responsibilities
- Add Literacy Volunteers as a partner for ESL and basic literacy
- Include Eli Whitney Tech for adult technical education programs
- Add building trades apprenticeship programs to the plan
- Include Bureau of Rehabilitative Services (BRS) and Workforce Alliance's Ticket to Work program
- Include digital equity initiatives in the plan

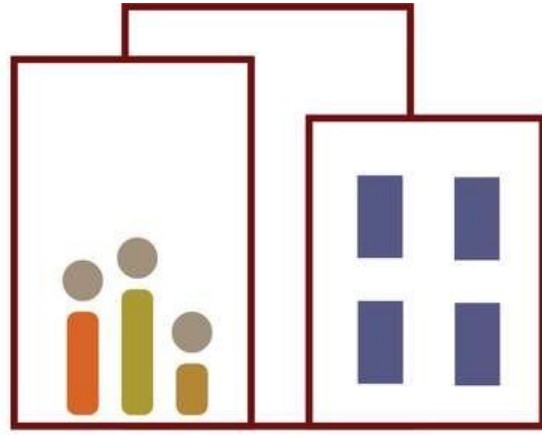


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- Add City Seed's food incubator program and COLAB for small business development
- Incorporate scholarship opportunities for youth programs

6. Next Meeting

The next meeting to discuss the remaining three(3) strategies will be held on December 5, 2024, at HSC 175 Water Street New Haven.



UNION SQUARE

A CHOICE NEIGHBORHOOD

Welcome!

PEOPLE TASK FORCE

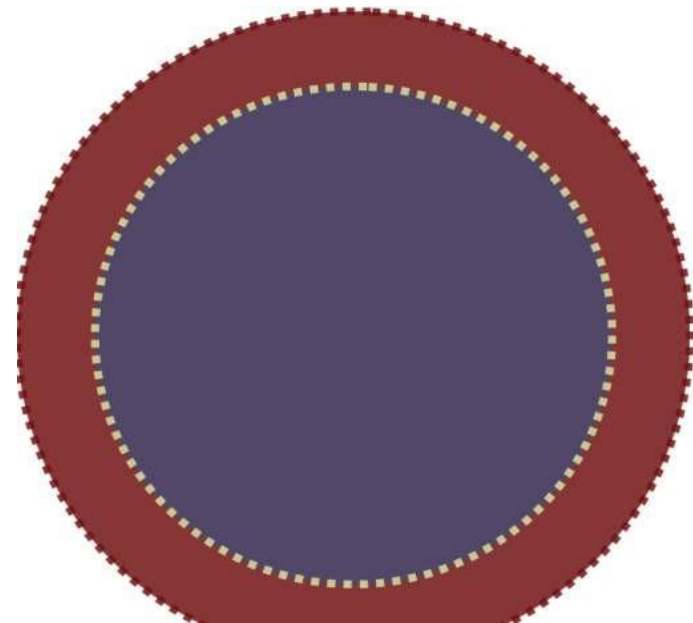
High School in the Community November 14, 2024



For More Information Visit
UNIONSQUARECHOICE.COM

TONIGHTS AGENDA:

- Greeting and Welcome!
- Where we are in the process?
- A holistic planning effort
- People Strategies
 - Breakout Sessions
 - Report Out Session
 - Summary
- Questions and Answers
- Next steps in the process



OUR PARTNERS:

Thank you for making this process possible!

**ROBERT T. WOLFE
RESIDENTS**

**FORMER CHURCH
STREET SOUTH
RESIDENTS**



Yale SCHOOL OF MANAGEMENT



New Haven Adult & Continuing Education Center



YaleNewHavenHealth
Yale New Haven Hospital



Workforce Alliance

CONNECTICUT VOICES FOR CHILDREN



& MORE!

CNI: Neighborhood & Site Boundaries

The Choice Neighborhoods Implementation initiative links housing improvements with appropriate services, schools, public assets, transportation, and access to jobs.



Target Site Boundary

Target Neighborhood Boundary

WHERE ARE WE?



THE TRANSFORMATION PLAN

A Choice Neighborhood *Transformation Plan* Has 3 Components:

- **Housing**
 - Plan to build affordable, mixed-income, and mixed-use development at Union Square
- **Neighborhood**
 - Plan to improve the Hill neighborhood through programs and site improvements
- **People**
 - Plan to increase access to services and improve economic, health and education outcomes of residents



www.unionsquarechoice.com

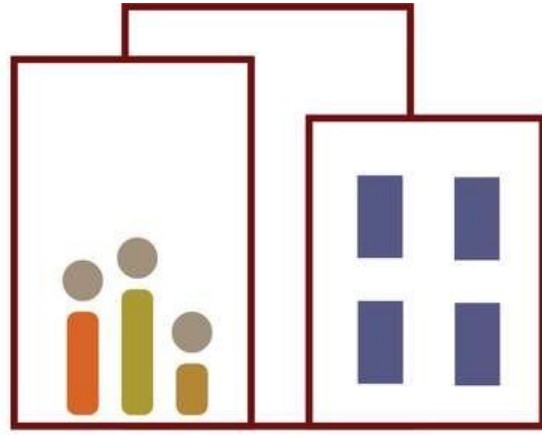
THE TRANSFORMATION PLAN

- Our **Housing**, **Neighborhood**, and **People** Strategies are all connected and are designed to **work together**



Strategies for Health & Opportunity in the Hill





UNION SQUARE

A CHOICE NEIGHBORHOOD

PEOPLE STRATEGIES



For More Information Visit
UNIONSQUARECHOICE.COM

WHAT WE'VE HEARD:

“Community not working together”

“Need access to affordable, fresh food”



“Improve school academics”

“Provide affordable daycare”



“Want a job but can't find one that meets my needs”

“Adult education for ESL”

“Increase access to adult education”

“Lack of resources for early childhood education”

PEOPLE PLAN

VISION STATEMENT

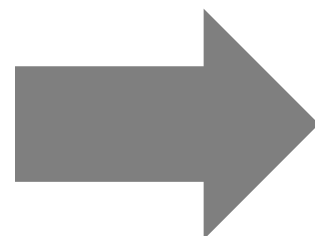
An engaged and thriving Hill and Union Square community with quality education, ample employment opportunities, social interactions, and excellent health care for all.



