

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

Based on 24 CFR 91.200(c) and 91.220(b), the Executive Summary is provided to assist in the facilitation of the citizen review and comment. This concise executive summary includes the objectives and outcomes identified in the plan as well as an evaluation of past performance. The plan shall also include a concise summary of the citizen participation process, public comments, and efforts made to broaden public participation in the development of the consolidated plan.

The purpose of the City of Norwich's Five Year 2020-2024 Consolidated Plan and 2022 Annual Plan is to develop a viable community by 1) providing decent, affordable and safe housing; 2) creating a suitable living environment; and 3) expanding economic opportunities, principally for low and moderate-income persons. The plan sets forth how HUD Community Development Block Grant funding, will be used with investment priorities to achieve specific HUD objectives and outcomes performance measures. Norwich does not receive HOME Investment Partnership and Emergency Solution Grant funding.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

The City will focus on three main priorities that have multiple objectives and outcomes:

1.) Providing Decent, Affordable and Safe Housing: includes conserving & improving existing housing; assist in providing homeownership; assisting in the development of affordable housing; removing barriers related to accessibility; improving housing specific to shelters, homelessness prevention and/or rapid rehousing and/or permanent supportive housing.

2.) Create a Suitable Living Environment: includes programs that focus on self-sufficiency, health and safety. These objectives and outcomes include providing funding for financial education, outreach, access to benefits, removing barriers around transportation related to medical/health, reducing domestic violence; providing funding for education and/or training related to residents under the age of

18, that may lead to improved employment opportunities; providing funding for projects that create neighborhood or infrastructure improvements, including community facilities/infrastructure in income qualified census tract/block groups.

3.) Expanding Opportunities for Low-to-Moderate Income Persons: includes services associated with job creation, job training and increasing employment opportunities for Norwich residents.

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

The City has made a great effort to ensure that we meet our timeliness goals. In order to do this we are clear with our subrecipients on timely expenditures and have not hesitated to recapture funding that cannot be spent in a timely manner. We have revised our CDBG funded Property Rehabilitation Program to increase funding for eligible units to ensure that residents are getting all the services they need. In doing this we have spent down our Return of Loan funds and successfully expended past years funds.

The goals that have been established by the community are still relevant and the projects that are funded help meet those goals.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

A Request for Proposals was published in the local newspaper for applicants eligible to apply for funds. Previous applicants were also notified by direct email. Applications were made available on-line as well as at the Office of Community Development. Staff reviewed the applications received for compliance and eligibility.

The CDAC held meetings (see attached minutes) utilizing ZOOM and open to the public.

A public hearing took place at the meeting of the Norwich City Council prior to voting on expenditures for the Annual Action Plan. Notice of the public hearing was published a minimum of 14 days in advance.

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

7. Summary

The Community Development Office strives to ensure that the public has the opportunity to participate and comment on all aspects of the Annual Plan. Numerous meetings were held and public comment periods were advertised to allow for residents to participate. The City Council held a public hearing to hear from residents on the plan.

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PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator		Office of Community Development

Table 1 – Responsible Agencies

Narrative (optional)

The lead agency responsible for overseeing the development of the Consolidated Plan and administering programs covered by the Plan is the City of Norwich, a State of Connecticut municipality. The City of Norwich's Community Development Department is responsible for administering the Consolidated Plan.

The primary public and private agencies that may be utilized in implementing Consolidated Plan programs include, but are not limited to, the City of Norwich, Continuum of Care agencies, the Norwich Housing Authority, neighborhood associations, faith-based organizations, governmental entities, and non-profit service and housing providers.

Consolidated Plan Public Contact Information

Information regarding the Consolidated Plan or Annual Action Plan is: Tianne Curtis, Community Development Office 23 Union St Norwich, CT 06360 860-823-3770 tcurtis@cityofnorwich.org

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Norwich realizes the importance of collaboration and coordination between public and private housing as well as health and social service agencies. The city has adopted a Citizen Participation Plan for its Consolidated Plan and Annual Action Plan that identifies when public hearings and other consultations are to take place. This Plan was used in preparing this 2020-2024 Consolidated Plan and 2022 Annual Action Plan. The City of Norwich's Consolidated Plan and Action Plan were also prepared to comply with the consultation requirements of the CDBG, including consultation with the local Continuum of Care agencies.

Consultation on the development of this program year's plan began in January 2022 and was accomplished through a variety of strategies, including public notices, public and community meetings, direct correspondence and surveys. All efforts were made to contact appropriate parties and obtain their input for the content of this plan. These consultations, coupled with citizen participation, provided the direction for the plan development.

HOME, HOPWA and ESG programs consultations are not a component since the city does not receive said funding.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

Coordination will continue to be strengthened through regular interaction and meetings. Local networks address several priorities outlined in the CDBG plan. The CD staff and key municipal leaders participate on boards and commissions that represent these agencies. Connectivity to the subject matter provides for access to data and organizational trends. The Director of Norwich Human Services, another city department, served as chairperson of the CT Coalition to End Homelessness (CCEH). CCEH is a statewide advocacy group that focuses on the most at-risk population and provides the Point-in-Time count for homelessness. Several employees and team members are associated with Continuum of Care (CoC) organizations. The CoC is a group of public and private agencies who meet monthly to coordinate and discuss services to address and prevent homelessness in New London County. - includes representatives from mental health/social service agencies. The City participates in a Coordinated Access Network (CAN) plan to increase preventative measures around homelessness, mental health and human service needs. This provides for a streamlined process to ensure fewer people "slip through the cracks" – higher level of attention ensures greater outcome. The City met with service providers, the

Norwich Housing Authority and other assisted housing providers several times during the creation of this document. The City identified needs, conditions, programs, and activities. The discussion and data provided during the meeting is detailed in the Market Analysis section, MA-25, under Public and Assisted Housing. The City partnered with the PHA in updating PHA facilities by providing CDBG funds for renovations and improvements. Other assisted housing providers include Thames Valley Council for Community Action (TVCCA). Among other things, these agencies received CDBG funds in order to provide rapid rehousing, shelter diversion and temporary housing subsidies.

