CITY OF NORWICH

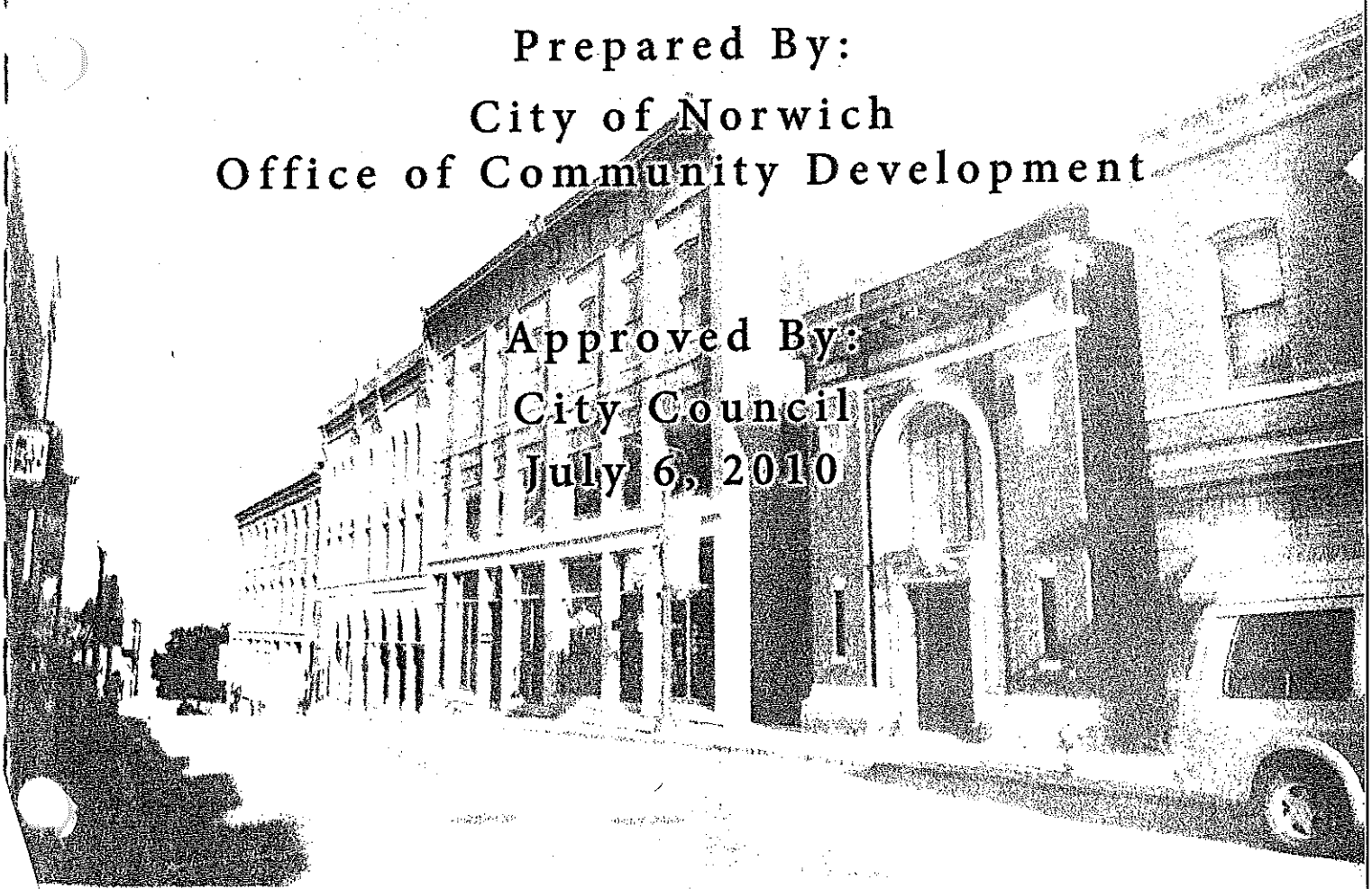
CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT FY 2010-2014 AND FY 2010 ACTION PLAN

