

Union Square Choice Neighborhood Initiative  
June 6, 2024 Housing Resident Advisory Committee Meeting  
Robert T. Wolfe Community Room – 49 Union Avenue, New Haven, CT

**Attendees:**

Michaela Mahon – Housing Team  
David Stemple – Housing Team  
Ken Boroson – Housing Team  
Shenae Draughn – ECC/Glendower  
Haley Vincent – ECC/Glendower  
Ed LaChance – ECC/Glendower  
Monica Wolfork - ECC/Glendower  
Jimmy Miller – Censere Consulting  
Ilesha Morrison  
G. Casilio  
Janice Cash  
Jeffery Walker  
Danniel Jani  
Shirley Grice  
Ishallena George  
James T.  
Linda Cross  
Angel F.  
Alicia Spencer  
Alberta Golden  
Ada Hobby  
Carmen M.  
Vanessa Elias  
Robert Manick  
John Pupello  
Eric J.  
Airess Johnson  
Manuel Rosado  
Natasha Brown  
A. Hunter  
Nica Latina  
B. Perry

**Meeting Feedback:**

Regular text: notes taken at meeting

*Italic text: additional text added for context*

**STRENGTHS**

- Lots of available space next door
- Centrally located
- Good public transportation
  - *Buses at Union Station, easily accessible*
- “Can go where you need to go”
- Cable Connectivity program
  - *Affordable Connectivity Plan gives subsidy for internet access*
- Location (next to police and train)
- Police Station
- Lack of crime in area
  - *Not an area with heavy crime such as shootings, robberies, etc*
- (Some) Security Personnel
- Food Bank

**WEAKNESSES**

- Parking – lack thereof; no guest parking either.
  - *Parking on street or in local garages is prohibitively expensive. Particularly an issue for the disabled population of RTW, who need a car to get around*
- Nothing happening to next door space
  - *Residents would like to see site used for something in the meantime*
- No Space for children
- Perception of public/affordable housing
- Size of units (too small)
- Entry door – building access
  - *Entry door opener is faulty, residents have concerns about safety for getting into the building. Intercom also inoperable*
- Expensive – lack of resources
  - *The cost of living around the site is high, no where to get affordable groceries or daily use items, parking is expensive*
- Lack of resources for homeless – people entering the building, make residents feel unsafe
- Security
  - *Residents experiencing issues with security guards not properly securing the building*

#### OPPORTUNITIES

- Interim parking solutions
  - *Can the CSS site be utilized for parking and other solutions before sitework begins?*
- Add more public transport when new housing
- Bigger community of affordable housing
- Increase unit size
- Place for seniors
- After school programs
- Room for more housing
- Larger community room/center
  - *Residents want to see space for them to gather and have community events, larger and better equipped than the RTW community room*
- Resident oriented activities (more!)
- Education
- Park for grandkids – splashpad
- Nice sitting areas
- Washer and dryer! Dishwashers! *In unit*
- Central air
  - *Not everyone can afford to provide their own window units*
- Convenience/grocery store/bodega
- Aldi?
- W/D on each floor – *if W/D in unit isn't possible, residents would like to have a laundry room on each floor to make doing laundry easier*
- Smoking area (not inside)
  - *People smoking in the stairwells – residents asking for a designated smoking area outside*

#### THREATS

- Concern that project is not for Robert T Wolfe Residents
- Flooding
- Drugs
- Rodents
- Non-residents entering *the building*
- Gentrification – *concerns about being forced out*

ADDITIONAL NOTES







- Parking
- Care about Robert T Wolfe
  - *Residents expressed the feeling that the planning process doesn't care about their interests*
- Yale Site – parking opportunity
  - *The former Yale School of Nursing site is currently a large, underutilized parking lot*
- What can happen **now**?
- Need short term + long term goals
  - *Short term goals needed to improve the residents current living conditions*
- Buildings Downtown - % affordable is unknown/small
- Crime adjacent to Union Station
  - Crime happening next to train



SWOT Board:

## HOUSING SWOT EXERCISE

<p><b>STRENGTHS (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>LOTS OF AVAILABLE SPACE NTR</li> <li>CENTRALLY LOCATED</li> <li>GOOD PUBLIC TRANSP</li> <li>"CAN GO WHERE YOU NEED TO GO"</li> <li>CABLE TV <sup>CONNECTIVITY</sup> ACCESS PROGRAM</li> <li>LOCATION (NXT TO POLICE + TRAIN)</li> <li>POLICE STATION</li> <li>LACK OF CRIME IN AREA</li> <li>(SOME) SECURITY PERSONEL</li> <li>FOOD BANK</li> </ul>	<p><b>WEAKNESSES (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>PARKING - LACK - NO GUEST EITHER</li> <li>NOTHING HAPPENING TO NEXT DOOR SPACE</li> <li>SPACE FOR CHILDREN PERCEPTION</li> <li>SIZE OF UNITS (TOO SMALL)</li> <li>ENTRY DOOR - BUILDING ACCESS</li> <li>EXPENSIVE - LACK OF RESOURCES</li> <li>LACK OF RESOURCES FOR HOMELESS</li> <li>↳ PEOPLE ENTERING BUILDING</li> <li>SECURITY</li> </ul>
<p><b>OPPORTUNITIES (EXTERNAL)</b></p> <ul style="list-style-type: none"> <li>W/D ON EACH FLOOR</li> <li>INTERIM PARKING SOLUTIONS <sup>ALDI!</sup></li> <li>ADD MORE PUBLIC TRANSP WHEN NEW HOUSING</li> <li>DOG PARK</li> <li>BIGGER COMMUNITY OF AFFORDABLE HOUSING</li> <li>INCREASE UNIT SIZE <sup>CENTRAL AIR</sup></li> <li>PLACE FOR SENIOR <sup>CONVENIENCE / PROPERTY DESIGN</sup></li> <li>AFTER SCHOOL PROGRAMS</li> <li>ROOM FOR MORE HOUSING <sup>SMOKING AREA (NOT INSIDE)</sup></li> <li>LARGER COMMUNITY ROOM / CENTER</li> <li>RESIDENT ORIENTED ACTIVITIES (MORE!)</li> <li>EDUCATION</li> <li>PARK FOR GRAND KIDS - SPLASH PAD</li> <li>NICE SITTING AREAS</li> <li>WASHER + DRYER! DSHWASHERS!</li> </ul>	<p><b>THREATS (INTERNAL)</b></p> <ul style="list-style-type: none"> <li>CONCERN THAT PROJECT IS NOT FOR RTW</li> <li>FLOODING</li> <li>DRUGS</li> <li>RODENTS</li> <li>NON RESIDENTS ENTERING</li> <li>GENTRIFICATION → FORCED OUT</li> </ul>

ADDITIONAL NOTES:

RES MTG

- PARKING
- CARE ABOUT RTW
- YALE SITE - PARKING OPPORTUNITY
- WHAT CAN HAPPEN NOW?
- NEED SHORT TERM + LONG TERM GOALS
- BUILDINGS DOWNTOWN -> % AFFORDABLE IS UNKNOWN / SMALL
- CRIM ADJACENT TO UNION STATION
  - ↳ CRIME HAPPENING NXT TO TRAIN