Coordination between the City and private and governmental health, mental health and service agencies is primarily accomplished through the Norwich Human Services (NHS) department.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

The coordination between the City and homeless service providers, agencies and shelters is primarily accomplished through the Norwich Human Services (NHS) department. The city does not receive or allocate ESG funds, but the draft City of Norwich 2020-2024 Consolidated Plan and the PY 2022 Action Plan is available to all Continuum of Care (CoC) providers within the city's jurisdiction. The CD Office held 3 public hearings/meetings to discuss the 5 Year Plan. One of these meetings focused on human services and the CoC was represented at these meetings. The CoC meets regularly and provides an annual update to the city. The NHS Director participates in the CoC meetings and is a lead partner in the Coordinated Access Network (CAN) which focuses on high level process to provide holistic services to CoC related participants. The CDBG office reviews meeting minutes and attends partner agency meetings as schedules allow in order to better determine if any additional collaborations need to be encouraged. This process is on-going and will continue.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

N/A

- 2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities**

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Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Norwich Housing Authority
	Agency/Group/Organization Type	PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City received considerable input on the public housing needs, plans, goals and programs of the PHA. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and FY 2022 Annual Action Plan and coordination between the City of Norwich and the PHA.
2	Agency/Group/Organization	NORWICH HUMAN SERVICES
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Other government - Local

<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Economic Development Anti-poverty Strategy</p>						
<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The City received considerable input on the non-homeless and homeless needs of community. Outcomes include reduction in homelessness and increase in income. Additional outcomes/outputs are improved graduation rates, improved health and increase in employment. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and 2022 Annual Plan and coordination between the City of Norwich, the business community, residents and neighborhoods</p>						
<p>3</p>	<table border="1"> <tr> <td data-bbox="220 878 884 933"> <p>Agency/Group/Organization</p> </td> <td data-bbox="884 878 1923 933"> <p>Norwich Planning and Neighborhood Services</p> </td> </tr> <tr> <td data-bbox="220 933 884 1071"> <p>Agency/Group/Organization Type</p> </td> <td data-bbox="884 933 1923 1071"> <p>Housing Other government - Local Planning organization</p> </td> </tr> <tr> <td data-bbox="220 1071 884 1206"> <p>What section of the Plan was addressed by Consultation?</p> </td> <td data-bbox="884 1071 1923 1206"> <p>Housing Need Assessment Market Analysis Economic Development</p> </td> </tr> </table>	<p>Agency/Group/Organization</p>	<p>Norwich Planning and Neighborhood Services</p>	<p>Agency/Group/Organization Type</p>	<p>Housing Other government - Local Planning organization</p>	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Market Analysis Economic Development</p>
<p>Agency/Group/Organization</p>	<p>Norwich Planning and Neighborhood Services</p>						
<p>Agency/Group/Organization Type</p>	<p>Housing Other government - Local Planning organization</p>						
<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Market Analysis Economic Development</p>						

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	There is a close relationship between the departments and as a result, the City received considerable input on market needs and general zoning/planning regulations that impact development decisions as well as an anti-blight strategy. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and 2022 Annual Action Plan and coordination between the City of Norwich, future developments and Norwich residents.
4	Agency/Group/Organization	NORWICH RECREATION DEPARTMENT
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Health Other government - Local
	What section of the Plan was addressed by Consultation?	QUALITY OF LIFE
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The offices work closely together and as a result the City received considerable input on quality of life issues related to suitable living environments and impacting youth, adults and seniors living in Norwich. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and 2022 Annual Action Plan and coordination between the City of Norwich and future quality of life program for Norwich residents

5	Agency/Group/Organization	Thames Valley Council for Community Action
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Employment Services - Victims Health Agency Child Welfare Agency Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy

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	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	TVCCA attended the public meetings. As a result, the City received considerable input on quality of life issues related to suitable living environments and impacting housing, homeless needs, workforce development programming, needs of seniors, adults and children living in Norwich. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and 2022 Annual Action Plan and coordination between the City of Norwich and future quality of life program for Norwich residents
6	Agency/Group/Organization	CITY OF NORWICH OFFICE OF COMMUNITY DEVELOPMENT
	Agency/Group/Organization Type	Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide
	What section of the Plan was addressed by Consultation?	FCC
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	In an effort to determine broadband availability information regarding availability was gathered from the FCC website. Additionally weekly phone calls with the Norwich Schools, Humans Services, Mayor and Norwich Community Development Corporation (during the pandemic) determined there was widespread availability in Norwich.
7	Agency/Group/Organization	Norwich Community Development Corporation
	Agency/Group/Organization Type	Regional organization Planning organization Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development

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	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Weekly discussions have been held with groups since the start of the pandemic. As a result we have received consistent input on the non-homeless needs of the community. This information will be utilized to improve programming and outcomes in the ConPlan and 2022 Annual Action Plan.</p>
8	<p>Agency/Group/Organization</p>	<p>United Community Family Services</p>
	<p>Agency/Group/Organization Type</p>	<p>Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-Health Services - Victims Health Agency Child Welfare Agency Regional organization Medical Service Provider</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>MEDICAL SERVICE PROVIDER</p>
	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>We participate in weekly phone calls with a large group of providers including UCFS. As a result, the City received considerable input on basic as well as medical needs of Norwich residents. Improved coordination includes connectivity to regional council of governments to address transportation issues related to health/medical professions. This information will be considered to improve programming and outcomes of the 2020-2024 Consolidated Plan and 2022 Annual Action Plan and coordination between the City of Norwich and its residents.</p>

9	Agency/Group/Organization	NORWICH
	Agency/Group/Organization Type	Housing Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Other government - State Planning organization Business and Civic Leaders Grantee Department Neighborhood Organization
	What section of the Plan was addressed by Consultation?	Community Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Every week for numerous weeks the schools, social services, emergency management, health department, community development, planning, NCDC, state representatives/senators, fire department, police department and others were on a weekly call to discuss all needs that were appearing in the community. While broadband, as noted in the 5 year plan, was available throughout the city, the discussion centered around cost. At a time when public buildings (schools and libraries) were closed how to people access internet for homework etc. Norwich Public Utilities has stated they are going to install broadband in neighborhoods that will be available to all. This is a great step forward in bringing accessibility to all in Norwich.

Identify any Agency Types not consulted and provide rationale for not consulting

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Norwich Human Services	The goals of the Strategic Plan have been coordinated with those of the Continuum of Care to make sure that areas of need such as homelessness, housing, case management and programming are addressed.
Plan of Conservation and Development	City of Norwich Department of Planning and Neighborhood Services	The goals of the Strategic Plan have been coordinated with those of the POCD. The POCD and the Comprehensive plan are the housing/business development regulations for the City as they relate to land use as well as the protection/advancement of neighborhoods. Overlapping these plans allows for positive, fair and measured growth for our community in a way that benefits the population as a whole.
City of Norwich Housing Needs Assessment	City of Norwich Community Development	The goals of the Strategic Plan have been developed in concert with those contained in the Needs Assessment.
City of Norwich Economic Development Strategic Plan	Mayor’s Office	The goals of the Strategic Plan have been developed in concert with those contained in the Mayor’s Economic Development Strategic Plan in order to ensure priorities of both plans are addressed. Both plans have been created based on review of Economic Development Market Analysis and an understanding of growth capacity.
Comprehensive Economic Development Strategy	Southeastern CT Enterprise Region	The goals of the Strategic Plan have been developed in concert with the regional CEDS in order to ensure priorities of job creation and economic stabilization are addressed.