Prepared By:

City of Norwich
Office of Community Development

Approved By:

City Council
July 6, 2010



CITY OF NORWICH

CONSOLIDATED PLAN FOR HOUSING
AND
COMMUNITY DEVELOPMENT FY 2010-2014
AND
FY 2010 ACTION PLAN

Prepared By:

City of Norwich
Office of Community Development

Approved By:
Norwich City Council
July 6, 2010

City of Norwich, Connecticut
Consolidated Plan for Housing and Community Development

Table of Contents

		Page
Executive Summary		iii
I.	Introduction and General Requirements	
	A. Introduction	I-1
	B. Consultation with Local Government, Coordination and Management	I-2
	C. Citizen Participation and Consultation	I-4
II.	Housing and Homeless Needs Assessment	
	A. Introduction	II-1
	B. General Needs and Priority Assessment	II-2
	C. Categories of Persons Affected	II-9
	D. Homeless Needs	II-11
	E. Populations with Special Needs	II-14
	F. Lead Based Paint Hazards	II-18
	G. Public Housing Needs	II-21
	H. Community Development and Housing Needs Survey	II-23
III.	Housing Market Analysis	
	A. General Market and Inventory Characteristics	III-1
	B. Housing Trends and Characteristics	III-3
	C. Public and Assisted Housing	III-13
	D. Homeless Facilities and Supportive Housing	III-15
	E. Elderly and Frail Elderly	III-17
	F. Barriers to Affordable Housing	III-18
	G. Non-Housing Community Development Needs	III-19
	1) Public Services Needs	III-21
	2) Public Improvements and Facilities Needs	III-23
	3) Economic Development Needs	III-25
	H. Summary of Housing and Community Development Needs	III-28
IV.	Strategic Plan	
	A. General Priorities	IV-1
	B. Basis for the Assignment of Priority Needs	IV-6

C. Obstacles to Meeting Underserved Needs IV-7
D. Housing Priorities and Objectives IV-7
E. Housing and Community Development Priority Needs IV-8
F. Proposed Accomplishments IV-9
G. Affordable Housing Priorities IV-10
H. Homelessness Priorities IV-11
I. Other Special Needs Priorities IV-15
J. Non-Housing Community Development Need Priorities IV-16
K. Actions and Activities to Reduce Barriers to Affordable Housing IV-18
L. Lead-Based Paint Hazards Reduction Actions IV-21
M. Anti-Poverty Strategy IV-22
N. Institutional Structure and Government Coordination IV-24
O. Plan to Enhance Coordination IV-25
P. Public Housing Strategy and Resident Initiatives IV-25
Q. Monitoring Plan IV-26

V. Action Plan

First Program Year Action Plan Narrative

Program Year 36 (FY2010) Project Descriptions

VI. Application For Assistance SF-424

VII. Certifications

Local Government Certifications

Specific CDBG Certifications

VIII. Appendices

A. Public Participation/Consultation Documentation
B. CPMP Consolidated Plan Management Process Tables
C. Housing and Community Development Needs & Questionnaire
D. Continuum of Care Summary
E. City Council Approval of Draft Five-Year Consolidated Plan for 2010-2014
F. Consolidated Plan Review Guidance Checklist
G. Norwich Community-Wide Economic Development Plan and Process & CEDS Executive Summary

CITY OF NORWICH, CONNECTICUT

Office of Community Development

CONSOLIDATED PLAN FOR HOUSING AND COMMUNITY DEVELOPMENT 2010-2014

Executive Summary

The City of Norwich, with an estimated 2008 population of 36,388, is located in Southeastern Connecticut at the confluence of three rivers: the Yantic, the Thames and the Shetucket. Founded in 1659, Norwich was originally known as a regional trade center and, later in its history, an industrial manufacturing center. Norwich is home to Dodd Stadium, Three Rivers Community College and a beautiful harbor and marina. Norwich is also a short distance from Connecticut's two renowned casinos — Foxwoods and Mohegan Sun.