\* NEED A COHESIVE PLANNING PROCESS  
SO MANY DIFFERENT PLANNING EFFORTS

(1)




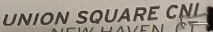


PEOPLE SWOT FEEDBACK:

## PEOPLE TASK FORCE SWOT EXERCISE RESULTS

<h3>STRENGTHS (INTERNAL)</h3> <ul style="list-style-type: none"> <li>• Parks to gather*</li> <li>• Library</li> <li>• Proximity to hospitals/clinics*</li> <li>• Access to highway</li> <li>• Local businesses</li> <li>• Community centers for youth &amp; seniors</li> <li>• Diversity/culture/arts</li> <li>• Schools</li> <li>• Green space</li> <li>• Public Transportation*</li> <li>• Neighborhoodlike</li> <li>• Police Department</li> <li>• Train station</li> <li>• Access to Downtown*</li> <li>• Restaurants*</li> </ul>	<h3>WEAKNESSES (INTERNAL)</h3> <ul style="list-style-type: none"> <li>• Lack of Lighting</li> <li>• Lack of Security/safety</li> <li>• Community not working together</li> <li>• Walkability</li> <li>• Information centers</li> <li>• Signage! Way-finding in Union Square/Hill</li> <li>• Greenspace for physical activity/open space to sit</li> <li>• Adult education relocating</li> <li>• Schools/physical improvement</li> <li>• School academic improvement</li> <li>• Lack of access to fresh and inexpensive foods</li> </ul>
<h3>OPPORTUNITIES (EXTERNAL)</h3> <ul style="list-style-type: none"> <li>• Lighting</li> <li>• Security/safety</li> <li>• Addressing homelessness</li> <li>• Services in Union Station</li> <li>• Recreational spaces for youth and elderly; indoor and outdoor*</li> <li>• Community Garden</li> <li>• Development of children &amp; adult education: -children programs, -computer literacy, -GED, -Continuing Education, -financial literacy</li> <li>• Financial literacy &amp; opportunities</li> <li>• Workforce training</li> <li>• Jobs &amp; job creation</li> <li>• Walk-in clinic</li> <li>• Update public spaces</li> <li>• After school programs</li> <li>• More funding</li> <li>• Supermarket w/ fresh foods: -Price Rite, Aldi</li> <li>• Building sense of community and friendliness</li> <li>• Senior center/community center</li> <li>• Elderly services</li> <li>• School</li> </ul>	<h3>THREATS (INTERNAL)</h3> <ul style="list-style-type: none"> <li>• Gentrification: -kicked out or eased out where will we live?*</li> <li>• Increasing/high rent*</li> <li>• Drugs</li> <li>• Relocation of police department</li> <li>• Decrease in utilization services</li> <li>• Increase traffic</li> <li>• Affordable daycare</li> <li>• Affordable housing</li> <li>• Lack of community social service funding</li> <li>• Speeding vehicles causing harm to residents</li> <li>• Lack of resources for early education</li> <li>• Lack of Care4Kids</li> <li>• Lack of qualified teachers</li> <li>• Adult education for English learners (ESL)</li> <li>• Cost of healthcare</li> <li>• First time homebuyers funding and education</li> <li>• More funding for sidewalks to accommodate walking</li> <li>• 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</li> </ul>

\* Items that came up more than once





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# Welcome!

## Resident Advisory Meeting Thursday, June 6th

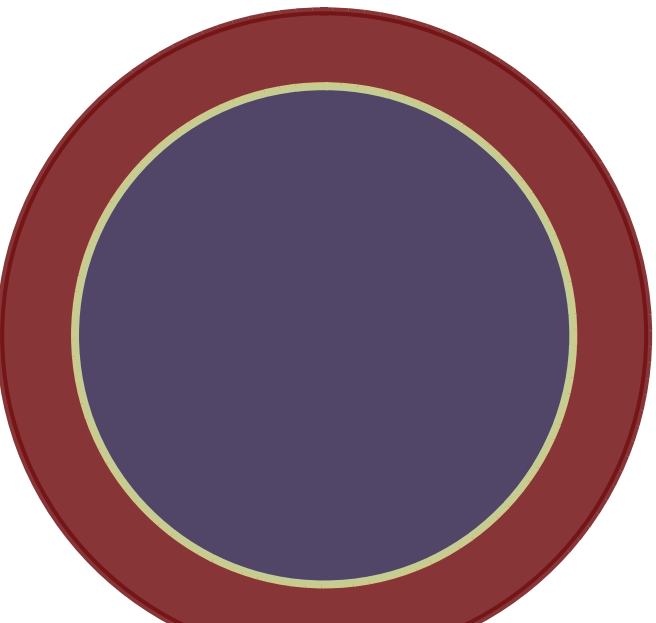


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# Agenda

- Call to Order
- Introduction
- What we have Heard
- Previous Planning Efforts
- Breakout Sessions
- Regroup
- Discuss Upcoming Charrette/Workshop
- Master Planning Schedule and Next Steps
- Wrap Up





# Call to Order



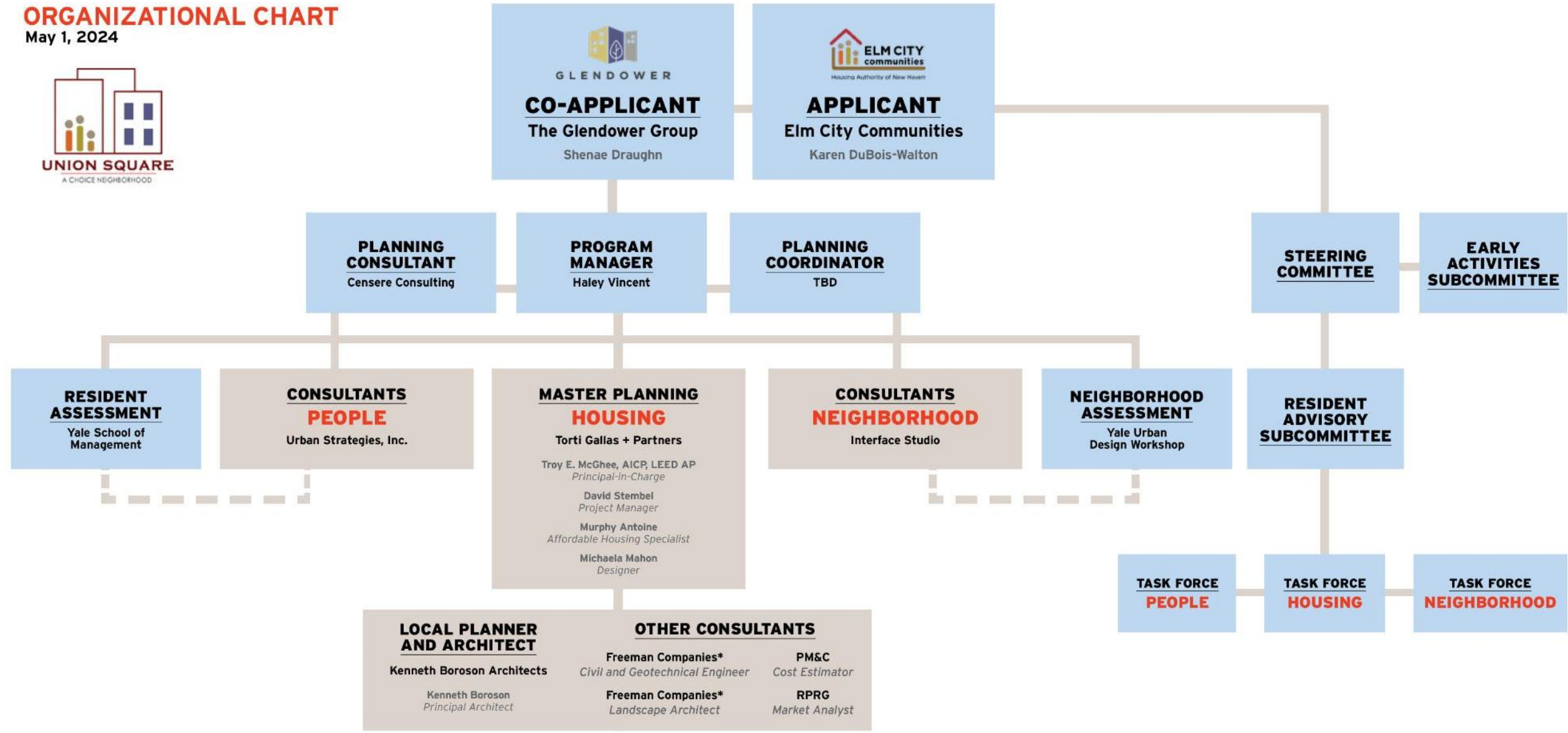
**Thank You to our Resident Advisory  
Council Co-Leads!**

