



Choice Neighborhoods Initiative Implementation Grant

Steering Committee

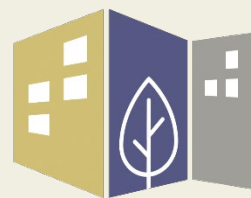
Union Square / Robert T. Wolfe Redevelopment

February 2026, at 5 PM

360 Orange Street, New Haven, CT



Housing Authority of New Haven



GLENDOWER

Empowering Responsible Development




Agenda

PART 1	Welcome and Purpose of Steering Committee
PART 2	Governance Structure
PART 3	Steering Committee Responsibilities
PART 4	Core Strategies: People, Housing, Neighborhoods (CCI)
PART 5	Path to HUD Submission – March 9, 2026



What is the Choice Neighborhoods Initiative (CNI)?

- A HUD program that invests in Housing, People, and Neighborhoods together
- Focuses on improving quality of life for current residents
- Supports replacement housing, services, and neighborhood improvements
- ECC and City are joint applicants



Choice Neighborhoods
Choice Neighborhoods program supports locally driven strategies that address struggling neighborhoods with distressed HUD housing through a comprehensive approach.

[Learn more about Choice Neighborhoods](#)

[Home](#) > [Programs](#) > Choice Neighborhoods

Overview

Choice Neighborhoods awards competitive grants to redevelop severely distressed HUD housing, catalyze investments in the surrounding neighborhood, and improve the lives of residents of the HUD housing. To this end, Choice Neighborhoods is focused on three core goals:

1. **Housing:** Replace severely distressed public and HUD-assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.
2. **People:** Improve the lives of residents living in the target housing related to their income and employment, health, and education outcomes; and
3. **Neighborhood:** Create strong, safe, sustainable and inclusive neighborhoods by investing in physical improvements which attract private investment, spur economic development and improve amenities and services for residents.

Resources

Explore Choice Neighborhoods case studies, webinars, newsletters, and other technical assistance resources including promising practices in neighborhood revitalization, housing redevelopment, and improving resident outcomes in income, employment, health, and education.

- [Choice Neighborhood Newsletters](#)
- [Planning Grant Webinars - coming soon](#)
- [Supporting Economic Success and Stability Toolkit Series](#)
- [Shrinking the Digital Divide Toolkit](#)

What the Implementation Grant Funds

- Replacement and new mixed income housing
- Resident services education, jobs, health, and housing stability
- Neighborhood improvements streets, open space, safety, connections



Why Union Square / Robert T. Wolfe?



- Severely distressed public housing and long-term disinvestment
- Strong location near downtown, transit, jobs, and services
- Years of resident engagement and planning already completed