General Introduction

The Consolidated Plan (ConPlan) is a strategy for the Community Development Block Grant (CDBG) program in Norwich. The ConPlan includes two parts: a Strategic Plan which outlines goals and priorities to address the City's identified needs for a five year period (2010-2014) and an Action Plan for the program year beginning September 1, 2010. The City's CDBG allocation for the 2010-2011 program year is $1,091,044 plus another $91,972 in recaptured funds.

The preparation of the Consolidated Plan is the result of a collaborative effort between government/public agencies, housing and community development groups, social service providers and interested citizens. The City of Norwich Office of Community Development (OCD) served as lead agency in coordinating the consultation, planning and submission components.

As lead agency, OCD followed the adopted citizen participation plan in formulating the ConPlan. The OCD organized meetings, surveyed agencies and held consultations with housing providers and those involved with housing and community development issues; reviewed existing plans and documents outlining needs, plans and programs in the City; and held specific consultations with social service agencies regarding the housing needs of children, elderly persons, persons with disabilities, homeless persons, children identified as lead-poisoned, and other special needs populations. The OCD was assisted during the planning process by the Community Development Advisory Committee (CDAC). The Community Development Advisory Committee is comprised of seven residents of the city who are actively involved in the assessment and determination of community development needs, establishment of funding priorities and on-going monitoring and program implementation. The CDAC provides an important link between the City administration, the City Council and the community at large. The OCD, the City Council and the CDAC maintain open communication lines with the various agencies and non-profit organizations that also deal with housing and community development issues.

This Consolidated Plan has been prepared based upon the following information:

- Analysis of demographic changes between 2000 and 2008-2009, as reflected in U.S. Census 2000 and 2006-2008 American Community Survey (ACS) data.
- Comparison of 2000 and 2009 estimates of households with a housing problem, as defined by the U.S. Department of Housing and Urban Development, through the analysis of Comprehensive Housing Affordability Strategy (CHAS) data.
- Input from pertinent City departments and agencies.
- Discussions with program providers in the community and region.
- Input gathered though the solicitation of, and response to, a community development and housing priority needs questionnaire.
- Review of the success and level of demand for programs and services over the past five years.
- Public hearings.

- Discussions with the Community Development Advisory Committee (CDAC).

As a result of this planning and analysis process, housing and community development needs were identified and specific strategies designed to meet these identified needs were developed.

Housing and Community Development Needs and Priorities

The City of Norwich's housing and community development needs generally fall into several categories:

- Cost burden among renter households
- Rehabilitation of older housing units
- Lead abatement and energy efficiency improvements
- The provision of public services
- Improvements to public facilities
- Economic development

There is a specific need to assist lower income households to meet their housing needs primarily through use of the existing housing stock with rehabilitation as the primary approach. The City's identified housing and community development needs are summarized below.

Housing Needs

(a) Reduce cost burden for extremely low income and very low income renter households;
(b) Improve energy efficiency of housing stock, particularly rental units;
(c) Continue lead abatement and remediation activities;
(d) Continue housing rehabilitation program to improve substandard housing stock.

Public Services

(a) Provision of necessary public services in a comprehensive and coordinated manner, particularly services associated with youth, the elderly, education, employment, crime prevention, domestic violence and transportation.

Community Facilities and Public Improvements

(a) Expansion and improvement of existing recreational resources;
(b) Preservation of public facilities to meet the service needs of residents;
(c) Improvements to streets, sidewalks and neighborhood infrastructure;
(d) Provision of necessary public improvements to improve public safety

(e) Removal of architectural barriers in publicly-owned and privately-owned buildings.