*Doris Doward and Shirley Grice*



# Intro: Union Square CNI Organization

**ORGANIZATIONAL CHART**  
May 1, 2024



— Operational Oversight  
 - - - Support  
 \* MBE/WBE/DBE/and/or SBE



# 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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# What is a Choice Neighborhood Initiative?



The Choice Neighborhood Initiative will transform distressed neighborhoods into viable and sustainable mixed-income neighborhoods by linking **housing improvements** with appropriate services, schools, public assets, transportation, and access to jobs.

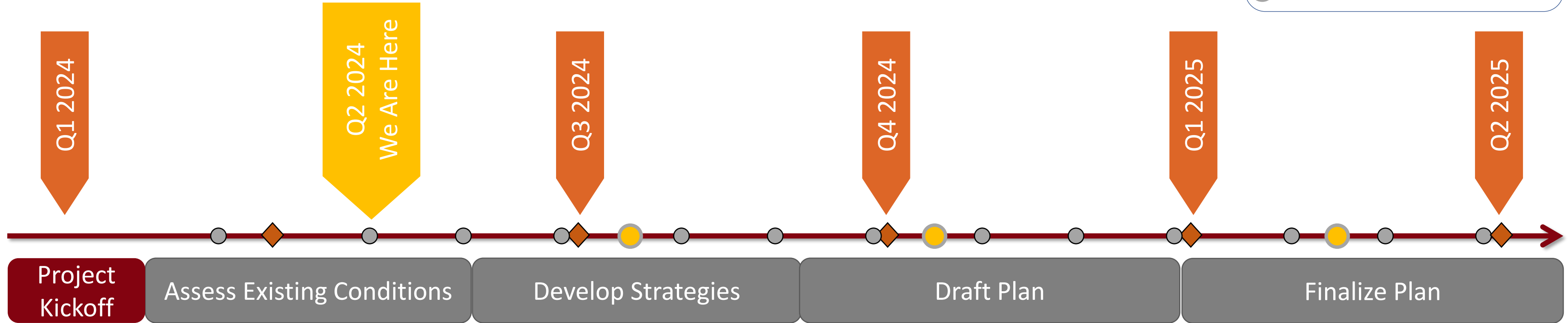




# Planning Process – Where Are We?

**KEY**

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



Project Kickoff

Assess Existing Conditions

Develop Strategies

Draft Plan

Finalize Plan

- **May 23<sup>rd</sup> Housing Committee Meeting**
- **June 6<sup>th</sup> Housing/Steering Committee Meeting**
- **June 20<sup>th</sup> Listening Session**

- **July 18<sup>th</sup> Housing Committee Meeting**
- **Multi-day Visioning Workshop: September 2024**





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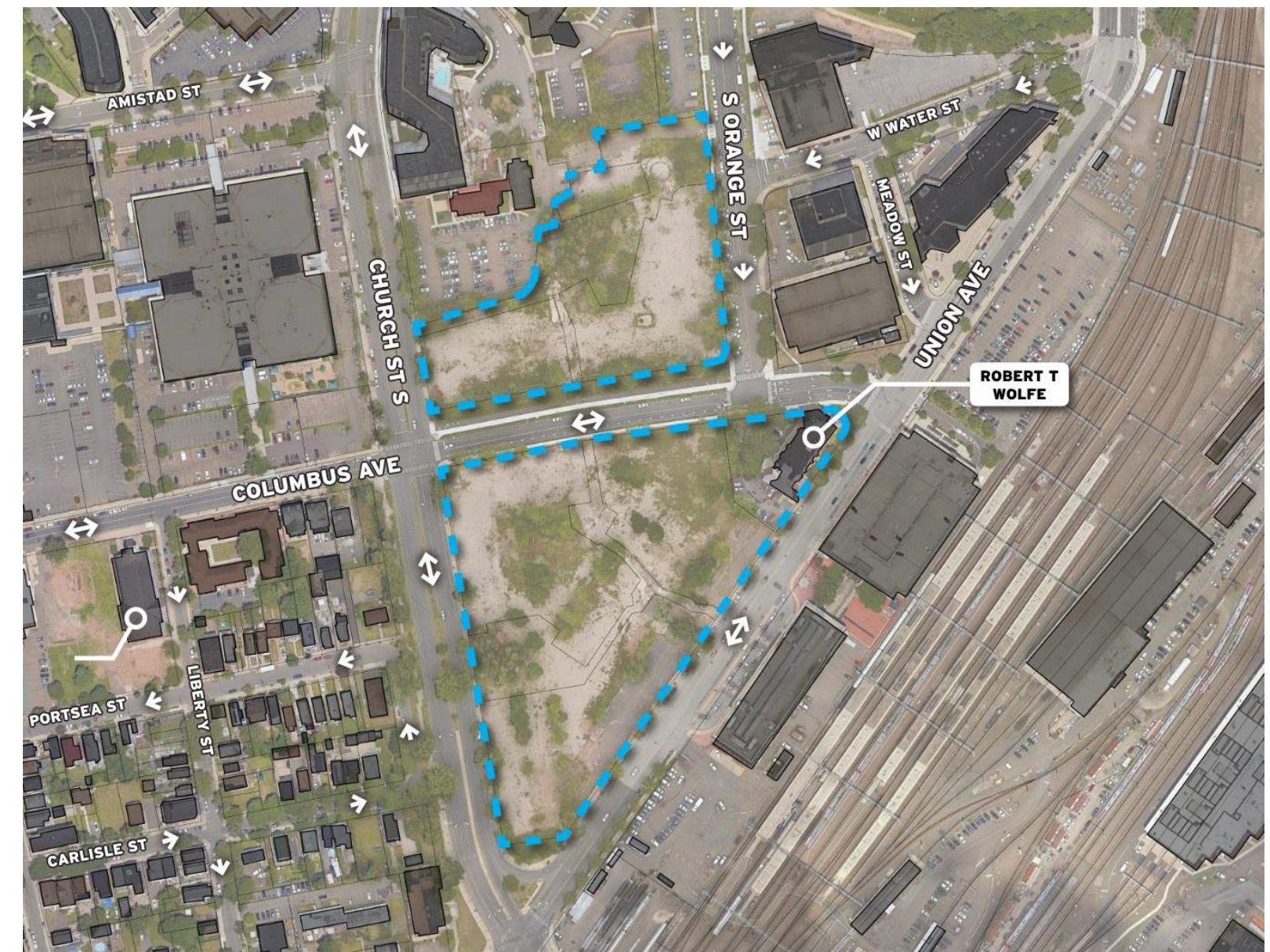
# What We Have Heard