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

There is a high level of coordination among City departments, providers of services, legislators, educators and economic development initiatives. Since the beginning of the pandemic the Mayor has held weekly phone calls with all of these groups. This has provided a very high level of access and discussion.

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The process included an outreach hearing for the public, PHA residents, neighborhood associations, and minorities, those with limited English proficiency, predominantly low and moderate income neighborhoods, the disabled, and the continuum of care; included input from the areas of housing, non-housing, community development, homelessness and the near homeless. This effort exceeded the requirements of the CPP and provided input in establishing goals and strategies for the Consolidated Plan.

The Citizen Participation Plan was followed while preparing the 2022 Annual Action Plan. The Request for Proposals (RFP) was published in the local newspaper (Norwich Bulletin) on January 14, 2022. The RFP was also posted on the official City of Norwich website. Applications were due into the CD office on February 10, 2022. Public Meetings were held via ZOOM on 4/11/22, 4/19/22, 4/26/22 and 5/27/22.

The City Council held a public hearing on June 20, 2022 to receive comments on the recommended allocations and plan for 2022-2023.

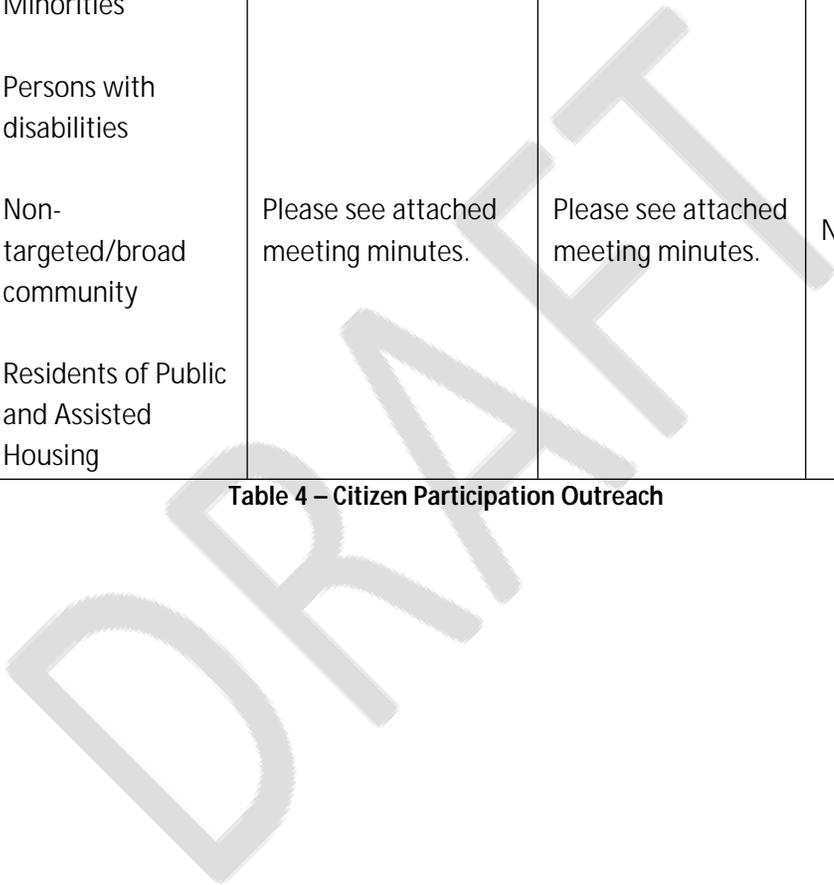
The Annual Plan has been available for comment for over 30 days.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Newspaper Ad	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Please see attached meeting minutes.	Please see attached meeting minutes.	N/A	
2	Public Meeting	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Please see attached meeting minutes.	Please see attached meeting minutes.	N/A	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
3	Public Hearing	Minorities Persons with disabilities Non-targeted/broad community Residents of Public and Assisted Housing	Please see attached meeting minutes.	Please see attached meeting minutes.	N/A	

Table 4 – Citizen Participation Outreach



Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

The City will utilize a 2019 Lead-Based Paint Hazard Control Grant to leverage property rehabilitation funds allocated.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	844,233	50,000	274,452	1,168,685	1,793,718	The estimated amount of CDBG funds available over the planning period is based on level funding of the CDBG program.

Table 1 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how

matching requirements will be satisfied

The city encourages matching or leveraged funds with any CDBG award it makes to any non-profit requesting funding.

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If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City may acquire property through tax foreclosure during the 5-year period. If financially feasible and approved by Council, the City will make efforts to address needs identified in the plan, including creating open space, reducing blight, preserving affordable housing, and taking steps to improve income of residents. Any actions will work to meet national objectives and/or eligible activities associated with CDBG requirements.

Discussion

The City does it's best to ensure that all resources are spent in a timely manner.

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Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Decent, Affordable and Safe Housing	2020	2024	Affordable Housing Public Housing	City-wide	Affordable Housing	CDBG: \$375,000	Rental units rehabilitated: 60 Household Housing Unit Homeowner Housing Rehabilitated: 15 Household Housing Unit
2	Decent, Affordable and Safe Housing 2	2020	2024	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	City-wide	Affordable Housing	CDBG: \$20,000	Tenant-based rental assistance / Rapid Rehousing: 16 Households Assisted
3	Creating a Suitable Living Environment	2020	2024	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	City-wide	Promotion of Self-Sufficiency, Health & Safety	CDBG: \$92,000	Public service activities other than Low/Moderate Income Housing Benefit: 758 Persons Assisted

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Creating a Suitable Living Environment 2	2020	2024	Non-Homeless Special Needs Non-Housing Community Development	City-wide	Non-Housing Community Development	CDBG: \$402,839	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 14320 Persons Assisted
5	Economic Opportunity	2020	2024	Public Housing Homeless Non-Housing Community Development	City-wide	Economic Development	CDBG: \$60,000	Public service activities other than Low/Moderate Income Housing Benefit: 20 Persons Assisted
6	Administration	2020	2024	Administration		Non-Housing Community Development	CDBG: \$168,840	Other: 2 Other

Table 2 – Goals Summary

Goal Descriptions

1	Goal Name	Decent, Affordable and Safe Housing
	Goal Description	
2	Goal Name	Decent, Affordable and Safe Housing 2
	Goal Description	

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3	Goal Name	Creating a Suitable Living Environment
	Goal Description	
4	Goal Name	Creating a Suitable Living Environment 2
	Goal Description	
5	Goal Name	Economic Opportunity
	Goal Description	
6	Goal Name	Administration
	Goal Description	

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Projects

AP-35 Projects – 91.220(d)

Introduction

The Annual Action Plan process produced a number of projects to address priorities stated in the Consolidated Plan. Those priorities included providing: 1) decent housing; 2) a suitable living environment; and 3) economic opportunities, principally for low and moderate-income persons. The following approved 15 programs/projects cover at least one of the three priorities.