Economic Development

(a) Continued revitalization of Downtown Norwich;
(b) Implementation of identified regional CEDS projects for Norwich;
(c) Implementation of policies, goals and objectives contained in the NCDC's Community-Wide Economic Development Plan and Process.

Partnerships for Housing and Community Development

The City of Norwich partners with a number of non-profits for program implementation. They include:

Alliance for Living
ARC of New London County
Bethsaida Community
Big Brothers/Big Sisters
Catholic Charities
Child & Family Agency
Connecticut Pardon Team
Covenant Shelter,
Eastern Connecticut Housing Opportunities Inc. (ECHO)
Housing Opportunities People Everywhere (HOPE)
Backus Hospital
Literacy Volunteers
Madonna Place
Martin Luther King Center
Martin House
Mutual Housing Association
NAACP
Neighborhoodworks New Horizons
Norwich Adult Education
Norwich Community Development Corporation
Southeastern Connecticut Council of Governments
Southeastern Connecticut Housing Alliance
Southeastern Connecticut Partnership on Housing and Homelessness
Southeastern Council on Alcoholism and Drug Dependence
Southeastern Mental Health Authority
STEPS
Thames River Family Program
Thames Valley Council for Community Action
The Blue Ribbon Housing Committee
Uncas Health Center
United Community Services
Veterans Center
Women's Center of Southeastern Connecticut

General Priorities

Norwich's Community Development program has three general priorities. These general priorities, and some of the proposed activities and objectives that fall within these priorities, include:

1) **Provide decent housing**

- Retain the affordable housing stock
- Increase availability of permanent housing that is affordable to low-income persons without discrimination on the basis of race, color, religion, sex, national origin, familial status, or handicap
- Assist homeless persons to obtain appropriate housing and assist those at risk of homelessness
- Retain the supply of supportive housing, that includes structural features and services to enable persons with special needs to live with dignity

2) **Provide a suitable living environment**

- Improve safety and livability of neighborhoods
- Increase access to quality facilities and services
- Reduce isolation of income groups within an area through deconcentration of housing opportunities and revitalization of deteriorating neighborhoods
- Restore and preserve properties of special value for historic, architectural or aesthetic reasons
- Conservation of energy resources

3) **Expand economic opportunities**

- Establish, stabilize and expand small businesses (including micro-businesses)
- Provide for jobs for low-income persons
- Empower low-income persons to achieve self-sufficiency to reduce generational poverty in federally assisted and public housing
- Pursue brownfields remediation to make properties available for investment.
- Adopt a flexible strategy in seeking innovative growth oriented businesses to locate in the City.

Most of these general priorities have been long-standing goals in the City and were utilized by the City to develop its past Five Year Strategic Plans.

Proposed Outcomes

Accomplishments proposed over the next five years include:

Public Facilities & Improvements – participate in 3 facility upgrades
Park, Recreational Facility – participate in 2 facility upgrades
Street Improvements – participate in upgrading 1 street
Street & Sidewalk Improvements – participate in 2692 linear feet of sidewalk installation
Tree planting – plant 30 trees
Fire Stations – participate in upgrading 4 firehouses
Operating Costs of Homeless/AIDS Patients – 300 client visits
Clearance and Demolition – participate in 1 building demolition
Public Services – 30,500 client visits
Senior Services – 200 client visits
Youth Services – 3770 client visits
Transportation Services – 200 client trips
Battered & Abused Spouses – 8500 client visits
Employment Training – 750 client visits
Child Care Services – 150 client visits
Urban Renewal Completion – 1 transaction
Removal of Architectural Barriers – participate in 1 project
Direct Homeownership Assistance – participate in funding service
Rehab Single-Unit Residential – 65 units
Rehab Multi-Unit Residential – 65 units
Public Housing Modernization – 127 units
Energy Efficiency Improvements – 4 projects
Code Enforcement – partial fund position
Applications for Federal programs – prepare 1 application

Annual Action Plan FY 2010-2011

The City of Norwich will submit to the U.S. Department of Housing and Urban Development (HUD) the Final Housing and Community Development Action Plan for Fiscal Year 2010-2011. The plan identifies the use of CDBG funds available that address the priority needs established in the City's Five Year Consolidated Housing and

Community Development Plan Fiscal Years 2010-2014, and serves as an application for federal funds.