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# Steering Committee and Task Force Meetings



- **Neighborhood**

- Take into account **new development** around Union Square
- Neighborhood **Safety**

- **Site**

- Pedestrian **Mobility** – safer crossings
- Flooding
- Lack of Parking





# May 23<sup>rd</sup> Housing Task Force Meeting

May 23<sup>rd</sup> MEETING

- We Need to keep in MIND WHAT IS WORKING NOW WILL WORK IN THE FUTURE.
- MAKE SURE WE PRESENT WORK THAT WE HAVE DONE - ANALYSIS.
- HOW WILL WE USE PREVIOUS PLANS RATHER THAN START FROM SCRATCH?  
- HAVE SLIDE OR TWO REGARDING PREVIOUS PLAN.
- NEED A COHESIVE PLANNING PROCESS, SO MANY DIFFERENT PLANNING EFFORTS.

①

- TALK ABOUT SURROUNDING AREA FIRST AND THEN THE SITE.
- MEET WITH ARMY CORP REGARDING FLOODING.
- TYPES OF FLOODING
  - 100 YEAR
  - STORM SEWER
  - TIDAL
- FLOODING AT T. WOLFE AND THE TOWERS
- ADD 500 YR FLOOD PLAIN
- OTHER ASSETS TO KEEP IN MIND - RESIDENTS, LOOK AT MORE THAN JUST BUILDINGS.

②

- REZONING AFTER VISION IS CREATED. MAKE SURE IT CAPTURES ALL PLANNING EFFORTS THAT ARE IN THE AREA.
- GET NOTES FROM COMMUNITY MEETING THAT WAS HELD FOR THE UNION STATION PARKING LOT SITES.
- CONSIDER RADIO ADVERTISEMENT OR SOME OTHER METHOD TO GET PEOPLE ATTEND THE MEETING.  
EX. NEW HAVEN INDEPENDENCE. PUBLIC SERVICE ANNOUNCER (PSA)
- UPLOAD MATERIALS TO THE WEBSITE.
- BEFORE AND AFTER IMAGES OF SUCCESSFUL MIXED USE / MIXED INCOME PROJECTS
- MARKET STUDY - YES. DRAFT IN JUNE AND FINAL IN JULY.

③

- HEALTH CARE.
- T. WOLFE RESIDENTS WILL WANT TO KNOW HOW ISSUES THAT THE BUILDING HAS NOW WILL BE ADDRESSED.
- DO WE REALLY NEED THE LINGO SLIDES?
- HAVE FOOD AT THE MEETINGS.

- Plan for longevity – need to keep in mind what is working today will work in the future
- Cohesion with Previous and Current Plans
  - Hill to Downtown
  - Vision 2034 – New Haven Comprehensive Plan
- Coordination with Neighbors
  - The Towers
  - Union Station
- New Haven has different types of flooding
- Community assets – organizations, healthcare, etc







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# Building on Prior Planning Efforts

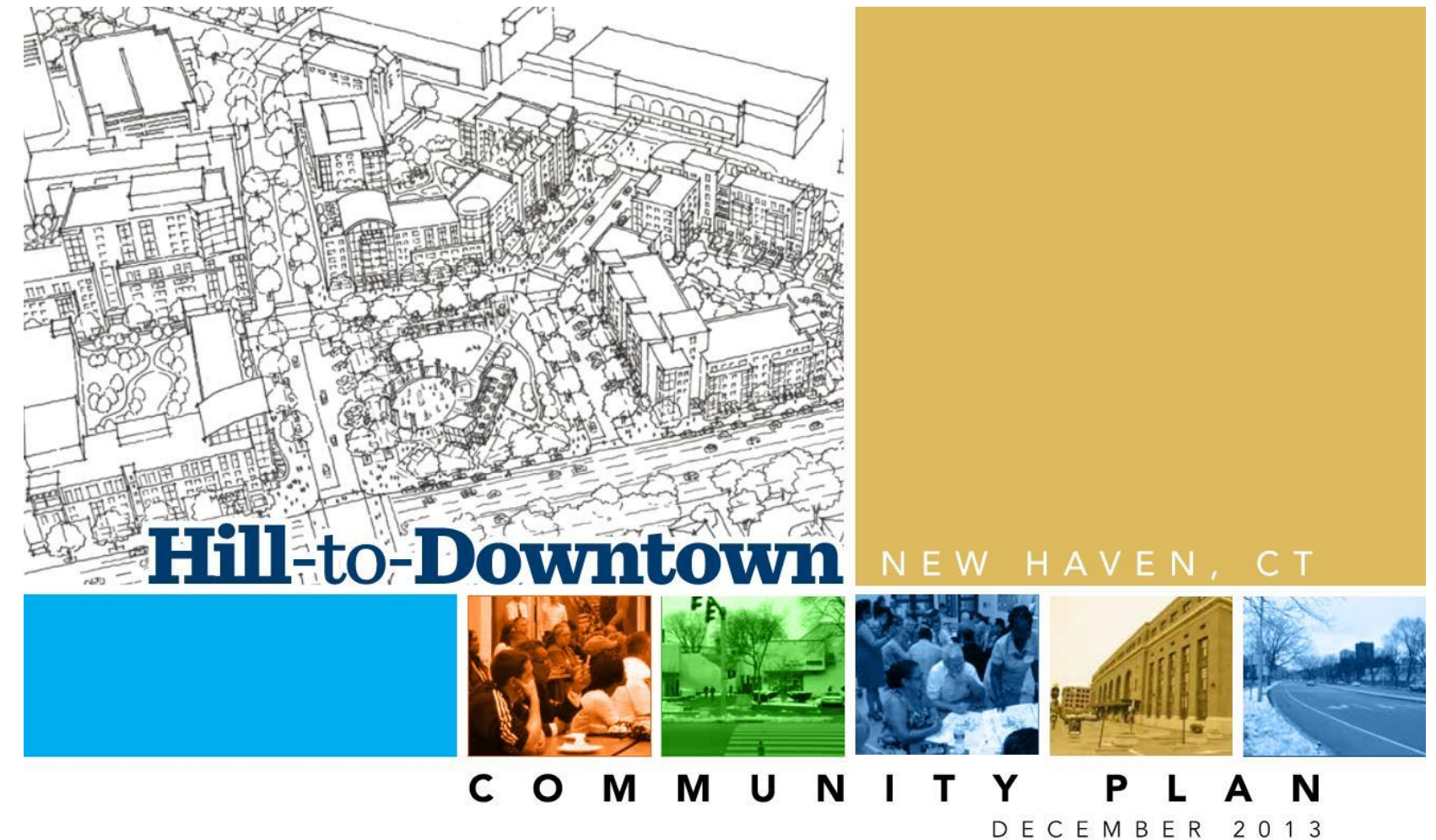


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# Prior Planning Efforts

## 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**.



[www.HilltoDowntownNewHaven.com](http://www.HilltoDowntownNewHaven.com)