PEOPLE PLAN

EDUCATION GOALS

- **Improve K-12 educational outcomes**

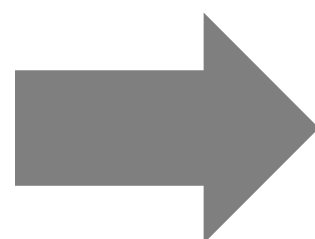


EDUCATION STRATEGIES

- Academic after school support
- Literacy and reading programs
- Summer learning
- STEM and creative arts enrichment



- **Increase access to early childhood education programs for children aged six weeks to five years old**



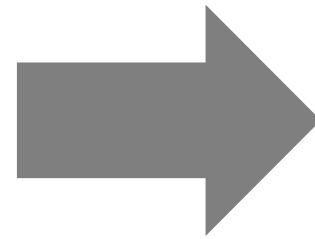
- Mapping and coordinating services
- Collaboration with early childhood providers
- Centralized referral system
- Promoting early childhood best practices
- Improving access to high quality early childhood education
- Promoting inclusion and diversity



PEOPLE PLAN

HEALTH GOALS

- Improve housing conditions, including lead abatement, mold and remediation



HEALTH STRATEGIES

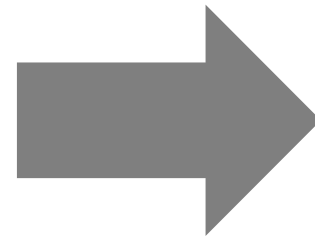
- Develop partnerships LCI, ECC, Neighborhood Works, YNHH, Hill Health Center
- Provide assistance to residents facing unsafe housing
- Offer free home repairs for low-income homeowners



PEOPLE PLAN

HEALTH GOALS

- Increase access to affordable, healthy foods



HEALTH STRATEGIES

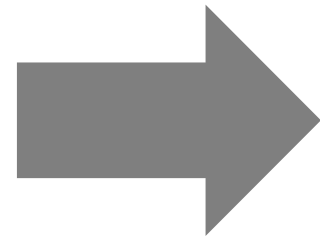
- Provide access to food programs such as CT Food Bank and farmers' market
- Develop community-based food programs
- Support local farmers markets and mobile markets



PEOPLE PLAN

HEALTH GOALS

- Address transportation barriers that prevent access to healthcare facilities and services



HEALTH STRATEGIES

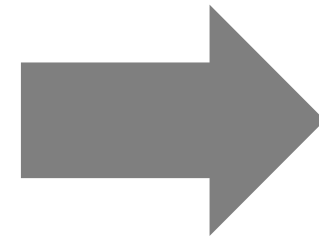
- Provide access to non-emergency medical importation services
- Partnerships with rideshare companies
- dedicated community shuttles
- bring healthcare to the community Are you sure



PEOPLE PLAN

HEALTH GOALS

- Promote health literacy and community engagement



HEALTH STRATEGIES

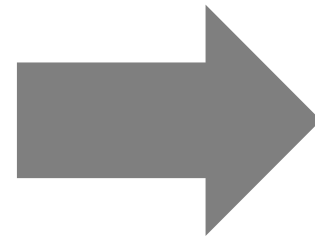
- Implement health literacy programs
- Use local and social media to spread awareness about available healthcare
- Develop school-based health care education



PEOPLE PLAN

HEALTH GOALS

- **Strengthen mental health and substance abuse support**



HEALTH STRATEGIES

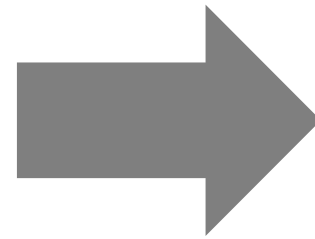
- **Create and promote mental health services**
- **establish mental health outreach clinics in the Hill/Union Square**
- **Develop a peer recovery support network**
- **promote collaboration between local universities and health systems**
- **Promote digital health tools**



PEOPLE PLAN

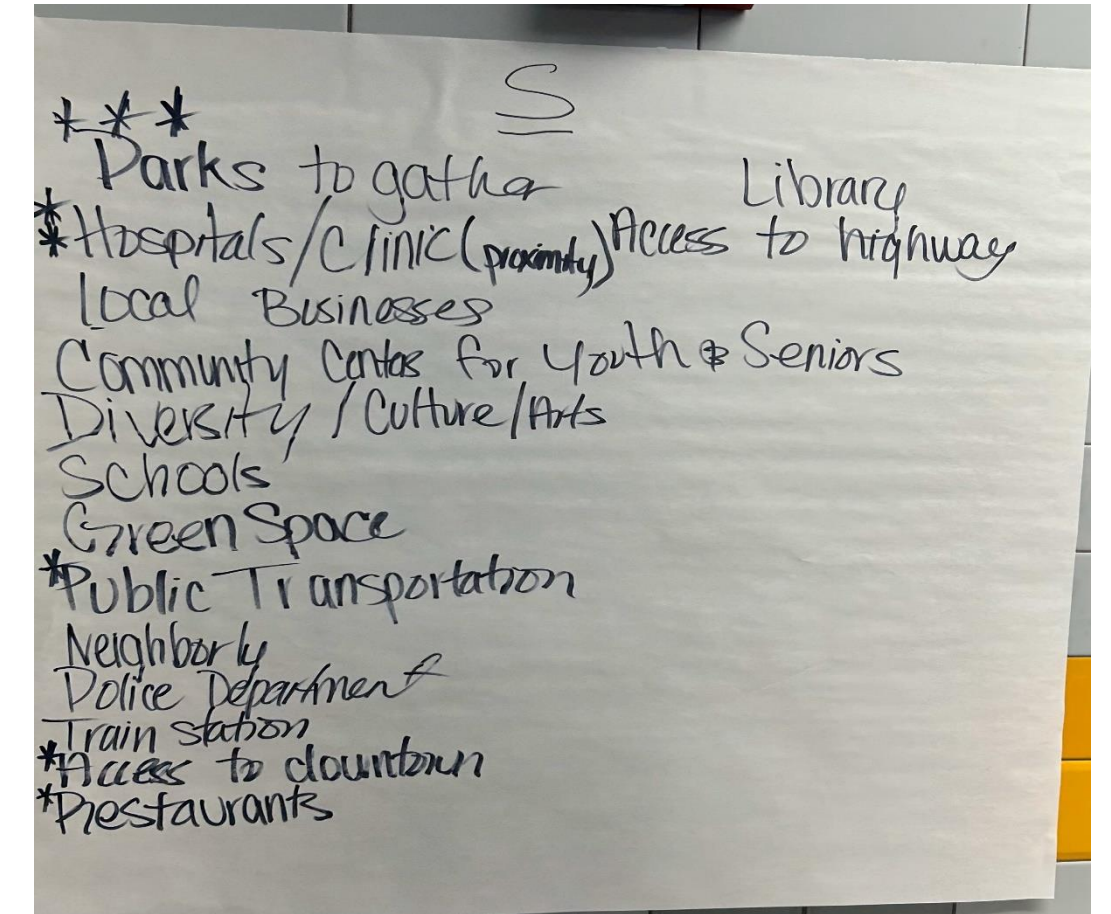
HEALTH GOALS

- Incorporate healthcare and wellness programs into local youth programs



HEALTH STRATEGIES

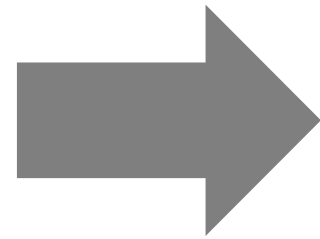
- Work with the Boys and Girls Club to provide safe, structured sports and recreational activities
- Work with LEAP to incorporate health and Wellness education into its programs
- Work with LEAP to introduce a “Healthy Life Initiative” in Union Square



PEOPLE PLAN

HEALTH GOALS

- Incorporate healthcare and wellness programs into local youth programs



HEALTH STRATEGIES

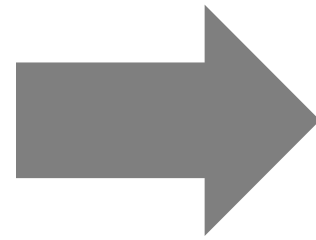
- Work with LULAC to provide regular health screening for children
- Worked with LULAC to incorporate physical activities and wellness education into its curriculum
- work with LULAC and healthcare partners to connect families to medical, dental, and mental health services