CNI: Neighborhood & Site Boundaries

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

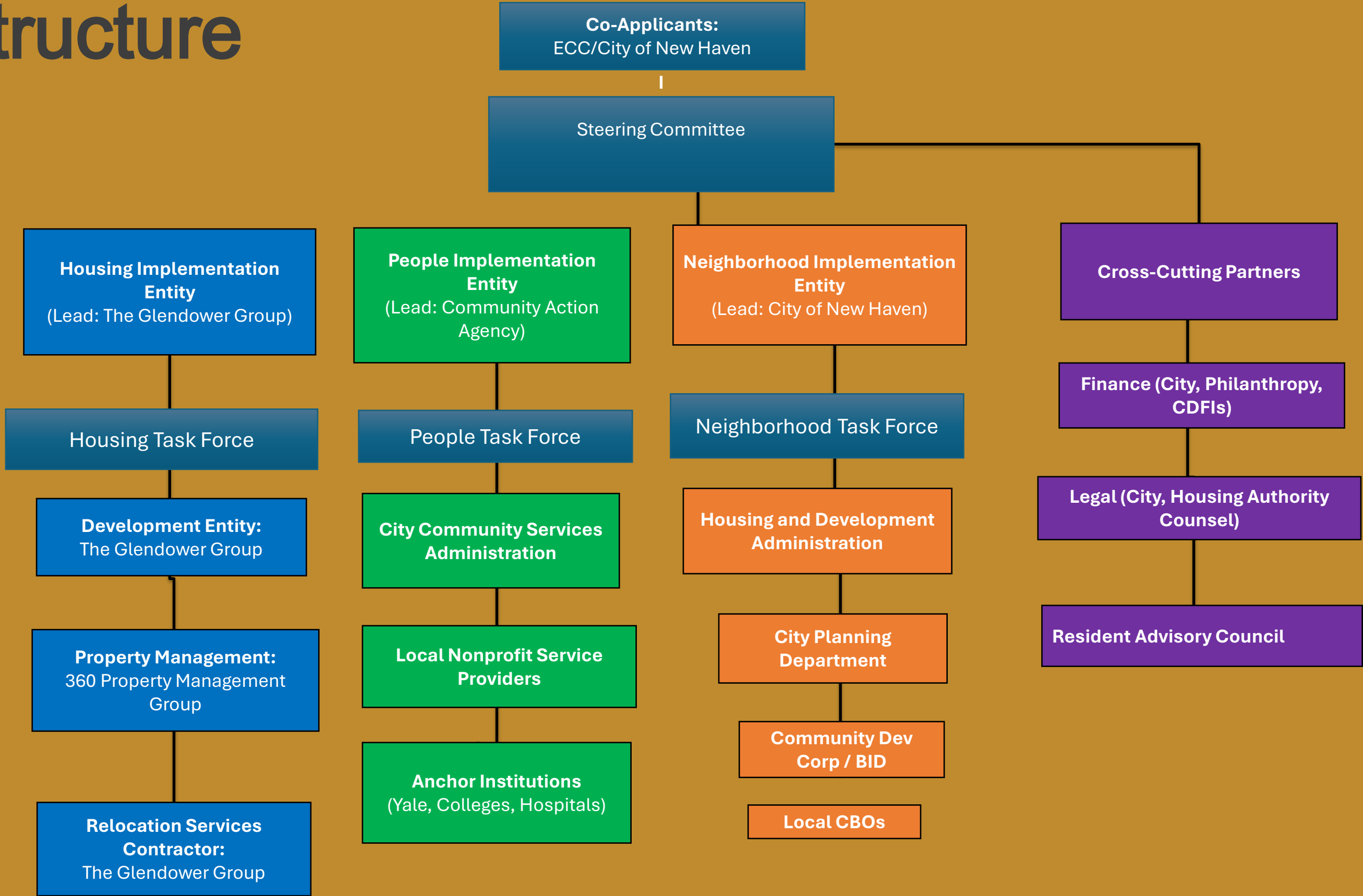


Target Site Boundary

Target Neighborhood Boundary

Choice Neighborhoods Initiative Implementation Governance Structure

- Lead Applicant: Elm City Communities / Housing Authority of the City of New Haven
- Co-Applicant & NDIE: City of New Haven
- Housing Implementation Entity: The Glendower Group
- People Implementation Entity: Community Action Agency of New Haven
- Guided by Steering Committee, Task Forces, and Resident Advisory Committee



Steering Committee

The Union Square Choice Neighborhoods Initiatives Steering Committee functions as the central governance, oversight, and decision-making body guiding implementation of the transformation plan led by Elm City Communities and the City of New Haven.

- Provide strategic oversight of the Union Square Transformation Plan
- Ensure alignment across People, Housing, and Neighborhood strategies
- Resolve crosscutting policy and implementation issues
- Confirm readiness for HUD Choice Neighborhoods Implementation submission
- Support accountability to residents and HUD



Steering Committee Role & Governance

Purpose:

- Serve as the senior decision-making and accountability body for the Union Square Choice Neighborhoods Initiative
- Ensure integration of People, Housing, and Neighborhood strategies into a single, HUD-compliant implementation application

Composition:

- Co-Applicants: Elm City Communities / City of New Haven
- Senior Leadership Representatives:
 - Shenae Draughn, President, Elm City Communities / The Glendower Group
 - Michael Piscitelli, Economic Development Administrator, City of New Haven

Key Responsibilities:

- Approve final Transformation Plan strategies and priorities
- Resolve cross-cutting policy, phasing, and resource issues
- Confirm readiness and authorize submission of the \$26M HUD CNI Implementation Grant
- Provide ongoing governance oversight during implementation

Steering Committee Governance Role

Co-Applicants:

Elm City Communities / City of New Haven

Senior Leadership:

- Shenae Draughn– President, ECC / Glendower
- Michael Piscitelli– Economic Development Administrator, City of New Haven

Role:

Senior decision-making and accountability body ensuring integration of People, Housing, and Neighborhood strategies for HUD Choice Neighborhoods Implementation