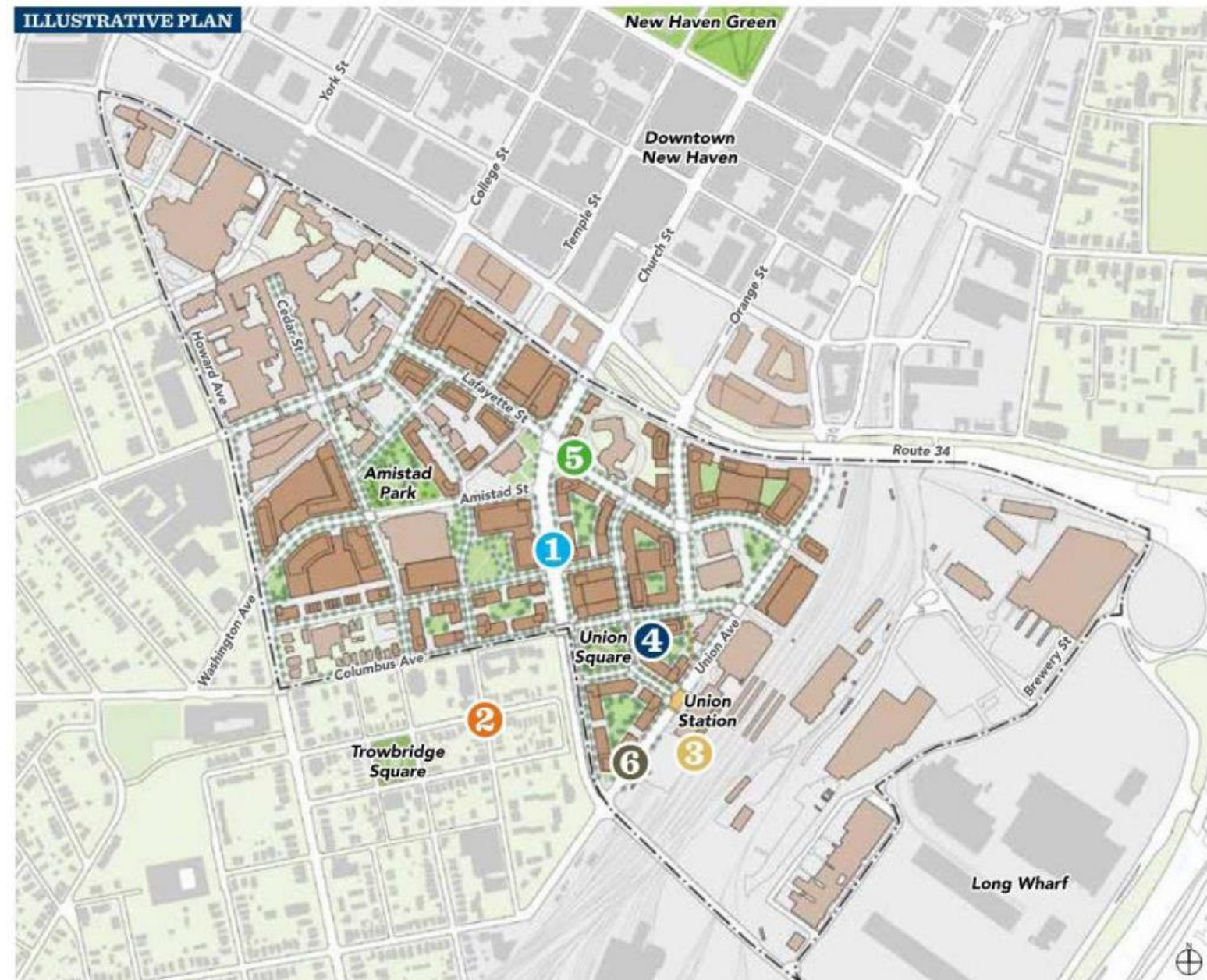


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# Previous Efforts: Hill to Downtown Plan

## 2012-2013 Hill to Downtown Plan



### SIX KEY INITIATIVES

**1**

#### Establish Church Street as the Center of a Walkable, Mixed-Use District

The Community Plan establishes Church Street as an active, pedestrian-oriented roadway defined by new housing, open space, retail, research and institutional uses.

**2**

#### Invest in Existing Neighborhoods

(Columbus, Howard, Trowbridge)

The Community Plan promotes strengthened connections between Hill-to-Downtown and Trowbridge Square. A significant reuse opportunity exists at the Sacred Heart Church campus on Columbus Avenue, with several infill opportunities on Cedar Street and Howard Avenue. Funding should be established for these targeted investments that will strengthen the existing neighborhood.

**3**

#### Connect Union Station to Church Street

The Community Plan seeks to reestablish a historic connection between Union Station and Downtown by creating a new pedestrian/vehicular corridor extending from the front doors of Union Station directly to Church Street.

**4**

#### Redevelop the Church Street South Residential Complex

The Community Plan shows a potential scenario for how this critical area of the district could be redeveloped as a new mixed-income residential community including retail, restaurants and a new destination open space at the doorstep of downtown.

**5**

#### Build a New Lafayette Street

The Community Plan establishes a New Lafayette Street, enhancing access, assisting with traffic demand management, and opening up significant development opportunities on key parcels of land along Route 34. The new street builds on the plan for New Orange and Temple Streets that is part of the Downtown Crossing initiative.

**6**

#### Strengthen Union Avenue

The Community Plan proposes roadway improvements for Union Avenue, making it a "complete street"—one that balances the needs of autos, pedestrians, and cyclists and anticipates future development next to and across from Union Station.



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# Previous Efforts: Hill to Downtown Plan

Three planning scenarios were developed for Public Meeting #6 incorporating public input, market assessment, new street connections, and a desire for placemaking in the Hill-to-Downtown district.

## Scenario 1: Urban Village/ Station Square

A retail area surrounding a small green would be located directly across the street from Union Station, creating a focus of activity at a "Station Square". Additional retail would be encouraged along Orange Street to make a key connection back to downtown, while Church Street would become a landscape boulevard.