PEOPLE PLAN

COMMUNITY ENGAGEMENT GOALS

- Enhance community engagement and partnerships



COMMUNITY ENGAGEMENT STRATEGIES

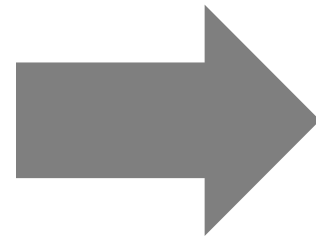
- Work with Gateway and other community organizations to host informational sessions, career fairs, and community events in Union Square
- Establish mentorship and peer support programs with Gateway students and alumni from Union Square



PEOPLE PLAN

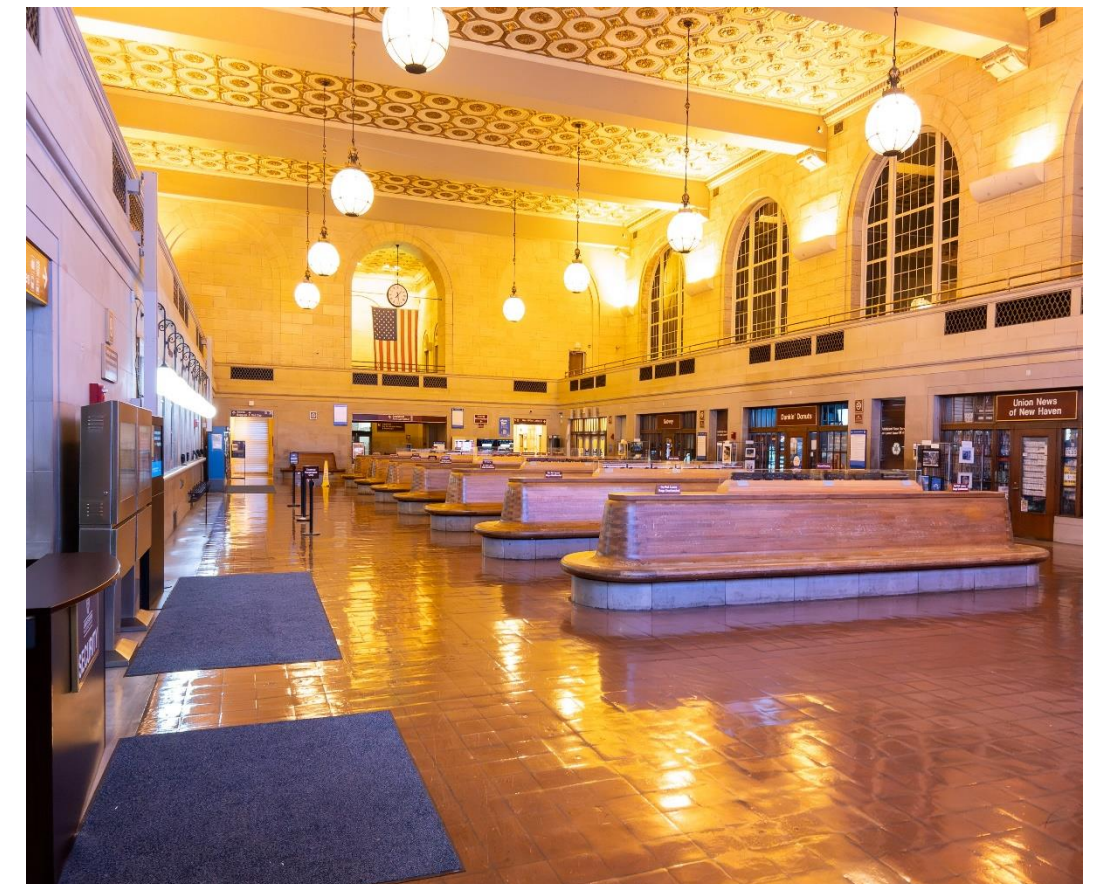
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COMMUNITY ENGAGEMENT STRATEGIES

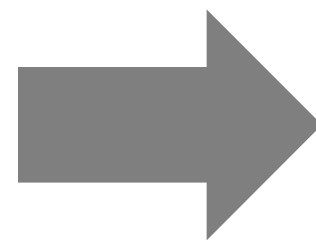
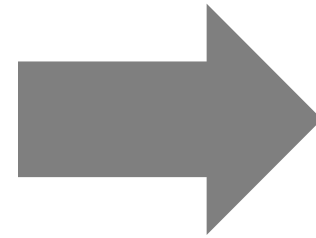
- Nonprofit collaboration between the Boys and Girls Club and other local organizations to help expand the services available to youth and families
- Establish partnerships between the Boys and Girls Club and local businesses to provide internships



PEOPLE PLAN

YOUTH DEVELOPMENT

- x
- Promote leadership skills, social development, and mentoring for Union Square youth



YOUTH DEVELOPMENT STRATEGIES

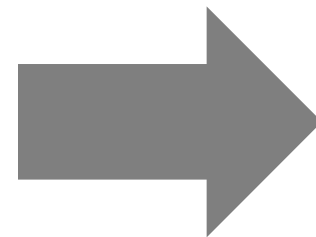
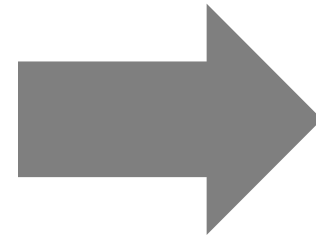
- Work Gateway and other community organizations to host information sessions, career fairs, and community events in Union Square
- Gateway and other community organizations
- Work with retail tenants to hire and train local residents
- Central Green with Retail and Amenities
- Bring a Grocery Store to Union Square
- Design incubator retail spaces for local small businesses