The Transformation Plan

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



Who the People Plan Serves

- Robert T. Wolfe residents: seniors and persons with disabilities focused on stability and independent living
- Former Church Street South and Choice Neighborhood families focused on workforce and education outcomes
- Approximately 60–70 households engaged in intensive case management at any given time



Core Strategy: People



- Stabilize households during redevelopment and relocation
- Guarantee Right to Return with intensive case management
- Advance employment, income growth, and workforce pathways
- Support education, youth development, health, and wellness
- Led by Community Action Agency of New Haven with partner network

People Strategy: Core Goals

- Housing Stability and Successful Return
- Employment, Income Growth, and Economic Mobility
- Education and Youth Development
- Health, Wellness, and Independence



People Outcomes and HUD Metrics

- 100% of relocating households assigned a case manager
- 90% or more of eligible households successfully return or secure stable housing
- Employment placement, wage growth, and retention for work-ready residents
- Improved education continuity, health access, and quality of life indicators



Community Action Agency is the People Implementation Entity who will ensure collaboration and coordination among and between partners and case management and stabilization



- Workforce Alliance
- Boys & Girls Club of New Haven
- LEAP
- City Seed
- Education, health, and community partners coordinated by Elm City Communities
- Christian Community Action Agency
- Mary Wade
- Yale New Haven Health
- New Haven Adult and Continuing Education
- New Haven Board of Education
- New Haven Early Childhood Learning
- Fair Haven CHC
- All Our Kin
- Hill Community Health Center
- LULAC
- City of New Haven
- Elm City Communities
- United Way
- Gateway

Neighborhood Strategy: Core Goals

- The Neighborhood Plan focuses on creating a safe, connected, and opportunity-rich environment that supports long-term resident stability and inclusive growth.
- Investments emphasize improvements to the public realm, mobility and connectivity, neighborhood-serving facilities, and institutional coordination that reinforce housing redevelopment and resident services while producing visible, early wins for the broader community.



Core Strategy: Neighborhood (including CCI)



- Re-connect Union Square to Downtown and Union Station
- Invest in streets, open space, safety, and public realm
- Advance district -scale thermal energy and climate resilience
- Deploy \$2.6M in Coordinated Community Investments (CCI)
- Align City capital investments with housing and people outcomes

Neighborhood Outcomes and HUD Metrics

- Increase tree canopy coverage by 25 percent
- Improve pedestrian/ bike safety by 12 percent
- Increase the number of residents reporting they feel safe walking by 65 percent
- Improve or activate the number of community centers by five
- Generate \$10 million in public and private leveraged funds
- Improved education continuity, health access, and quality of life indicators
- Enhance connectivity to the Hill and Downtown

Elm City Communities



Housing Strategy: Core Goals

- The Union Square Housing Plan plans calls one-for-one replacement housing, mixed-income integration, and neighborhood connectivity.
- The Conceptual Plan provides for 2,490 of residential housing in six phases: 50 percent affordable and 50 percent market rate
- Phase I includes 541 residential units and about 21,000 GSF of retail space
- Phase I cost is estimated at \$450 million
- The Concept Plan is informed by urban design analysis, and coordination with City of New Haven planning and engineering staff and is fully consistent with the HUD-approved Union Square Choice Neighborhoods Transformation Plan.



Core Strategy: Housing

- Build-first, phased redevelopment of Robert T. Wolfe Apartments
- One-for-one replacement of all public housing units
- Mixed-income, transit-oriented housing with PBV s and LIHTC
- Early return of Wolfe and former Church Street South residents
- Phase 1 delivers 541 units (1A + 1B + 2A)



Housing Outcomes and HUD Metrics

- One-for-one replacement of 93 units at Robert T. Wolfe
- Mixed-income, mixed use development
- Connectivity to Hill, Downtown New Haven, and Union Station
- Retail and community spaces to enhance quality of life