### KEY FEATURES

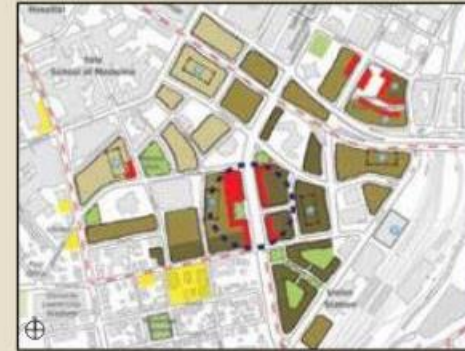
**Retail** Focus neighborhood services and restaurants/cafes near Union Station.

**Public Space** Create civic park across from station and neighborhood green space along Columbus Ave.

**Scale** Keep buildings lower along neighborhood edge.

## Scenario 2: Main Street/ Urban Gateway

Church Street becomes the focus of activity with retail on the Nursing School site and across the street on the existing parking parcel. This scheme envisions a new "Main Street" environment that would draw people from downtown or Union Station into the heart of the district.



### KEY FEATURES

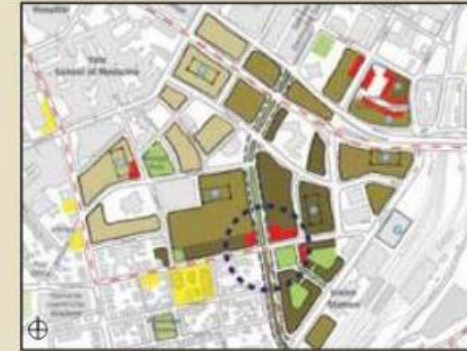
**Retail** Mix larger format retail (ex. large pharmacy) with neighborhood services to meet wide range of needs.

**Public Space** Create sequence of green spaces and plazas along Church St. to provide opportunities for different types of use.

**Scale** Keep buildings lower along neighborhood edge.

## Scenario 3: Neighborhood Square

The third scenario scales back the amount of retail development on Church Street and focuses it around a new "Neighborhood Square" at the intersection of Church and Columbus. A new open space would link directly back (visually and physically) to Union Station.



### KEY FEATURES

**Retail** Focus neighborhood service establishments around Columbus Ave./Church St.

**Public Space** Create community green space at neighborhood intersection (Columbus Ave./Church St.) to define a new place for residents.

**Scale** Keep buildings lower along neighborhood edge.



The final Framework Plan was discussed at Public Meeting #7 and now serves as the foundation of this Community Plan.

## The Framework Plan

One key step in the process was a public workshop to review alternative future options for the district. Three options or "scenarios" were discussed at the public meeting, each one representing a different approach toward the general locations of residential, commercial, institutional and retail land uses and a variety of other concerns. Workshop participants generally concluded that an approach that blended Scenario 2 and Scenario 3 (shown below) most closely met community goals and provided the best foundation for the Community Plan.



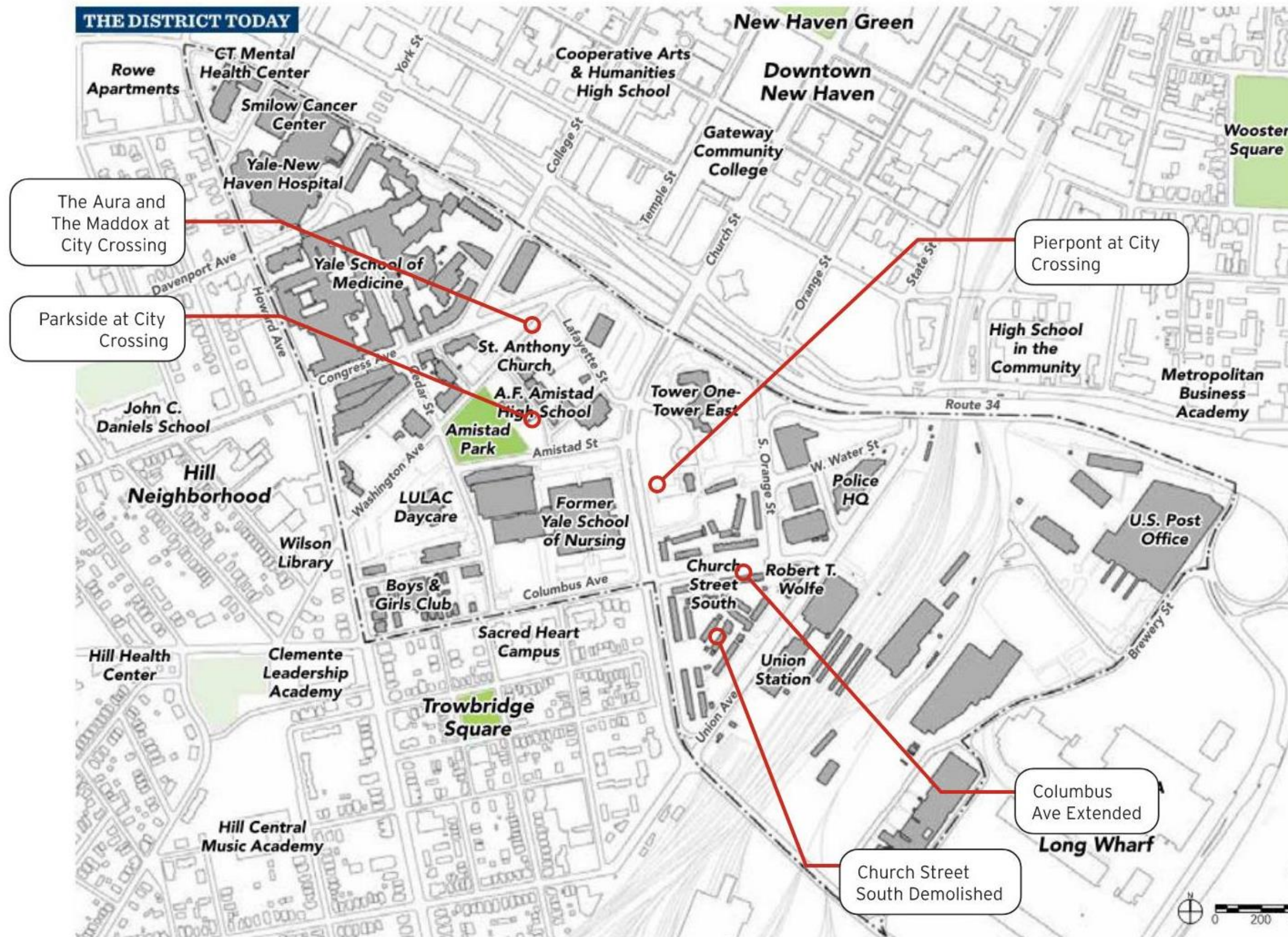
## Planning Process

- **Seven** Public Meetings/Workshops generated 3 preliminary plans, which were then streamlined into one "Framework" plan
- **Community Goals:**
  - Create a Sense of Community
  - Provide Safety and Security
  - Provide Opportunities for a Diverse Mix of People
  - Become Connected
  - Incorporate Things to Do
  - Include New Public Spaces





# Hill to Downtown Plan – Site Today



- City Crossing Developments
  - The Aura
  - The Maddox
  - Parkside
  - Pierpont
- Church Street South Apartments Demolished
  - Infrastructure & Environmental Study underway
- Columbus Avenue extended