PEOPLE PLAN

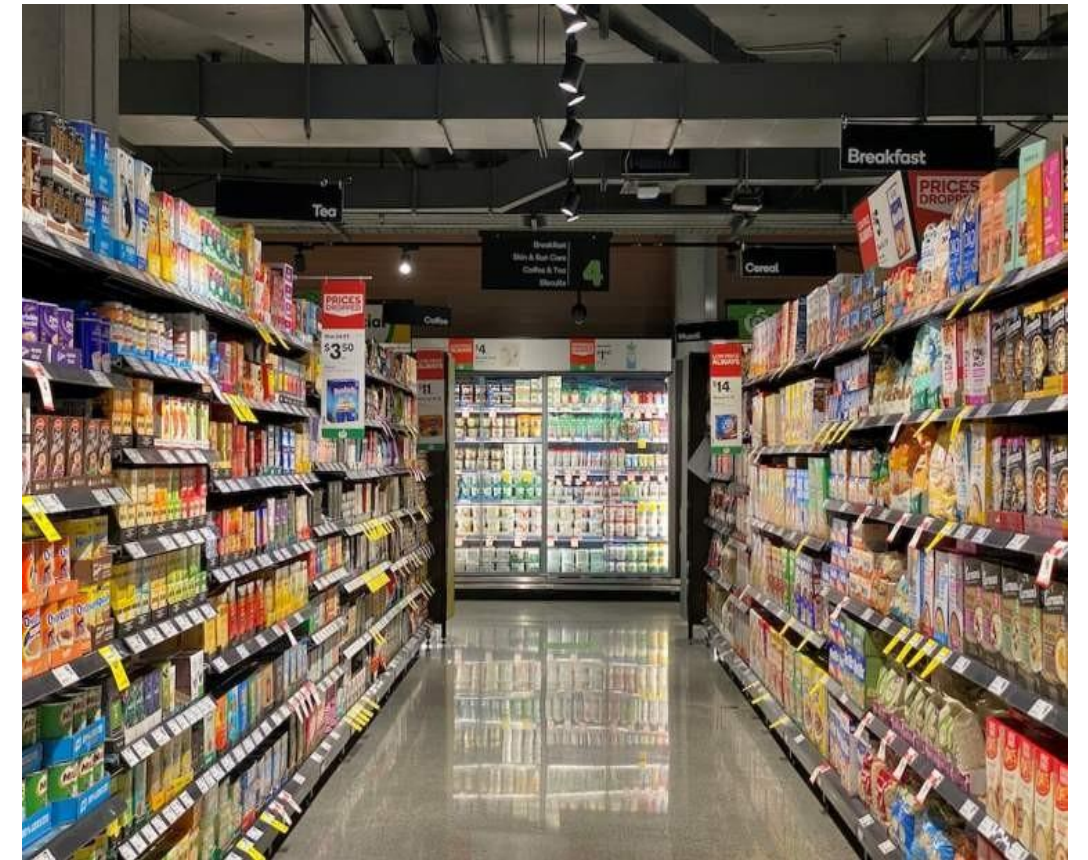
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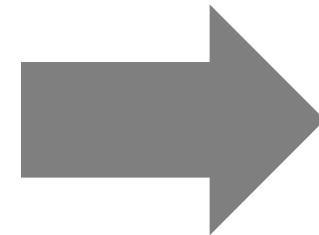
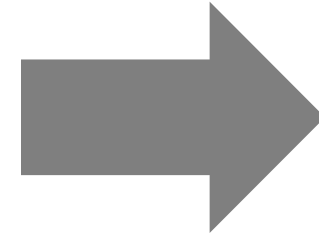


PEOPLE PLAN

YOUTH DEVELOPMENT

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YOUTH DEVELOPMENT STRATEGIES

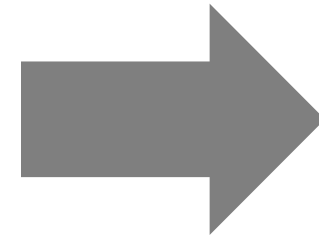
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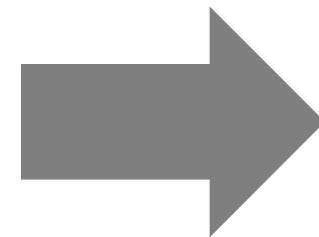
PEOPLE PLAN

YOYTH DEVELOPMENT

- Design space for retail and commercial development



- Create job training opportunities



SITE STRATEGES

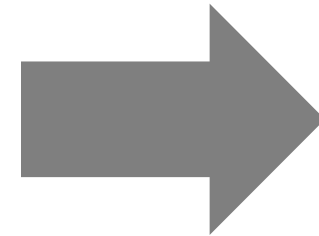
- Surround the Central Green with Retail and Amenities
 - Bring a Grocery Store to Union Square
 - Design incubator retail spaces for local small businesses
-
- Work with retail tenants to hire and train local residents



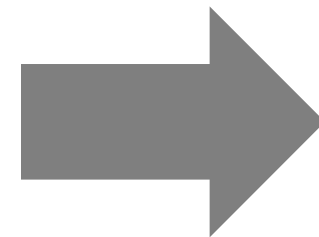
PEOPLE PLAN

YOUTH DEVELOPMENT

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SITE STRATEGIES

- Surround the Central Green with Retail and Amenities
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- Design incubator retail spaces for local small businesses

- Work with retail tenants to hire and train local residents



PEOPLE PLAN

JOB CREATION

- Higher education and vocational training

Expand employment opportunities for people with disabilities

SITE STRATEGIES

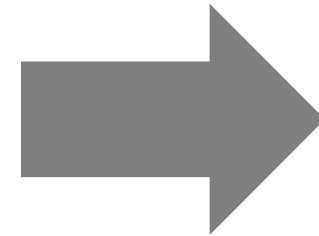
- Provide adult basic literacy
 - Create “bridge programs for H.S. students
 - Financial aid for low-income students
 - Provide access to industry certification programs
 - Enhance job placement services
- Tailor job training programs for elderly and people with disabilities



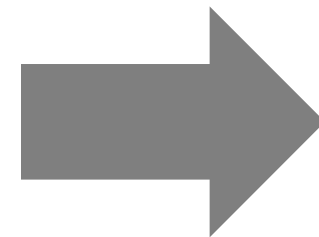
PEOPLE PLAN

JOB CREATION

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SITE STRATEGES

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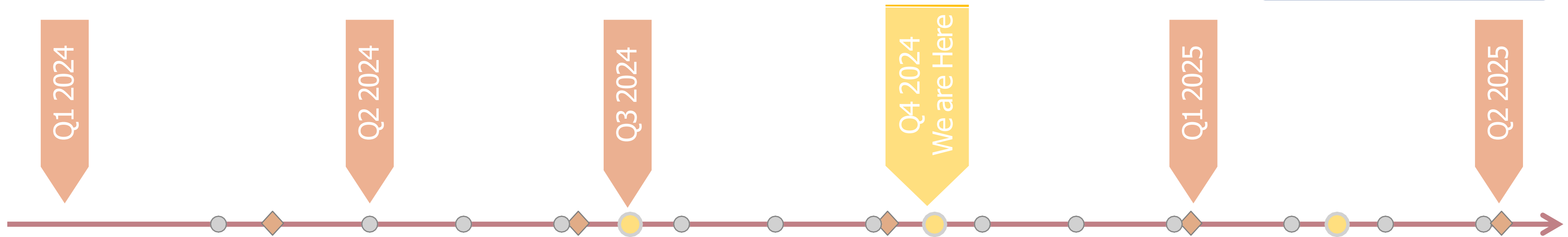
- Work with retail tenants to hire and train local residents



WHERE ARE WE HEADED?

KEY

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



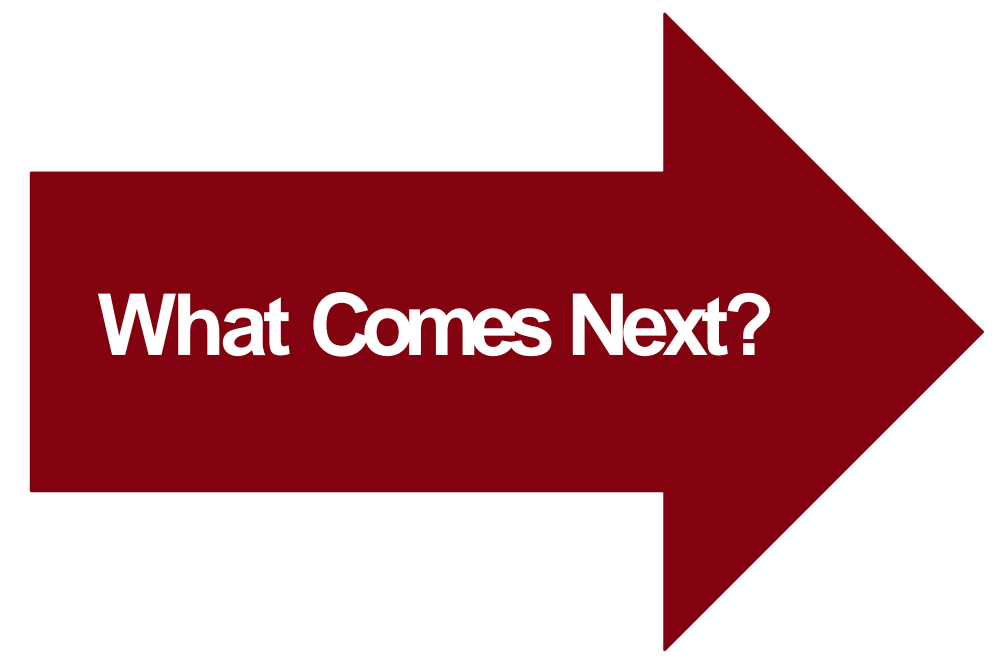
Project Kickoff	Assess Existing Conditions	Develop Strategies	Draft Plan	Finalize Plan
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- March 20th Housing and Neighborhood Task Force Meeting
- May 23rd Housing Task Force Meeting
- June 6th Housing/Steering Committee Meeting
- June 20th Listening Session