This Action Plan, Part V of the Consolidated Plan, contains the City's proposed projects, programs and funding to be carried out with CDBG funds for Program Year 36, which begins September 1, 2010.

FUNDS AVAILABLE FOR ALLOCATION:	**$ 1,182,976**
Sources: PY 36 Entitlement Allocation	$ 1,091,004
Recaptured Funds	$ 91,972

Description of Programs, Projects and Activities

The City received requests for CDBG funding during the application process that began in January 2010. Applications were reviewed and applicants were given the opportunity to present their needs and programs during meetings and public hearings held during March and April 2010. As part of the application review and funding allocation process, programs/activities were selected for funding. These programs/activities were selected based upon the City's housing and community development priorities and objectives and the amount of funds available. Programs/activities selected for funding include:

Public/Social Services	**Amount**	**Description of Activity**
Norwich Adult Education	$ 15,000	ESOL Instruction
NHS/Food Pantry	$ 10,000	Food Pantry Operations
NHS/Hospitality Center	$ 29,500	Emergency Winter Overflow Shelter
NHS/Supportive Housing	$ 15,000	Housing Services
NHS/Norwich Works	$ 51,000	Employment and Education Program
NHS/Childcare Assistance Program	$ 15,000	Financial Assistance for Childcare
Literacy Volunteers	$ 10,000	Basic Literacy Services
Big Brothers/Big Sisters	$ 4,000	Mentoring Program
Norwich Recreation Department	$ 20,000	Summer Day Camp Scholarships
NAACP	$ 7,000	Summer Youth Program
NPS Uniform Assistance for Homeless Families	$ 12,500	Subsidized Lunch Program
Women's Center	$ 5,000	Domestic Violence Services
TOTAL	**$ 194,000**	

Other Programs/Services	**Amount**	**Description of Activity**

Norwich Housing Authority	$ 100,000	Rosewood Manor Bathroom Renovations
Norwich Fire Department	$ 34,000	Greeneville Fire Station Renovations
Habitat for Humanity of Southeastern Connecticut, Inc.	$ 30,000	Property Acquisition
Norwich Human Resources	$ 2,000	ADA Compliance – Assistive Listening Device
Taftville Fire Department	$ 48,000	Roof Replacement
Norwich Redevelopment Agency	$ 100,000	Critical Repairs – Reid and Hughes Building
Norwich DPW	$ 156,776	New Sidewalks & Curbing – Thamesville
Norwich Office of Community Development	$ 300,000	Property Rehab Program
TOTAL	**$ 770,776**	

Administration	**Amount**	**Description of Activity**
Norwich Office of Community Development	$ 218,200	Program Administration
TOTAL	**$ 218,200**	

Section I – Introduction and General Requirements (91.100-91.200)

A. Introduction

The Community Development Block Grant (CDBG) Program for the City of Norwich offers neighborhood revitalization, housing, economic development and other services that are an integral part of the community. The program has achieved many accomplishments over the thirty-five years it has served the City.

The funding for the Community Development Program comes from the U.S. Department of Housing and Urban Development (HUD). HUD requires that the City complete a Consolidated Plan for the Community Development Program every five years. HUD's requirement for the Consolidated Plan is contained in 24CFR Parts 91, 92, 570, 574,576 and 968. This Consolidated Plan covers the years 2010 to 2014.

The Consolidated Plan contains a description of the City's housing and community development needs; a strategic plan that outlines goals and priorities to address the City's identified needs; and an Action Plan for the program year beginning September 1, 2010. The City's Community Development Block Grant (CDBG) allocation for the 2010-2011 program year is $1,091,044 plus $91,972 in reprogrammed funds.