# Site Today

## 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.



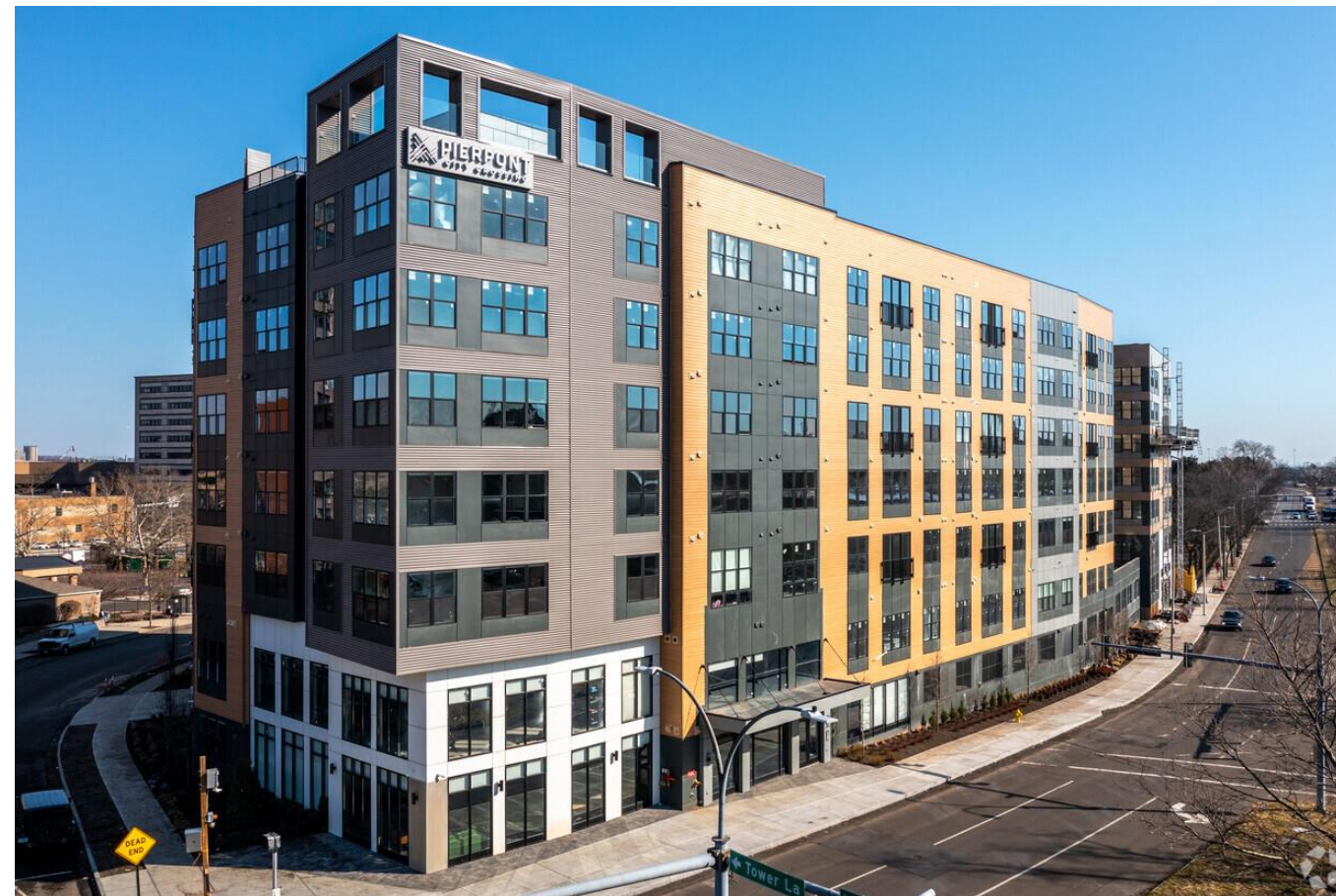
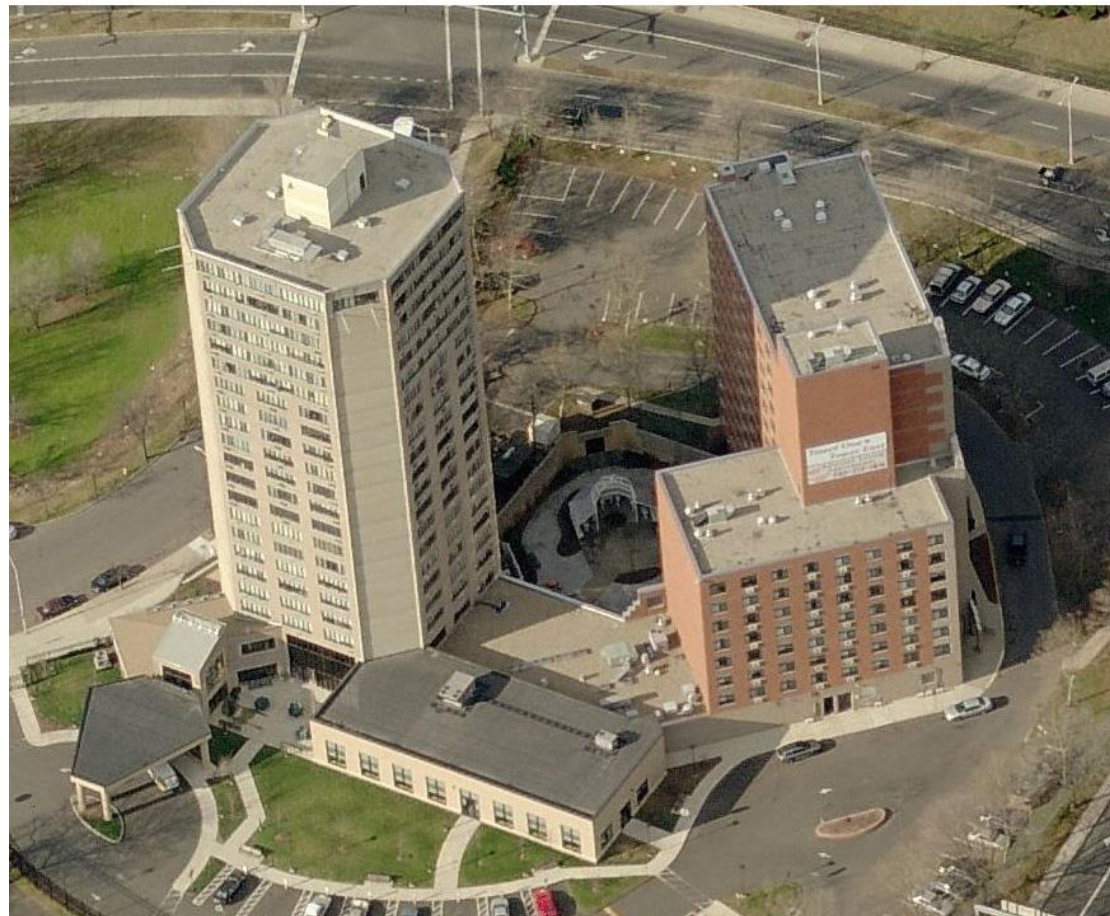
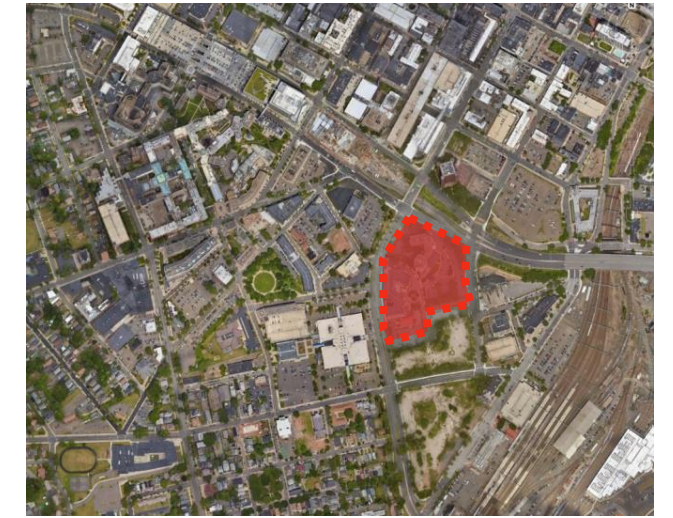
Clockwise from Upper Right: Prince Street Apartments, Parkside at City Crossing, The Aura and The Maddox at City Crossing  
Image credit: Ken Boroson Architects