- July 18th Housing Task Force Meeting
- July 25th Neighborhood Task Force Meeting
- August 8th Steering Committee Meeting
- Multi-day Charrette: September 9th – 12th

- Refine Charrette Masterplan
- **November 11th Joint Neighborhood & Housing Task Force Meeting**
- Draft Transformation Plan and Submit to HUD

- Submit the Union Square Transformation Plan to HUD



WHATS NEXT:

- Finalize **Strategies**
- Draft & Finish **The Transformation Plan**
 - The Transformation plan will lay out a road map for how to accomplish the goals and strategies we've come up with together
- Apply for a **HUD Implementation Grant**
 - \$30-\$50 million to carry out the Plan



+ CONTINUE
EARLY
ACTION
ACTIVITIES

+ PREPARING THE
UNION SQUARE
SITE FOR
DEVELOPMENT



COLUMBUS AVE

CHURCH ST S

UNION AVE

OPEN HOUSE

PEOPLE TASK FORCE SWOT EXERCISE RESULTS

STRENGTHS (INTERNAL)

- Parks to gather*
- Library
- Proximity to hospitals/clinics*
- Access to highway
- Local businesses
- Community centers for youth & seniors
- Diversity/culture/arts
- Schools
- Green space
- Public Transportation*
- Neighborhoodlike
- Police Department
- Train station
- Access to Downtown*
- Restaurants*

WEAKNESSES (INTERNAL)

- Lack of Lighting
- Lack of Security/safety*
- Community not working together
- Walkability
- Information centers
- Signage! Way-finding in Union Square/Hill
- Greenspace for physical activity/open space to sit
- Adult education relocating
- Schools/physical improvement
- School academic improvement
- Lack of access to fresh and inexpensive foods

OPPORTUNITIES (EXTERNAL)

- Lighting
- Security/safety
- Addressing homelessness
- Services in Union Station
- Recreational spaces for youth and elderly; indoor and outdoor*
- Community Garden
- Development of children & adult education:
 - children programs, -computer literacy, -GED, -Continuing Education, -financial literacy
- Financial literacy & opportunities
- Workforce training
- Jobs & job creation
- Walk-in clinic
- Update public spaces
- After school programs
- More funding
- Supermarket w/ fresh foods: -Price Rite, Aldi
- Building sense of community and friendliness
- Senior center/community center*
- Elderly services
- School

THREATS (EXTERNAL)

- Gentrification: -kicked out or eased out where will we live?*
- Increasing/high rent*
- Drugs
- Relocation of police department
- Decrease in utilization services
- Increase traffic
- Affordable daycare
- Affordable housing
- Lack of community social service funding
- Speeding vehicles causing harm to residents
- Lack of resources for early education
- Lack of Care4Kids
- Lack of qualified teachers
- Adult education for English learners (ESL)
- Cost of healthcare
- First time homebuyers funding and education
- More funding for sidewalks to accommodate walking
- Ensure that property managers do their job and manage the property: -fix door, -fix elevator, -fix intercom, -fix stairs, -fix sidewalks, -fix leaks, -fix roof

* Items that came up more than once

**UNION SQUARE CHOICE NEIGHBORHOOD TRANSFORMATON PLAN
PEOPLE COMPONENT**

People Vision Statement: A vibrant and inclusive Union Square community, where all thrive through exceptional education, quality health care and well-being, active community engagement and participation, inspiring youth development programs that empower the next generation to lead and succeed, and ample employment opportunities.

People Priorities

- Increase educational attainment level for neighborhood residents
- Reduce childhood and adult poverty level
- Increase income level for neighborhood residents
- Eliminate barriers to employment for elderly and disabled Wolfe residents
- Reduce health vulnerability
- Improve heath outcome such as life expectancy
- Enhance the residents’ sense of well-being
- Promote community engagement
- Increase youth participation in youth development activities and programs

STRATEGY 1: ENHANCE THE QUALITY OF EDUCATION TO ALL RESIDENTS IN THE NEIGHBORHOOD

<p>1.1: Improve K-12 educational outcomes</p>	<p>Action Plans</p> <ul style="list-style-type: none"> ● After-School Academic Support: LEAP will offer after-school tutoring and homework assistance to Union Square youth, particularly those in elementary and middle schools. These programs will be staffed by college students and trained volunteers who serve as mentors and academic coaches, ensuring that children receive personalized attention. ● Literacy and Reading Programs: LEAP's literacy programs will focus on improving reading skills and fostering a love of learning among young children. The program will include one-on-one and group reading sessions and interactive literacy games and activities designed to enhance 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> ● A significant increase in high school or equivalency completion ● Percentage of students promoted to next grade level each year ● high school graduation rates ● College acceptance and attendance rates ● Reduced rates of truancy 	<p style="text-align: center;">Partners</p> <ul style="list-style-type: none"> ● . LEAP
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	<p>comprehension and language skills.</p> <ul style="list-style-type: none"> • Summer Learning: During the summer months, LEAP will offer summer learning programs to prevent summer learning loss. These programs combine academic activities with fun, engaging experiences such as arts and crafts, science experiments, and outdoor exploration. • STEM and Creative Arts Enrichment: LEAP will expand its offerings to include specialized programs in STEM (science, technology, engineering, and mathematics) and creative arts, ensuring that Union Square youth can access hands-on learning experiences that develop critical thinking, creativity, and problem-solving skills. 		
<p>1.2: Increase access to early childhood education programs for children ages six weeks to 5-years old \</p>	<ul style="list-style-type: none"> • Mapping and Coordinating Services: The NHECC will identify existing early childhood services in Union Square and create a coordinated system that connects families with programs that meet their needs, such as early childhood education, healthcare, and family support services. • Collaboration with Early Childhood Providers: The council will work closely with early childhood education providers, such as LULAC Head Start, childcare centers, and family-based care providers, to ensure that children receive consistent, high-quality early learning experiences. • Centralized Referral System: The NHECC will develop a centralized referral system to connect Union Square families with the full range of early childhood services, including developmental screenings, special education, health services, and mental health support. • Promoting Early Childhood Best Practices: The council will work with early childhood educators and programs to implement best practices in early childhood education, focusing on developmentally appropriate curricula, classroom quality, teacher training, and family engagement. • Improving Access to High-Quality Early Childhood 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Percentage of 3- and 4-year-olds attending pre-K program • Average wait time for preschool enrollment • Number of formal partnerships established with local schools and community organizations • Amount of funding resources contributed by partners 	<p>Partners</p> <ul style="list-style-type: none"> • New Haven Early Childhood Council • LULAC • Childcare Centers