Projects

#	Project Name
1	CD Administration PY48
2	Children In Placement
3	Safe Futures
4	Thames River Family Program
5	Madonna Place
6	IASC (Immigration Advocacy & Support Center)
7	TVCCA Home Again
8	OIC of New London County
9	Norwich Works
10	Prospect Street Sidewalks Improvement
11	Rosewood Manor Roof/Gutter Replacement Phase II
12	Property Rehabilitation & Code Correction
13	Columbus Park Fence Replacement
14	Taftville Park Walking Track
15	Lake Street Basketball Court

Table 3 - Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

The allocation priorities were established in the 5 year plan. The Community Development Advisory Committee met with the groups and recommended funding based on those priorities. The City Council voted on these recommendations on June 20, 2022.

Job Training – Access to employment is a barrier to financial self-sufficiency. Training is for individuals in fields that have shortages, such as medical technology and CNAs, where they will make a living wage.

Single/Multi-family Rehabilitation/Energy Efficiency/Handicap Accessibility- Norwich Rehabilitation program will continue energy efficiency upgrades for 25 eligible properties receiving lead/rehabilitation work. Improving property values and lowering housing cost burden aid residents in preserving scarce resources. This also helps to protect and maintain our affordable housing stock.

In addition, the Norwich Public Housing Authority will receive funding for Phase II of a roof/gutter replacement project in order to preserve and protect the integrity of the Public Housing. The complex is home to LMI elderly and disabled.

Lastly, the City will continue efforts to improve housing accessibility options. Providing handicap access to houses aids residents who would otherwise be restricted from leaving their home. Due to the financial burdens associated with assisted living and nursing homes, many Norwich residents are aging in place. In many cases, the property is not handicap accessible and residents find themselves unable to fully utilize the property.

Homeless Services - TVCCA managed Homelessness Prevention Program continues to prioritize housing stability and to ensure any incidence of homelessness is rare, brief and non-recurring.

Domestic Violence Prevention - The City has invested in programming to assist victims of domestic violence by addressing this issue at the time of the incident, providing support services during the criminal court cases and providing crisis intervention as well as on-going support.

Community Facilities - The City continues to invest in it's low income neighborhoods by providing safe pedestrian areas as well as recreational areas.

AP-38 Project Summary
Project Summary Information

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1	Project Name	CD Administration PY48
	Target Area	
	Goals Supported	Administration
	Needs Addressed	Non-Housing Community Development
	Funding	CDBG: \$168,840
	Description	Administrative costs to operate the Community Development Office.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	23 Union St Floor 2 Norwich, CT
	Planned Activities	Administrative costs to operate the Community Development Office.
2	Project Name	Children In Placement
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$20,000
	Description	GAL child advocate for PY48 2022-2023 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 30 children.
	Location Description	
	Planned Activities	
3	Project Name	Safe Futures
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$15,000
	Description	VALE advocate for PY48 2022-2023 project year.

	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 280 Norwich residents will receive VALE services.
	Location Description	
	Planned Activities	
4	Project Name	Thames River Family Program
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$20,000
	Description	Youth Transitional Housing Program employment services for PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	45 Young adults residing onsite.
	Location Description	1 Thames River Place Norwich, CT
	Planned Activities	
5	Project Name	Madonna Place
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$15,000
	Description	Creation of COPE (Community Outreach Plus Education) program for PY48 2022-2023 program year.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	300 Norwich residents.
	Location Description	240 Main St Norwich, CT

	Planned Activities	
6	Project Name	IASC (Immigration Advocacy & Support Center)
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$7,000
	Description	CLEAR program to support legal immigration for PY48 2022-23 program year.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	110 families with new or continuing cases.
	Location Description	
	Planned Activities	
7	Project Name	TVCCA Home Again
	Target Area	
	Goals Supported	Decent, Affordable and Safe Housing 2
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$20,000
	Description	Homelessness prevention for Norwich families for PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	32 Norwich families facing homelessness.
	Location Description	401 West Thames St Suite 201 Norwich, CT
	Planned Activities	
8	Project Name	OIC of New London County
	Target Area	
	Goals Supported	Creating a Suitable Living Environment
	Needs Addressed	Promotion of Self-Sufficiency, Health & Safety
	Funding	CDBG: \$15,000

	Description	Program providing education, training and employment services for the PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	60 LMI Norwich residents.
	Location Description	106 Truman St New London, CT
	Planned Activities	
9	Project Name	Norwich Works
	Target Area	
	Goals Supported	Economic Opportunity
	Needs Addressed	Economic Development
	Funding	CDBG: \$60,000
	Description	Norwich Human Services program for PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	20 LMI Norwich residents.
	Location Description	100 Broadway Norwich, CT
	Planned Activities	
10	Project Name	Prospect Street Sidewalks Improvement
	Target Area	
	Goals Supported	Creating a Suitable Living Environment 2
	Needs Addressed	Non-Housing Community Development
	Funding	CDBG: \$18,284,308
	Description	Reconstruction of sidewalks in a OCT.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Residents of OCT #6964.

	Location Description	Prospect Street QCT#6964
	Planned Activities	
11	Project Name	Rosewood Manor Roof/Gutter Replacement Phase II
	Target Area	
	Goals Supported	Decent, Affordable and Safe Housing
	Needs Addressed	Affordable Housing
	Funding	CDBG: \$150,000
	Description	Repairs to residential buildings owned by the Norwich Housing Authority in PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	55 households.
	Location Description	335 Hamilton Ave Norwich, CT
	Planned Activities	
	12	Project Name
Target Area		
Goals Supported		Decent, Affordable and Safe Housing
Needs Addressed		Affordable Housing
Funding		CDBG: \$225,000
Description		Rehabilitation of Norwich homes.
Target Date		8/31/2023
Estimate the number and type of families that will benefit from the proposed activities		15 LMI Norwich Households.
Location Description		Community Development Office 23 Union St Norwich, CT
Planned Activities		
13	Project Name	Columbus Park Fence Replacement
	Target Area	
	Goals Supported	Creating a Suitable Living Environment 2
	Needs Addressed	Non-Housing Community Development