Several important overarching economic and governmental circumstances dominated the period during which this Consolidated Plan was prepared. The national economy is experiencing one of the deepest recessions in the nation's history accompanied by a banking crisis that imperils most forms of lending activity and a housing crisis with that has generated historical rates of foreclosure and brought housing production to the lowest levels in decades. The regional economy of Southeastern Connecticut has been severely impacted by this national recession. Manufacturing and defense related jobs have continued to decline. The gaming industry (Foxwoods and Mohegan Sun Casinos are major employers of Norwich residents) have experienced dramatically reduced patronage and have cut a substantial number of jobs in the "service" category. As a consequence of the recession, government revenues have severely declined while service demands have increased. State and local funds have been cut back severely. Only the Federal Government's "stimulus initiatives" provide new sources of potential funding. Some of these stimulus jobs were filled by Norwich residents. The implications of these changes are noted in the Housing Market Analysis and Economic Development sections of the Strategic Plan.

Several important institutional initiatives have been undertaken that provide a regional emphasis on housing solutions. The Southeast Connecticut Council of Governments (SCCOG) undertook a regional housing analysis that quantified housing need and defined interdependencies and needs. This effort led to the creation of a Blue Ribbon Housing Initiatives Panel to work on regional housing solutions. Also, the Southern Connecticut Partnership to End Homelessness was begun. The Partnership focuses on solutions to homelessness and works on a "Continuum of Care".

The City of Norwich participated in these institutional initiatives. The citizen participation process for this and previous Consolidated Plans revealed that local residents, particularly elected officials, favor a regional approach to the issues of housing assistance and affordability. Therefore, the City continues to be directly involved with these and other regional and state groups working in housing and community development.

B. Consultation with Local Government; Coordination and Management

The City of Norwich is organized as a City Council/Mayor form of local government. The City Council, which approves the Consolidated Plan, has seven members of which six members are elected at large and serve for two year terms and a Mayor who serves a four year term. The City Council is advised by a Community Development Advisory Committee (CDAC) that is composed of seven Norwich residents appointed by the City Council. The Committee members are actively involved in the assessment and determination of community development needs, establishment of funding priorities and on-going monitoring and program implementation. The Community Development Advisory Committee provides an important link between the City government and the community at large.

The City Manager is the Chief Executive Officer of the City of Norwich and has statutory responsibility for community development and other City programs. The City Manager signs all certifications.

The City Manager has delegated his responsibility for planning and implementation of the community development program to the Office of Community Development (OCD) which has day-to-day responsibility for the planning, implementation and monitoring responsibility for housing and community development programs in the City of Norwich. OCD's planning efforts benefit from City interdepartmental cooperation and from being within the umbrella organization of the Department of Human Services. Due to untimely personnel changes the City contracted with a consultant to assist in the preparation of

the Consolidated Plan. The consultant was chosen through a competitive process that occurred April 2010.

The City solicited the input of the Norwich Housing Authority in the preparation of the Consolidated Plan. City staff also works closely with a number of Norwich non-profit agencies and other organizations that have regional programs and/or office locations in Norwich. Included in these categories are:

Low-Income Population

- Norwich Human Services
- Norwich Office of Community Development
- Thames Valley Council for Community Action (TVCCA)
- United Community and Family Services
- Downtown Revitalization Zone Committee
- Greenville Revitalization Zone Committee
- Thames River Transitional Housing
- Madonna Place

Minority Population

- Norwich Chapter NAACP
- Chinese American Cultural Assistance Association
- Eastern Connecticut Asian and American Lions Club
- Haitian Health Foundation
- Cape Verdean Santiago Society
- Spanish American Merchants Association
- Norwich Human Services
- Norwich Human Services – Newcomers Group
- Norwich Homeless Hospitality Center Inc.