	<p>Education: The NHECC will advocate for expanding high-quality early childhood education options in Union Square, including full-day and year-round programs that meet the needs of working families.</p> <ul style="list-style-type: none"> • Support for Professional Development: The council will support the professional development of early childhood educators by providing access to training opportunities, workshops, and certifications. This support will ensure that teachers and caregivers are well-equipped to provide high-quality care and education to young children. • Promoting Inclusion and Diversity: The NHECC will work to ensure that early childhood programs in Union Square are inclusive and culturally responsive, serving children and families from diverse racial, ethnic, and linguistic backgrounds. This work includes supporting bilingual education and promoting diversity in early childhood settings. 		
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STRATEGY 2: ENSURE EXCELLENT HEALTH CARE FOR ALL RESIDENTS IN THE NEIGHBORHOOD

<p>2.1: Improve housing conditions, including lead abatement, mold, and remediation</p>	<p>Action Plans</p> <ul style="list-style-type: none"> • Housing Quality Improvements: Develop partnerships with the Elm City Communities, Livable City Initiatives (LIC), the New Haven Department of Health, the Connecticut Department of Housing, NeighborWorks New Horizon, Cornell-Scott Hill Center, and Yale New Haven Health. These partnerships can bring resources, expertise, and community engagement to address the physical, social, 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Number of lead assessments completed • Percentage of units remediated • Number of mold inspections performed • Percentage of units passing health 	<p>Partners</p> <ul style="list-style-type: none"> • Livable City Initiatives • Elm City Communities • Yael New Haven Health • Cornell Scott-Hill Health Center • New Haven Legal Aid Assistance • CT Dept of Housing • NeighborWorks New Horizon
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	<p>and environmental factors that affect housing quality.</p> <ul style="list-style-type: none"> • Nonprofits Focused on Housing and Community Development: New Haven Legal Aid Assistance can provide legal assistance to residents facing unsafe housing eviction. Partnering with this organization can help improve resident rights and ensure housing meets legal and safety standards. • Rebuilding Together in New Haven: This nonprofit organization offers free home repairs for low-income homeowners, focusing on improving safety, health, and accessibility. The group can collaborate with others to enhance housing visions for public housing residents in the Union Square community. 	<p>and safety inspections</p>	<p>.</p>
<p>2.2: Increase access to healthy food</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Food Access Programs: Collaborate with organizations that provide food access programs, such as Connecticut Food Bank and local farmers' markets, to increase the availability of affordable, healthy food options and integrate nutrition education into community events. • Develop Community-Based Food Programs: Collaborate with local organizations to create programs that increase access to healthy food. This can include expanding food pantries, offering fresh produce distribution programs, and supporting community gardens where residents can grow their own fruits and vegetables. • Support Local Farmers Markets and Mobile Markets: Farmers' markets and mobile markets that travel to the Union Square community to provide residents with fresh, affordable produce. CitySeed, a New Haven-based nonprofit dedicated to building adjusted food systems, runs farmers' markets, including mobile markets, and offers programs that make fresh food affordable, such as the SNAP double value program, which allows SNAP residents to double their benefits when purchasing fresh produce. ECC is partnering with CitySeed to bring farmers' markets or more markets directly to the Union Square neighborhood. 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • The number of community gardens or urban farms • Proximity to healthy food outlets • The number of mobile food units serving the area • The number of nutritional education programs 	<p>Partners</p> <ul style="list-style-type: none"> • CT Food Banks • Local Farmers • New Haven Health Dept • CitySeed • Community Services Administration, Elderly Services • Community Action Agency

<p>2.3: Address transportation barriers that prevent access to healthcare facilities and services.</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Medicaid NEMT Services: Medicaid provides non-emergency medical transportation services to eligible beneficiaries who need help getting to medical appointments. Expanding these services and making them more efficient can significantly reduce missed medical appointments for low-income individuals. • Partnership with Rideshare Companies: Public health systems and clinics can partner with rideshare services like Uber and Lyft to provide affordable transportation for patients. Some programs already exist where healthcare providers schedule patient rides to ensure they can attend appointments. • Dedicated Community Shuttles: Establish community-based shuttle services that provide free or low-cost transportation to and from medical facilities. This service could benefit elderly and disabled residents with difficulty accessing regular public transit. • Bring healthcare to the Community: Mobile health clinics can travel to neighborhoods like Union Square, providing health screening, vaccinations, and primary care services directly in the community. 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • The number of collaborations with public transit agencies and private rideshare companies • Improvements in health outcome • Increase in health care appointments keep 	<p>Partners</p> <ul style="list-style-type: none"> • Mary Wade • Greater New Haven Transit District • Yale New Haven Hospital • Cornell-Scott-Hill Health Center
<p>2.4: Promote health literacy and community engagement</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Implement Health Literacy Campaign: This activity aims to educate Union Square residents about preventive care, managing chronic conditions, and accessing health services. Use local schools, churches, and community centers to host workshops and seminars. • Utilize Local Media and Social Media: Use local and social media to spread awareness about available health services, educational programs, and tips for healthy living, making health information more accessible to younger residents and families. • Develop School-based Health Education: These programs focus on nutrition, physical activity, mental health, and 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Percentage of residents demonstrating increased knowledge • Pre- and post-assessment scores • Number of educational materials distributed 	<p>Partners</p> <ul style="list-style-type: none"> • Yale New Haven Health • New Haven Health Dept • Community Services Administration, Elderly Services • Cornell Scott -Hill Health Center • Community Action Agency

	<p>sexual health to engage youth and their families in building lifelong healthy habits.</p>		
<p>2.5: Strengthen Mental Health and Substance Abuse Support</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Create And Promote Mental Health Services: Establish trauma-informed and culturally appropriate health care services, ensuring that Union Square's diverse population has access to counseling, support groups, and substance use recovery programs. • Mental Health Outreach Clinics: Work with Yale New Haven Hospital and local behavioral health providers to establish mental health outreach clinics in the Hill and embed mental health professionals in community centers and schools. • Peer Recovery Support Network: Develop a peer recovery support network where individuals who have overcome substance use disorders can offer guidance and assistance to those still struggling. • Community Health Assessments: Promote collaboration between local universities and health systems to conduct community health assessments and research on specific health issues affecting the Hill, such as asthma, diabetes, and cardiovascular disease. • Promote Digital Health Tools: Use mobile apps that help residents track their health, make appointments, and receive reminders for preventive screenings. 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Percentage of population with access to care • Frequency of emergency department visits • Percentage of clients reporting reductions in cessation of substance use after treatment • Percentage of individuals receiving integrated care for both mental health and substance abuse 	<p>Partners</p> <ul style="list-style-type: none"> • Yale New Haven Health • New Haven Health Dept • Community Services Administration, Elderly Services • Cornell Scott-Hill Health Center • CT Dept of Mental Health and Addiction
<p>2.6: Incorporate health and wellness programs into local youth programs</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Sports and Recreation: The Boys & Girls Club will provide safe, structured sports and recreational activities, including basketball, soccer, swimming, and fitness classes. These activities promote physical health and teach valuable life skills such as teamwork and discipline. • LEAP will provide a variety of sports and recreational activities, including basketball, soccer, swimming, and track. These programs promote physical fitness while teaching teamwork, discipline, and perseverance. • Health and Wellness Education: LEAP will incorporate 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Number of youths enrolled in health and wellness programs • Increases in physical activity level • Reduction in illness or injury rates <p>Number of family or community events focused on health</p>	<p>Partners</p> <ul style="list-style-type: none"> • Yale New Haven Health • New Haven Health Dept • Community Services Administration, Elderly Services • Cornell Scott-Hill Health Center • LULAC • LEAP • Boys & Girls Club • Community Action Agency

health and wellness education into its programs, teaching youth the importance of nutrition, mental health, and a healthy lifestyle. Workshops and activities will focus on healthy eating, stress management, and mindfulness.