	Funding	CDBG: \$84,700
	Description	Installation of iron fence along Boswell Avenue & Columbus Park in a QCT for the PY48 2022-23 program year.
	Target Date	8/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	Residents of QCT# 6968
	Location Description	Columbus Park & Boswell Ave, Norwich
	Planned Activities	
14	Project Name	Taftville Park Walking Track
	Target Area	
	Goals Supported	Creating a Suitable Living Environment 2
	Needs Addressed	Non-Housing Community Development
	Funding	CDBG: \$37,974
	Description	Pave walking track in a public park in a QCT for the PY48 2022-23 program year.
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	Residents of QCT#6961
	Location Description	Taftville Park 140 Providence St Taftville (Norwich) CT
	Planned Activities	
15	Project Name	Lake Street Basketball Court
	Target Area	
	Goals Supported	Creating a Suitable Living Environment 2
	Needs Addressed	Non-Housing Community Development
	Funding	CDBG: \$97,322
	Description	Improvements to basketball court and public park in a QCT for the PY48 2022-23 program year.
	Target Date	8/31/2023

Estimate the number and type of families that will benefit from the proposed activities	Residents of QCT#6968.
Location Description	Lake Street Park
Planned Activities	

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

While the City of Norwich utilizes a city-wide approach to obligating funds, funding was awarded to a number of projects in low-income neighborhoods. Columbus Park in census tract 6968, Taftville Park in census tract 6961 and Lake Street Park in census tract 6968.

Geographic Distribution

Target Area	Percentage of Funds
City-wide	100

Table 4 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

A number of low/moderate income neighborhood parks will receive funding this year. As a result of COVID there is increased priority on providing outdoor recreation.

Discussion

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

The U.S. Department of Housing and Urban Development (HUD) defines "affordable" as housing that costs no more than 30 percent of a household's monthly income. That means rent and utilities in an apartment or the monthly mortgage payment and housing expenses for a homeowner should be less than 30 percent of a household's monthly income to be considered affordable

One Year Goals for the Number of Households to be Supported	
Homeless	0
Non-Homeless	0
Special-Needs	0
Total	0

Table 6 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	16
The Production of New Units	0
Rehab of Existing Units	80
Acquisition of Existing Units	0
Total	96

Table 7 - One Year Goals for Affordable Housing by Support Type

Discussion

Norwich will continue the funding of property rehabilitation projects that work to reduce the housing cost burden of low-to-moderate income individuals. Through the Rehabilitation/Lead Program, the City will aid homeowners in bringing properties "up-to-code" while making the home "lead safe". Units receive energy efficiency upgrades helping to reduce utility costs which increases available income. Reduced cost burden, increase in property values and reduction in crime are a few consequential outcomes. The program will benefit 25 units of housing. At the same time, Norwich Public Housing Authority will provide roofs and gutters to 55 units.

The Norwich community works hard to reach out to homeless and those at risk of being homeless on a year-round, non-stop basis. During warmer months, residents find "homes" in unexpected and sometimes unpleasant places. During the winter months, however, housing for this at risk population becomes difficult. It has sadly become lethal over the last several years. During the next program year,

the City will address the issue of homelessness by implementing a different strategy. Instead of providing temporary shelter for this most at-risk population, the Norwich Community Care Team and TVCCA will stabilize residents through permanent housing. CDBG funds will be used to provide temporary rental subsidies to prevent homelessness. These subsidies will not exceed 3 months. This program will benefit approximately 60 people with subsidies and 60 individuals will receive shelter assistance as well as counseling. The City will also work with programs to provide domestic violence intervention; youth education and mentoring; English language education; and job training.

All housing development partners are encouraged to work closely with the TVCCA family shelter, transitional living facilities and Norwich Human Services to identify eligible tenants to work to benefitting low-to-moderate income individuals. Please also see information in the next section under public housing.

AP-60 Public Housing – 91.220(h)

Introduction

The Norwich Housing Authority (NHA) owns/manages 686 units of public housing of which 177 are federal and 509 are state. NHA also administers 514 Section 8 Vouchers that are tenant based. The mission of the NHA is to develop and operate each development solely for the purpose of providing decent, safe and sanitary housing for eligible individuals and families in a manner that promotes the serviceability, economy, efficiency and stability of the developments, and the economic and social well-being of the residents.

To effectuate the above, the Authority places a high priority on maintaining and rehabbing existing developments. The Authority strives to balance the needs of residents versus the economic realities facing all public housing authorities. The goal is to retain the existing affordable housing stock.

The Authority focuses on reducing the cost burden for extremely low income and very low income renter households and improving energy efficiency of its housing stock. Through the efforts of the property managers and resident services coordinators, the Authority tries to be more than just a landlord by meeting the overall requirements of its residents.

Actions planned during the next year to address the needs to public housing

For PY2022 the Office of Community Development will invest \$150,000 in building rehabilitation of the roofing and gutters at Norwich Housing Authority's Rosewood Manner. All units are very low-income, State Elderly/Disabled public housing. The units were constructed in 1970 and 1981 and consists of 110 units over 14 buildings.

This is a State, not a federal, public housing facility and therefore does not receive adequate funds for maintenance.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

In order to encourage public housing residents to become more involved in homeownership opportunities, it is necessary to increase individuals earning potential. In order to purchase a home, residents must improve credit, decrease debt and save. This can only be accomplished through increasing income. This requires greater employability. To promote employment opportunities for very-low to moderate income residents, when appropriate, all subrecipients will be required to sign the Section 3 Certification which states the purpose of Section 3 and that work performed under this

contract is subject to the requirements of Section 3. The documentation lists requirements for recruiting Section 3 residents, which includes: where job notices/advertisements should be listed to ensure Section 3 residents have an opportunity to apply; maintaining a list of Section 3 residents who have previously applied for job opportunities; and that the contractor must certify that vacant employment and training positions were not filled to circumvent the contractor's obligation under 24 CFR Part 135. Contractors must sign that they will make every effort to "...comply to the greatest extent feasible with the objectives and percentage goals established in the Section 3 Plan for Housing and Community Development Assistance of the City of Norwich."

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

This PHA is not designated as troubled.

Discussion

Maintaining decent housing for low-income and disabled individuals is much less expensive than having to maintain the same individuals in shelters, hospitals or at assisted living facilities at the government's expense. The maintenance of this housing at affordable levels keeps the cost of this service within reasonable limits for the government.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The Director of Norwich Human Services has served on the Executive Committee of the Southeastern Connecticut Regional Partnership to End Homelessness and is a lead in the region for prevention of homelessness. She also served on the Board of the Connecticut Coalition to End Homelessness.