# Site Today

## Neighbors to the North of the Site:

- The Towers
- Pierpont at City Crossing
- St Basil's Greek Orthodox Church



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# Breakout Sessions



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# Regroup & Share



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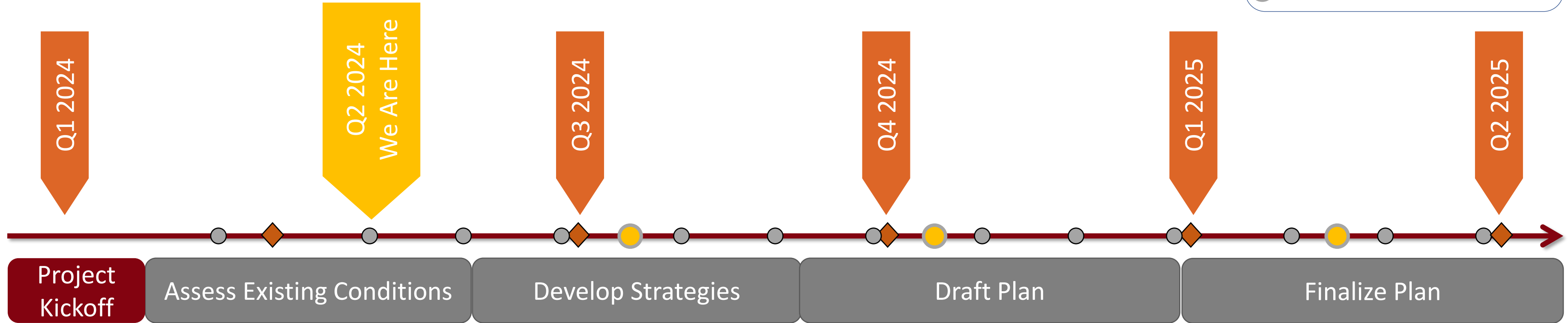
# Upcoming Charrette/Workshop



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# Planning Process – Where Are We?



Project Kickoff

Assess Existing Conditions

Develop Strategies

Draft Plan

Finalize Plan

- **May 23<sup>rd</sup> Housing Committee Meeting**
- **June 6<sup>th</sup> Community Meeting**
- **June 20<sup>th</sup> Listening Session**
- **July 18<sup>th</sup> Housing Committee Meeting**
- **Multi-day Visioning Workshop: September 2024**
  - **September 9 - 12**







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# Thank You For Your Time!



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# HOUSING TASK FORCE SWOT EXERCISE RESULTS

## STRENGTHS (INTERNAL)

LOCATION

- Available space to develop next door (former Church Street South site)\*
- **Centrally located - close to Union Station, commuters, TOD development, Police Department\***
- Proximity to jobs - Union Station
- Fairly walkable - location, sidewalk condition, street trees

ENGAGEMENT

- Robert T Wolfe Residents - speaking up for their concerns, mobilizing ability to get each other involved\*
- "Community within Community"
- Strong Political Will & Economic Support for Vision, Zoning precedent set by Union Station
- ECC Ownership - local entity, sole owner

RESOURCES

- Cable Connectivity Program
- Food Bank
- **Good public transportation access\***

## WEAKNESSES (INTERNAL)

BUILDING

- Lack of resident and guest parking\*
- Units are too small\*
- **Faulty entry door/faulty building access\***

SITE/AREA

- Vacant next door space
- No space for children
- **Not pedestrian friendly - big, busy roads\***
- **Lack of access to fresh foods and convenience retail, cost of living in area is expensive\***
- **Lack of neighborhood amenities\***
- Oversaturation of smoke shops
- **Lack of resources for homeless population - building security concerns\***

SOCIAL

- Perception of affordable housing
- High level of scrutiny/skepticism
- Prior planning efforts did not engage Robert T Wolfe residents

ECO-NOMIC

- Labor market is not huge
- Rents don't support all growth

## OPPORTUNITIES (EXTERNAL)

SITE/BUILDING IMPROVEMENTS

- Improved living units - central air, washer/dryer in unit or on each floor, increased unit size, dishwasher
- Larger community room/center\*
- Interim parking solutions during construction
- Designated smoking areas
- **Dog park, nice sitting areas to gather\***
- **Places for seniors**
- **Park for grandkids - splashpad**
- **Convenience/grocery store/bodega - Aldi?\***

PROGRAMS

- **After school activities\***
- **More resident-oriented activities and education opportunities\***

AFFORD-ABILITY

- **Create a bigger affordable housing community. Create clean, walkable, safe housing\***
- Deisolate and connect people
- Increased deeply affordable housing in a mixed income neighborhood

RESIDENT AGENCY

- People can have input to their living situation - engagement of Robert T Wolfe residents
- Intentionality in planning and listening\*
- Accountability - healing, a fresh start while acknowledging site history\*

LONG TERM VISION

- Leveraging this project for infrastructure improvements - flooding, road improvements

## THREATS (EXTERNAL)

GENTRIFICATION

- Concern that project is not for Robert T Wolfe
- **Gentrification - being forced out\***
- Change of neighborhood culture
- **Dislocation\***
- Increased taxes
- Accountability\*

SITE CONDITIONS

- Rodents
- Flooding\*
- Sea level rise
- Is city infrastructure keeping up with development?
- Building too densely, not enough green space
- Potential of area to fall into disrepair again - repeating cycles

SOCIAL

- Drugs
- **Non-residents entering building\***

ECONOMIC & POLITICAL

- Political Change - election cycles, funding, etc
- Political Pressure - high profile site\*
- Will require lots of subsidy and multiple phases - danger of losing steam
- Running out of money
- Hiring regulatory requirements
- Project will have more expensive building costs - height, flooding, parking
- Uncertainty of marketability
- Market pushes small units

\* Items that came up more than once

**Bold = Items that came up during the People SWOT**