- **Healthy Habits for Life Initiative:** LEAP will introduce a "Healthy Habits for Life" initiative in Union Square. This initiative will engage youth in fitness challenges, healthy cooking classes, and wellness workshops that encourage healthy living from a young age.
- **Health Screenings and Referrals:** LULAC Head Start will provide regular health screenings for children, including vision, hearing, developmental, and dental screenings. If any health concerns are identified, LULAC will refer families to appropriate healthcare providers and ensure that children receive necessary medical care.
- **Nutritious Meals and Snacks:** LULAC will ensure that all children in the Head Start program receive healthy meals and snacks each day, meeting the USDA guidelines for nutrition. This initiative will help combat food insecurity and promote healthy eating habits early on.
- **Physical Activity and Wellness:** LULAC Head Start will incorporate physical activity and wellness education into its curriculum, encouraging children to engage in daily physical exercise and teaching them the importance of staying active. This initiative will help children develop lifelong habits that promote physical and mental health.
- **Access to Healthcare Services:** LULAC will work with healthcare partners to connect families to medical, dental, and mental health services. By helping families access preventive care and health education, LULAC will contribute to better health outcomes for children and families in Union Square.

<p>3.1 Enhance Community Engagement and Partnerships</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Community Events and Workshops: Gateway will host informational sessions, career fairs, and community events in Union Square to engage residents and provide them with information about the available programs and services. • Outreach and Enrollment Support: Gateway will work with community partners, such as the Resident Advisory Committee, to conduct outreach efforts that target residents who may not typically engage with educational institutions. This collaboration could include door-to-door outreach, targeted marketing campaigns, and partnerships with local organizations. • Mentorship and Peer Support Programs: Gateway students and alumni from the Union Square neighborhood will be encouraged to mentor current residents, inspiring and supporting others in pursuing educational and career goals. • School Partnerships: The Boys & Girls Club will collaborate with local schools to provide after-school enrichment that complements the school's academic goals. This partnership ensures that educational support is aligned with what students are learning during the school day. • Nonprofit Collaboration: The Boys & Girls Club will collaborate with other local organizations, such as Gateway Community College and local health clinics, to add additional resources and expertise to its programs. These partnerships will help expand the range of services available to youth and families. • Business and Employer Partnerships: The Boys & Girls Club will partner with local businesses to provide internship opportunities, job shadowing, and sponsorships for youth development programs. This 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • The number of community members involved in initiatives • Frequency of community meetings and events • Number of partnerships formed 	<p>Partners</p> <ul style="list-style-type: none"> • Gateway Community College • Boys & Girls Club • Cornell Scott- Hill Health Center • LULAC • LEAP • Boys & Girls Club
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connection will also give businesses an opportunity to invest in Union Square's future workforce.

STRATEGY 4: SUPPORT YOUTH DEVELOPMENT

4.1 Promote leadership skills, social development, and mentoring for Union Square youth

Action Plans:

- **After-School Programs:** The Boys & Girls Club will offer structured after-school programs that provide homework help, tutoring, and educational enrichment activities. These programs will be designed to complement the local school curriculum and help students improve their academic performance.
- **Summer Enrichment:** During the summer months, the Boys & Girls Club will offer programs that prevent summer learning loss and provide opportunities for youth to engage in STEM activities, arts and crafts, sports, and team-building exercises.
- **College and Career Readiness:** The Boys & Girls Club will establish college and career readiness programs for middle and high school students, including college preparation workshops, financial aid counseling, and exposure to different career paths through internships and mentorship programs.
- **Safe Environment:** The Boys & Girls Club will serve as a designated safe space for youth in the Union Square neighborhood, offering an alternative to potentially unsafe or unproductive after-school environments. This safe environment will reduce youth exposure to negative influences such as gang violence or drug activity.
- **Mentorship Programs:** The Club will establish formal mentorship programs that connect Union Square youth

Performance Indicators and Metrics

- The number of participants in leadership training programs
- Number of participants involved in group activities
- Increased confidence in social settings
- Number of mentor-mentee pairs established
- Mentee satisfaction with mentorship
- Number of community outreach activities conducted
- Number of partnerships with local organizations, schools, and health care providers
- number of new clients enrolling in services

Partners

- LEAP
- Boys & Girls Club

with positive adult role models from the community. Mentors will guide, encourage, and support the youth, helping them navigate academic, social, and personal challenges.

- **Conflict Resolution and Social Skills:** Through group activities and workshops, the Boys & Girls Club will teach youth essential social and conflict resolution skills. These activities will help reduce youth involvement in neighborhood conflicts and contribute to a more peaceful community environment.
- **Keystone and Torch Clubs:** The Boys & Girls Club will offer programs such as Keystone (for teens) and Torch (for preteens), which focus on leadership, community service, and personal development. These clubs encourage youth to become actively engaged in their communities and help shape the future of Union Square.
- **Youth Advisory Council:** The Boys & Girls Club will establish a Youth Advisory Council composed of Union Square teens, giving them a voice in neighborhood initiatives' planning and decision-making process. This council will work alongside the Resident Advisory Committee to ensure that youth perspectives are considered when developing programs and services.
- **Community Service Projects:** The Boys & Girls Club will organize community service projects where youth can contribute to the neighborhood's improvement, whether through park cleanups, food drives, or helping with local events. These projects instill a sense of civic responsibility and pride in the community.
- **Parenting Workshops:** The Club will offer workshops for parents that cover topics such as positive discipline, academic support at home, and fostering communication with children and teens. These workshops strengthen family bonds and provide parents with tools to support their children's success.
- **Family Events:** The Boys & Girls Club will host regular family events, such as family fun nights, holiday celebrations, and parent-child activities, creating opportunities for families to bond and enjoy positive