The service providers funded by the Continuum of Care grant include a wide variety of service providers. The vast array of services offered through these programs include two-year transitional housing for homeless women and women with children, a family homeless shelter, supportive housing for single adults, security deposit, rental assistance, utility assistance and food assistance programs for populations at risk for homelessness, landlord-tenant mediation programs, mobile and stationary medical care for homeless individuals and individuals with HIV, case management services, mental health services, life skills counseling and transportation for residents of supportive housing.

CDBG funds administered through Norwich Department of Human Services will do several things to support homeless individuals in their quest to become housed and to prevent homelessness for individuals on the edge.

The Norwich Public Schools uses the McKinney-Vento assistance to provide transportation to the school of origin of clients, to the staff salary for a paraprofessional who helps homeless children and to provide partial payment of a salary for the coordinator of homeless services at the Norwich Public Schools. The City of Norwich Housing Authority, Department of Human Services and Office of Community Development work closely together on retaining vouchers for residents living in subsidized complexes that have been privatizing. The local shelter, TVCCA, also administers additional vouchers to place families in permanent affordable housing. The Norwich Housing Authority managed 514 housing choice vouchers for Norwich residents in the past year.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Norwich Community Care Team, a group made up of 19 agencies that provide services across an array of disciplines, will provide temporary rapid re-housing vouchers to allow individuals to remain housed instead of being accepted into a shelter. These individuals will receive counseling and financial self-sufficiency information that will work to increase personal stability. This assistance will not exceed more than 3-months per CDBG regulations. Sheltering is a temporary solution and has proven to be less cost

effective than permanent housing. This program will work to reduce the single/individual population needing shelter and increase permanent housing opportunities. Another program managed by TVCCA will offer the same service, but targeting families needing shelter and permanent housing opportunities.

A number of activities and services are funded to help the needs of the homeless and other special needs populations. Overall, these services address the high priority of reducing homelessness and the threat of becoming homeless. This year, the City will fund programs to alleviate homelessness include working with local providers to provide stability to those that are transitioning from a shelter to their own apartment; energy assistance; meals; food staples; and counseling.

Addressing the emergency shelter and transitional housing needs of homeless persons

Norwich participates in the Coordinated Access Network (CAN). A CAN provides people facing housing crises a single access point to community resources. All continuums of care (sub-CoC) must establish a comprehensive and standardized coordinated access system for shelter, prevention, rapid rehousing, transitional housing, and permanent supportive housing. (A CoC is a geographical administrative unit through which HUD funds are distributed. Each sub-CoC serves as an area's lead agency for community-wide initiatives related to homelessness.)

In a CAN, the 2-1-1 Infoline serves as the gateway to a streamlined process for helping clients facing homelessness. The 2-1-1 Infoline is a single telephone source for information about community services, referrals to human services programs, and crisis intervention. The 2-1-1 website (www.211ct.org) also provides information for individuals and families facing homelessness, including information about mortgage and rental payment assistance programs.

CAN PROCESS includes an initial screening over-the-phone to assess issues and other immediate resources available. If these options do not meet the client's needs, the screener refers the client to meet with a CAN intake team.

CAN Intake: the team first attempts shelter diversion, which may include (1) mediation between the client/landlord or (2) financial assistance. If shelter diversion efforts are not successful, the team completes a full assessment and refers the client (1) to a shelter or, (2) if a shelter is not available, to the homeless outreach team (HOT).

Housing Placement: focus is to move clients into a permanent living situation as quickly as possible through "rapid rehousing." Rapid rehousing means moving clients "from shelter or emergency situations into housing quickly and creating stability once they are housed." If a client needs more intensive assistance, a referral to CAN Housing Team occurs. The team, in collaboration with a community care team, assigns the client to housing. The care team provides community-level accountability for all housing placements, including:

1. permanent supportive housing (i.e., affordable housing linked to community based services such as case management and employment support);
1. critical time intervention (i.e., assistance is provided to individuals with mental illness transitioning from hospitals, shelters, prisons, or other facilities);
1. treatment and recovery housing (i.e., housing associated with intensive substance abuse recovery programs); and
1. transitional housing (i.e., short term supportive housing, generally from two to 24 months).

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

There are multiple levels of homelessness and multiple activities used to reduce and potentially end homelessness. The City is adjusting its current strategy to end homelessness by increasing permanent housing solutions through temporary rental subsidies and other means. The City closed its winter overflow shelter in 2013 to expend resources on the strategies of rapid re-housing and shelter diversion. (Shelter services were provided by the regional, state funded shelter, the New London Homeless Hospitality Center under the HUD mandated process of coordinated access to shelter.) At the same time, individuals are paired with resources that include: job training and job creation (incentives for businesses to hire LMI residents); shelters; mental health and addiction related services, financial counseling; utility assistance; and resources to reduce food scarcity concerns.

As previously mentioned, the City participates in the Continuum of Care and shares services along a broad array of providers. Homelessness Prevention Services are provided by several members including Norwich Human Services, the United Way, Catholic Charities, Bethsaida Community Inc., DCF, Child and Family Agency, Reliance House, Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVCCA, Thames River Family Program, the Women's Center. In addition, Norwich Human Services will provide emergency rental assistance to a greater number of individuals in order to increase permanent housing opportunities. Extremely low income individuals receive free or reduced legal assistance, counseling and advocacy assistance, job training opportunities, and emergency funds for food as well as shelter support.

The City works with the Eastern Partnership to End Homelessness and the other providers to meet the need and connect the most vulnerable of populations with supportive services that allow individual to achieve as much independency and self-sufficiency as possible. The Partnership is now a sub-continuum of care as it has merged with the Balance of State Continuum for better efficiencies.

Case management teams will look to create a community profile to uncover city-wide needs that are not being addressed adequately or efficiently. Conversations with residents include a focus on barriers to stability as well as income, emotional, physical, and educational needs of the clients. Norwich was the first to implement the Community Care Team model which is a recognized state best practice and is incorporated into many towns Ten Year Plans for coordinating care within this population.

Helping low-income individuals and families avoid becoming homeless, especially extremely

low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The State of Connecticut mandates that discharges from foster care, health care, mental health facilities and the Department of Corrections be done in such a way as to minimize risk of homelessness. The Continuum of Care partners ensure that the proper steps are taken with regard to discharge planning. The following narrative is from the Continuum of Care Application:

Foster Care

Connecticut has built in an Independent Living Program that offers young people a continuum of independent living services along with specialized case management to ensure a successful transition to productive community life. The Community Housing Assistance Program provides youth aging out of Foster Care with a subsidy to cover living expenses.