Union Square Concept Plan: Overview

Union Square Redevelopment

Design Progress
February 11, 2026

Glendower | Elm City Communities | February 11, 2026

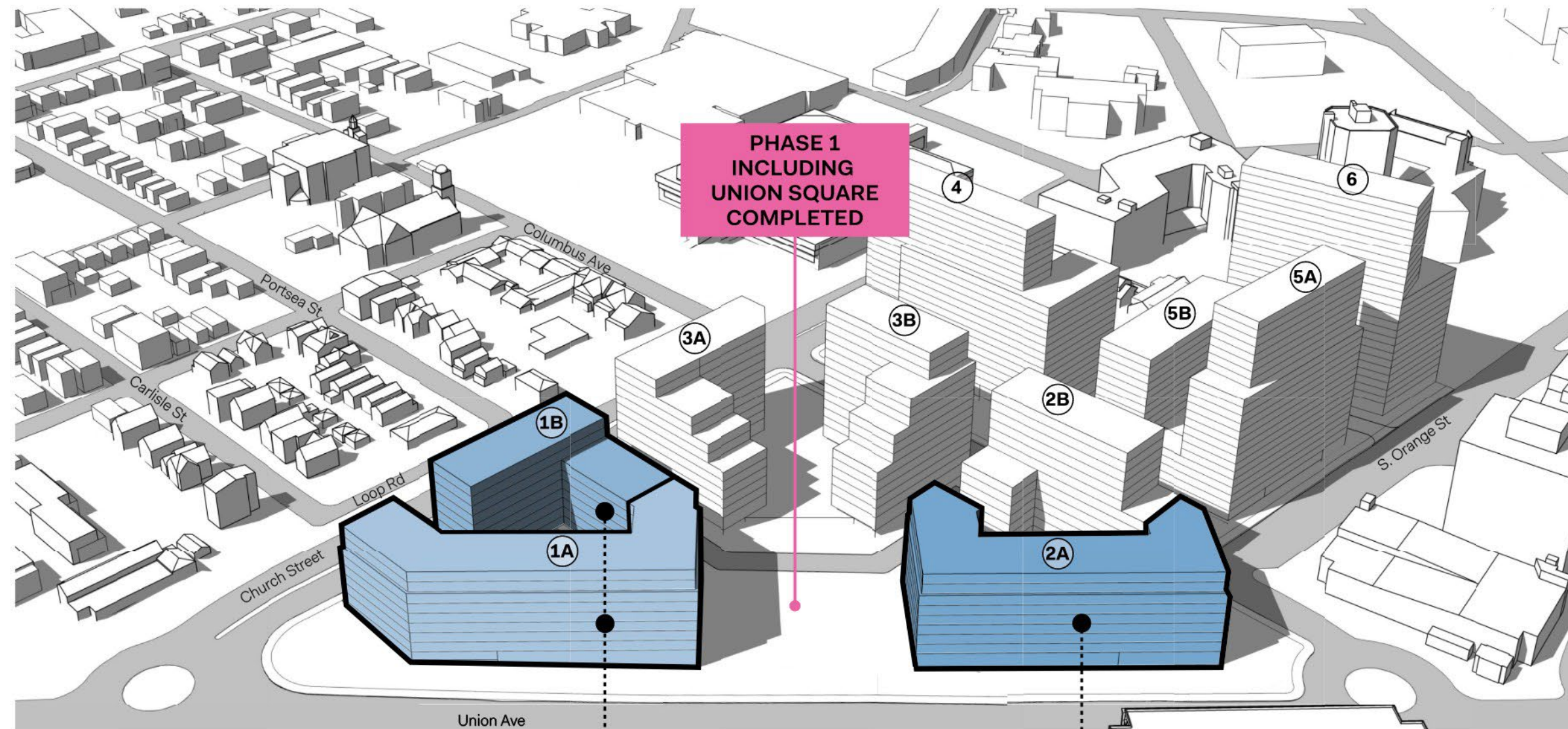
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Project Phase 1 1A + 1B + 2A

Building	Number of Units
Building 1A	206 Units
Building 1B	139 Units
Building 2A	196 Units
Total Phase 1 Units	541 Units

Phasing Concept: Phase 1 Focus

PROJECT PHASE 1 (1A+1B+2A)