	<p>experiences.</p> <ul style="list-style-type: none"> • Resource Referrals: For families needing additional support, the Boys & Girls Club will work with the People Task Force and local social service agencies to provide referrals for housing assistance, healthcare, mental health services, and other resources. • Leadership Training: LEAP will provide training programs for Union Square middle and high school students. These programs will focus on communication skills, decision-making, teamwork, and conflict resolution, empowering youth to take on leadership roles in their schools and communities. • College Student Counselors: One of LEAP's unique approaches is the use of college students as counselors and mentors. Union Square youth will be paired with college mentors who provide academic support and serve as role models, encouraging students to aspire to higher education and personal success. • Youth-Led Initiatives: LEAP will facilitate youth-led projects in Union Square, giving young people the opportunity to take the initiative and design community service projects, fundraising events, or advocacy campaigns. This hands-on experience will help develop participants' sense of responsibility, civic engagement, and leadership. • Peer Mentorship: Older LEAP participants will be able to mentor younger children, creating a positive cycle of peer-to-peer learning and support. This approach fosters a sense of community and helps youth develop leadership skills through teaching and guiding others. 		
<p>4.2 Enhance family engagement and community building</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Family Workshops: LEAP will offer family workshops to strengthen parent-child relationships and provide parents with tools to support their children's academic and personal growth. These workshops will cover topics such as positive parenting, academic involvement, and fostering emotional resilience. • Community Events: LEAP will host community events such 	<ul style="list-style-type: none"> • Performance Indicators and Metrics • Increase in the level of participation of family involvement in community programs • Level of collaboration 	<p>Partners</p> <ul style="list-style-type: none"> • LEAP • Boys & Girls Club • Gateway Community College

	<p>as family fun days, community cleanups, and neighborhood festivals, bringing Union Square residents together to foster a sense of community and belonging. These events will allow families to connect and youth showcase their talents and achievements.</p> <ul style="list-style-type: none"> • Parent-Teacher Partnerships: LEAP will work with local schools to establish strong partnerships between parents and teachers. These partnerships will ensure that parents are involved in their children's education and informed about their academic progress. These partnerships will improve educational outcomes and keep students on track. • School Partnerships: LEAP will work closely with local schools to align its after-school and summer programs with school curricula and priorities, ensuring that academic support is consistent and effective. • Partnership with Gateway Community College: LEAP will collaborate with Gateway Community College to expose youth to higher education opportunities, college readiness programs, and mentorship from college students and faculty. • Coordination with the Boys & Girls Club and Other Nonprofits: LEAP will coordinate with other organizations, such as the Boys & Girls Club, to ensure that youth in Union Square have access to a broad range of resources, from academic support to health services, leadership training, and recreation. 	<p>among and between organizations</p> <ul style="list-style-type: none"> • Impact of community engagement on families' health, education, and well-being • Increase in level of community trust • Level of family well-being 	
<p>4.3 Promote youth employment programs</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Summer Youth Employment Program: Workforce Alliance will run a summer youth employment program that provides Union Square teens with job placements in local businesses, nonprofit organizations, and government agencies. This program will offer valuable work experience and help youth develop teamwork, communication, and time management skills. • Internships and Apprenticeships for Youth: Workforce Alliance will collaborate with LEAP, the Boys & Girls Club, and Gateway Community College to offer internships and 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • The number of participants in employment training programs • Representation of various demographic groups in the program • Retention rates of program participants 	<p>Partners</p> <ul style="list-style-type: none"> • LEAP • Boys & Girls Club • Gateway Community College • Workforce Alliance • New Haven Works

	<p>apprenticeships for high school and college students in Union Square. These opportunities will focus on industries such as healthcare, IT, and advanced manufacturing, allowing youth to gain exposure to potential career paths.</p> <ul style="list-style-type: none"> • Career Exploration Workshops: Workforce Alliance will host career exploration workshops for Union Square youth. In these workshops, professionals from various industries will share their experiences and offer guidance on entering those fields. These workshops will introduce youth to emerging job sectors and help them make informed decisions about their educational and career goals. • Coordination with Workforce Development Programs: LULAC will work with organizations like Workforce Alliance to connect parents to job training and employment opportunities. By helping parents gain employment or advance in their careers, LULAC will contribute to improving the economic stability of families in Union Square. 	<ul style="list-style-type: none"> • Percentage of participants completing training or internship programs • Improvement in job-ready skills • Number of active monthly users engaging with the website or apps • Number of participants who attend each workshop, seminar, webinar 	

STRATEGY 5: FOSTER JOB CREATION AND ECONOMIC DEVELOPMENT

<p>5.1: Expand higher education and vocational training opportunities to enhance opportunities for employment</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Adult Education and GED Programs: Gateway will offer adult education programs, including GED preparation and basic literacy and numeracy skills training, to help residents who may have faced barriers to traditional educational pathways. • Bridge Programs for High School Students: In partnership with local high schools, Gateway will create “bridge programs” that provide Union Square youth with a pathway to higher education. These programs will offer dual-enrollment opportunities, allowing high school 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Number of training programs offered • Total funding dedicated to higher education and vocational training • Percentage of students who complete the higher education or vocational training programs 	<p>Partners</p> <ul style="list-style-type: none"> • Gateway Community College • Workforce Alliance • New Haven Works • Community Action Agency
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	<p>students to earn college credits while completing their diplomas.</p> <ul style="list-style-type: none"> • Scholarship and Financial Aid Support: Gateway will provide financial aid counseling and scholarship opportunities for low-income residents to encourage participation in higher education. Specific scholarship programs may be created to support the transformation plan. • Vocational Training Programs: Gateway will offer targeted vocational and technical training programs designed to meet the needs of local employers, such as Yale-New Haven Hospital and other healthcare facilities, manufacturing firms, and emerging industries. • Certification and Credentials: Residents will have access to programs leading to industry-recognized certifications and credentials in fields such as nursing, information technology, HVAC, construction, and automotive technology, ensuring they have the skills needed for high-demand jobs. • Apprenticeship Programs: In partnership with local businesses, Gateway will establish apprenticeship programs that allow Union Square residents to gain hands-on experience while earning an income. These programs will focus on healthcare, green construction, and renewable energy. • Job Placement Services: Gateway will collaborate with the People Task Force and local employers to provide job placement services for residents who complete training programs. The college will also assist with resume building, interview preparation, and job search strategies. • Increase Employment Opportunities: Through workforce training programs, residents will be equipped with skills that meet the needs of local employers, helping to reduce unemployment and underemployment in the neighborhood. 	<ul style="list-style-type: none"> • Percentage of graduates who obtain employment within one year after completing the program • Reduction in unemployment rates 	
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	<ul style="list-style-type: none"> • Support Local Economic Growth: By fostering entrepreneurship and small business development, Gateway will contribute to revitalizing the local economy and creating new opportunities for Union Square residents. • Career Counseling and Coaching: New Haven Works offers personalized career counseling to help job seekers assess their skills, identify career goals, and develop action plans for securing employment. This program includes one-on-one resume-building coaching, interview preparation, and networking. Job placement assistance <ul style="list-style-type: none"> ○ 		
<p>5.2: Expand employment opportunities for elderly individuals and persons with disabilities in Union Square</p>	<p>Action Plans:</p> <ul style="list-style-type: none"> • Tailored Training Programs: Develop job training programs specifically designed for elderly individuals and people with personal disabilities, focusing on their strengths and abilities. Partner with local educational institutions such as Gateway Community College and Southern Connecticut State University to offer skill-building workshops, digital programs, and vocational training. 	<p>Performance Indicators and Metrics</p> <ul style="list-style-type: none"> • Increase in employment rates among elderly and disabled compared to baseline data • Percentage of program participants who successfully transition to paid employment after completing training or support programs and group activities • Job retention rates • Number of employers providing disability awareness training 	<p>Partners</p> <ul style="list-style-type: none"> • Gateway Community College • Workforce Alliance • New Haven Works • Southern Connecticut State University • New Haven Disability Services • New Elderly Services