Health Care

The two local hospitals, Lawrence and Memorial (New London) and Backus Hospital (Norwich) verbally confirmed that current discharge practice includes providing case management services. With the exception of extreme situations, local hospitals do not discharge into emergency shelters, the street or HUD McKinney–Vento funded beds. The New London Hospitality Center had 7 respite shelter beds funded by L&M Hospital for homeless people discharged from the hospital. These beds are monitored by Community Health Center medical staff.

Mental Health

The State of Connecticut Department of Mental Health and Addiction Services have policies in place that dictate that every attempt shall be made to verify discharge housing arrangements. Clients are not discharged into emergency shelters, the street or HUD McKinney–Vento funded beds.

Corrections

The State of Connecticut Department of Corrections continues to complete an Offender Accountability Plan for each inmate, program outline and expectations during the entire time of incarceration. A standardized discharge plan is completed with inmates at the end of sentence, addressing issues including housing, identification and community resource needs. The Department has significantly increased staffing and the number of halfway house beds for parole and community services and contracts for a wide range of residential services in the community.

Discussion

One of the key strategies for homeless prevention is employment development. The goal is enhance a person's ability to obtain and keep a job, and to make an adequate income to be self-sufficient. These resources are described under job training initiatives in Section MA-45 Non- Housing Community Development Assets of this Consolidated Plan. The City also works diligently to expand and conserve its affordable housing inventory, especially affordable rental housing that benefits the extremely low and low income households who are most at risk of becoming homeless. The Continuum of Care agencies work closely with hospital in the region to address their discharge policies to avoid discharging patients into homelessness and the school system families that are not falling through the cracks.

The City will continue to address needs of the non-homeless special needs to ensure the most vulnerable of populations are protected. This includes working with the Continuum of Care, Southeastern Mental Health Affiliates and the partner agencies affiliated with these programs and the activities mentioned previously.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

The State of Connecticut still remains the location as one of the highest state-wide housing prices. In New London County, the high prices combined with fewer jobs, lack of transportation and lower wages creates a situation where housing choice is impaired. The City of Norwich, while one of the highest providers of affordable housing in the region, continues to try to increase the supply of affordable housing.

In 2020, the Norwich Property Rehab Program will make 28 housing units lead safe and provide rehabilitation funding to 18 of those housing units. As part of the rehabilitation program, the majority of units will receive energy efficiency upgrades that include windows, heating and insulation. As a result, the rehabilitation program not only improves housing stock while providing adequate housing for very-low to moderate income individuals, it also works to reduce housing cost burden.

Low wages in the region work to impair housing choice. Therefore, it requires more than just a housing rehabilitation strategy to make housing affordable. The City of Norwich has committed a significant portion of its grant to attacking the sources of poverty at the root. The job training assistance program will be augmented to train eligible applicants for higher paying jobs. Enabling people to earn living wages and retain more of their earnings by assisting them with basic needs such as education, childcare and food will improve their ability to have a choice of housing.

For existing homeowners, the City of Norwich also refers homeowners having difficulties paying mortgages to a HUD approved housing counseling service at Catholic Charities.

From a policy perspective, the City will focus on helping to support an increase in the housing and community development function in the Congressional budget resolution(s), specifically HUD related funding. Deep cuts decrease the availability of affordable housing. The lack of affordable housing impacts all facets of the American economy. It is a primary driver of homelessness, prevents stability in those slightly above poverty and works to create additional health and safety barriers for low-to-moderate income people. It, in turn, increases other line-items in the National budget.

As part of pursuing these opportunities to advocate, the City will work to advocate for Housing Choice Vouchers program. Community Development will work to educate elected officials and residents on the real impact of supportive housing and affordable housing programs. We will work with organizations to help advocate for policies that not only remove barriers directly but also provide adequate resources to meet the HUD housing objectives.

Actions it planned to remove or ameliorate the negative effects of public policies that serve

as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

City of Norwich plans to work to remove barriers to affordable housing and the financial impact of efforts to protect public health and safety by taking actions to reduce costs or provide off-setting financial incentives to assist in the production of safe, high quality, affordable housing. To mitigate the impacts of these barriers, the City will:

- Apply for State and federal funding to gap finance affordable housing production and rehabilitation of existing affordable housing stock.
- Continue to streamline the environmental review process for housing developments, using available state categorical exemptions and federal categorical exclusions, when applicable.
- Continue to improve the permit processing and planning approval processes to minimize the delay in housing development in general and affordable housing development in particular.
- Continue to provide rehabilitation assistance and homeownership assistance, and to assist in the construction and preservation of affordable housing.

The Southeastern Connecticut Housing Needs Assessment indicates that Norwich has already undertaken many actions that provide for the development of affordable housing. However, as progressive as the the City has been the City's Plan of Conservation and Development and Comprehensive Plan which identifies an inventory of sites with residential development, including sites that would be rezoned/upzoned to higher density development or redevelopment. This expanded inventory of mixed use and multi-family sites could facilitate the development of affordable housing.

A number of recommendations have also been discussed, including:

1. Work with CT Fair Housing to conduct testing of sale and rental properties to identify violations of the Fair Housing Act at an early stage..
1. Adjust zoning regs to work with larger undeveloped parcels of land

Discussion:

Norwich provides a significant amount of affordable housing and has remained amenable to building additional units.

AP-85 Other Actions – 91.220(k)

Introduction:

In order to address obstacles to meeting underserved needs, foster affordable housing and reduce the number of poverty-level families, the City will focus on 3 overarching priorities and objectives during the next year. We will work to (1) Provide Decent Affordable Housing by managing programs that increase and promote code improvement and energy efficient housing; (2) Create a Suitable Living Environment by focusing on activities working to address quality of life issues that encourage collaboration and foster a sense of community on a city-wide scale; and (3) Expand Economic Opportunities for Low-to-Moderate Income Residents by supporting programs that increase self-sufficiency and stability of residents.

Actions planned to address obstacles to meeting underserved needs

Provide Decent Affordable Housing - The City will continue to provide a Property Rehabilitation Program, which is available to both owner-occupants and investor-owners. The program anticipates performing full property rehabilitation including lead hazard reduction for 18 housing units and associated project delivery costs (partial salary and fringe benefits for Rehab/Lead Officer and Program Assistant.) The Lead Hazard Reduction Program will make units lead-safe. The program requires rents to remain accessible to low and moderate-income renters after completion of rehabilitation.

The DIME savings bank continues to operate the CHAMP program. The CHAMP program offers below market rate loans to developers of affordable housing. There is a requirement that the rents remain affordable. The DIME savings bank also has a down payment assistance program where low and moderate-income client funds are matched by the bank up to \$5,000 for a required down payment.

Chelsea Groton Savings Bank has offered a down payment "match program".