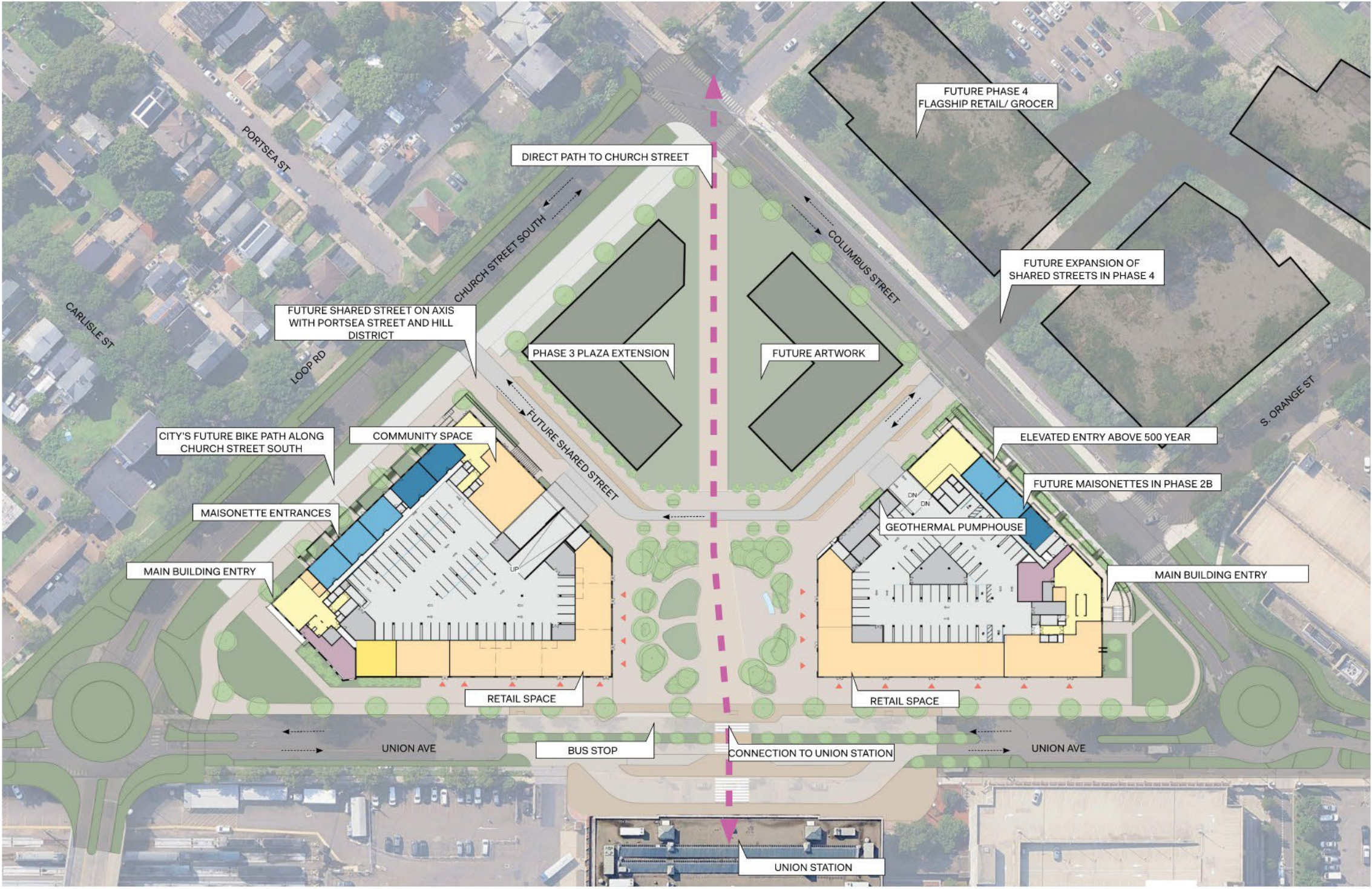
Axon Legend

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|--------------------------|------------------|
| Phase 1 (Bldg 1A) | Phase 3 (Future) |
| Phase 1 (Bldg 1B) | Phase 4 (Future) |
| Phase 1 (Bldg 2A) | Phase 5 (Future) |
| Phase 2 (Future Bldg 2B) | Phase 6 (Future) |

DattnerArchitects

Site Plan and Public Spaces

PROPOSED PLAN



Next Steps and Decision Points

STEP 1

- Finalize integrated People, Housing, and Neighborhood Strategies

STEP 2

- Confirm Steering Committee concurrence

STEP 3

- Submit \$26M HUD Choice Neighborhoods Implementation Grant

STEP 4

- HUD review and award announcement

STEP 5

- Begin implementation upon award

Decisions Requested Tonight

Steering Committee concurrence on the following actions:

- Affirm the integrated People, Housing, and Neighborhood core strategies
- Confirm governance structure and Steering Committee role through HUD submission
- Authorize submission of the \$26 million HUD Choice Neighborhoods Initiative Implementation Grant
- Endorse continued coordination with Task Forces and the Resident Advisory Committee through award

Consensus



UNION SQUARE
A CHOICE NEIGHBORHOOD

Questions and Answers

Thank you for your continued support in our efforts to make a difference in the lives of New Haven residents everyday.