Norwich is unique in that it has its own utilities company. Norwich Public Utilities (NPU) provides electricity, gas, water and sewer to residents. We will partner using local dollars and the Connecticut Energy Efficiency Fund to help residents lower utility costs and their housing cost burden. NPU will provide energy audits and energy solutions, while working to incentivize residents to upgrade antiquated systems.

The City of Norwich continues to support efforts in the State legislature that increase opportunities to make housing affordable in Connecticut, including the HOME Connecticut Program and the CT Housing Trust Fund.

Southeastern Connecticut is home to a broad range of individuals who hail from diverse backgrounds in education, wealth, race and ethnicity. While the region is diverse, the community has the same

concerns involving crime, education, poverty and infrastructure maintenance found in more densely settled regions. In those more densely populated settled regions, you will find a multitude of talented social service agencies and non-profits available to assist low-to-low-moderate income individuals. Norwich provides an inequitable amount of resources towards assisting low-income individuals. In PY 2021, programs that help increase job training skills, provide transportation to and from work, and provide permanent housing instead of sheltered housing will be funded.

Actions planned to foster and maintain affordable housing

Create a Suitable Living Environment – Improving quality of life has a different meaning based on what your needs are. It can begin, for some, at a young age. Learning proper behavior, language, social skills, values, attitude and work ethic early on increases the opportunities in the future. It also works to strengthen community ties and improve neighborhood safety through better communication. That is why the City is investing heavily in: a training and job placement program for youth that lead into a career path; guardian at litem for DCF children; park improvements in densely settled LMI area; and sidewalk installation to connect neighborhoods in a high traffic area which leads to new park improvement areas benefitting LMI residents.

Expand Economic Opportunity - There are a number of key methods to increase self-sufficiency and stability of residents. It can be achieved by increasing residents' income, decreasing debt or financial obligations, increasing assets and improving their ability to communicate effectively.

Actions planned to reduce lead-based paint hazards

The City will continue to address Lead Based Paint in coordination with the Property Rehabilitation Program. In 2019, the CD office received another \$2.9 million Lead Based Paint Hazard Control grant targeted to residential properties from HUD's Office of Healthy Homes. The \$2.9 million grant allows the Rehab Program to increase its volume of lead safe housing unit production annually and it allows us to provide full-time community outreach in multiple languages, educating people on lead hazards..

Capacity Building Efforts:

- Retaining Lead/Rehabilitation Officer to provide overall project delivery and oversight
- Use of designated *Intake/Outreach Specialist* to manage outreach, recruitment and community coordination
- Utilize per-diem *Diversity Outreach Specialists* to better assist/access underserved and limited English proficient populations
- Ability to provide blood screenings to children under 6

- Certified Contractor training/education to build a talented/trained workforce
- Training/Education to property owners, renters and multiple housing/health inspectors (fire marshals, building inspectors, health inspectors)

Actions planned to reduce the number of poverty-level families

The anti-poverty strategy utilizes existing job training and social service programs to increase employment marketability, household income, and housing options. The City's anti-poverty strategy also includes direct activities that focus on job creation. In Norwich, there are a number of barriers to employment, including transportation, affordable child care, health/medical care, and even language skills.

As a means of reducing the number of persons with incomes below the poverty line and reducing employment barriers, the City will continue to coordinate its efforts with those of other public and private organizations providing economic development and job training programs. Over the last few years, the number of public, quasi-public, and nonprofit organizations providing economic development and job training services in Norwich has increased. This includes youth programming that teaches basic jobs skills and exposes youth to paid opportunities where they are counseled in the position by case managers as well as employee supervisors. This works to reduce future barriers to employment while building real life job experience.

As part of job training, participants have previously been eligible to receive safety-net assistance, such as temporary transportation and child-care assistance. However, these funds are limited based on application and allocation from CDBG or other resources. There is no on-going source of funding. To stimulate business growth, Norwich has been using CDBG funds to encourage Norwich businesses to hire Norwich residents that are LMI. The strategy not only focuses on individual businesses, but works to tie in the job training programs. This way, Norwich residents graduating from the training programs have a greater chance of becoming employed.

In PY21 we are working with Norwich Human Services to provide training to LMI individuals.

Actions planned to develop institutional structure

The Community Development Administration currently administers the Community Development Block Grant program and in past years, has administered a series of Connecticut Department of Economic and Community Development grants as well as a City's CDBG-R, and CDBG-CV grants. As such, it has established itself as the lead agency in the City for housing related programs, except for the local public housing authority. Long standing financial, as well as professional, ties serve to assist communications between the Community Development Office and the Norwich Housing Authority. The Community Development Director and the Executive Director/Staff of the Norwich Housing Authority are in contact with each other on a regular basis to discuss the needs of the City.

Actions planned to enhance coordination between public and private housing and social service agencies

Norwich has a good history of successful partnerships aimed at providing housing and community development programs to its citizens. A variety of public and private resources are coordinated to help Norwich families and individuals through traditional and innovative approaches to meeting the needs.

Annually, local service providers and departments are invited to submit applications for funding. The funds are awarded to eligible nonprofit, for-profit, faith-based, and other organizations to implement community and economic development programs. The funds through this process are primarily available for programs that benefit low and moderate-income persons of Memphis and must be aligned with the City of Norwich 5-year Consolidated Plan.

The Office of Community Development will continue to work with key local government departments to carry out housing and community development strategies. Other partners include but are not limited to: Police Department, Fire Department, Public Works, Engineering, Human Services,, the Office of Planning and Neighborhood Services, Norwich Housing Authority, Uncas Health District, Norwich Public Utilities, Norwich Public Schools, Weatherization Programs, the Lead Hazard reduction Program. All of these departments have a role in shaping and maintaining healthy communities. The Office of Community Development will communicate and coordinate with appropriate departments as needed.

Equally important are the partnerships with local nonprofit service providers, homeless service and housing providers, community housing development organizations, community development corporations, faith-based institutions, organizations serving persons with special needs, foundations, intermediaries, private housing developers, quasi government agencies, and others. The partnerships may include the grant funding, coordination with programs provided through these organizations, leveraging resources, information sharing, and other activities aimed at identifying and meeting the needs within the community.

Discussion:

Over the past year of the pandemic the Mayor's office has held weekly, then bi-weekly phone calls with key staff in the City to stay "on-top" of what is happening at the local and state level. These calls have been instrumental in informing each other of what is going on in the community, areas of need, and calls for action. Legislators have joined these calls and been exceptionally helpful in keeping us informed of what is happening at the state level.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	50,000
5. The amount of income from float-funded activities	0
Total Program Income:	50,000

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

Revolving loan funds are anticipated to be repaid to the program and immediately spent back on residential property rehabilitation projects and administrative costs.