As mentioned above, regional groups that have been important in the planning and implementation of housing and community development programs in Norwich are:

- Southeastern Connecticut Housing Alliance
- The Southeastern Connecticut Council of Governments
- The Southeastern Connecticut Partnership to End Homelessness.
- Habitat for Humanity of SE CT, Inc.
- Mutual Housing Association dba NeighborWorks New Horizons
- Eastern Connecticut Housing Opportunities (ECHO)
- HOPE Inc.
- Thames Valley Council for Community Action

C. Citizen Participation and Consultation

Citizen Participation

The City of Norwich has been following a Citizen Participation Plan that meets the requirements of Section 104 (c)(3) of the Housing and Community Development Act of 1974, as amended, during the administration of its Community Development Block Grant program. No significant changes were required in the City's existing Citizen Participation Plan in order to comply with the Consolidated Plan rule.

Development of this Consolidated Plan was formulated with input from public hearings, meetings with affected groups, a needs survey and consultations with public and private organizations concerned with community development in Norwich. Research sources included information available on the internet; the 2000 U.S. Census; 2006-2008 American Community Survey (ACS) data; 2000 CHAS data and updated 2009 CHAS/ACS data; and a number of reports that were developed regionally on housing, social services and the local economy.

The Thirty-Sixth Program Year Action Plan application process was initiated on January 8, 2010 when information regarding the Consolidated Plan and Action Plan application process was published.

The Community Development Advisory Committee (CDAC) held public hearings on March 24th, 31st, and April 7th, 2010 to receive input on Community Development needs and specific activities to address such needs, the projected amount of funds the City expected to be received under the program, the kind of activities that are eligible for the program and the past use of CDBG funds. The hearing on March 24th was focused on faith-based organizations, on March 31st on social service organizations and on April 7th on housing, brownfields and redevelopment. Organizations known to be providing services in Norwich in each of these areas were solicited to provide input at these hearings. The general public was also welcome to comment at these hearings.

Proposals for PY 36 Action Plan programs and activities were due on March 26, 2010, and copies of all proposals were provided by the CDAC. On April 19 and April 26, 2010, the CDAC held public hearing meetings with applicants for Action Plan funding to receive comments on the proposals and clarify programmatic issues.

On May 5, May 10 and May 17, 2010 the CDAC conducted deliberations on Action Plan proposals and community development needs, at which time the public had an opportunity to comment on the deliberations.

On May 25, 2010, the CDAC met to review the Draft Consolidated Plan prior to its release for public and City Council consideration.

On May 28, 2010, Draft Consolidated Plan documents were provided to the City Council and made available to the public on the City's website and in the Office of Community Development.

On May 28, 2010, the City published a Notice of Availability for Review of the Proposed Consolidated Housing and Community Development Plan. This notice, which is included in Appendix A of this Consolidated Plan, contained a summary of the Proposed Consolidated Plan; proposed projects and funding allocations for the PY 36 program year beginning September 1, 2010; the locations where the document was made available for review; and the date of the Public Hearing on the Plan. Copies of the Proposed Consolidated Plan were available for review at the Norwich Public Library, the City Clerk's Office and the Office of Community Development, as well as posted on the City's website.

The final plan was approved at the City Council meeting of July 6, 2010, at which time the Council authorized the submission of the Five-Year Consolidated Plan and the PY 36 Annual Action Plan to the U.S. Department of Housing and Urban Development.

Copies of notices and other citizen participation documentation are incorporated in Appendix A.

Consultations

Consultations were undertaken to determine housing, neighborhood revitalization, economic development and social services needs in Norwich as part of the Consolidated Planning process.

The staff of both the Office of Community Development and the Human Services Department is involved on an on-going basis in the community with such agencies as the Thames Valley Council for Community Action (TVCCA), Southeastern Council on Alcohol and Drug Dependency (SCADD), and others concerned with the needs of the community. Through ongoing involvement with organizations concerned with community issues and activities, City staff members are aware of the full spectrum of housing and community development needs and have thus been able, with their community partners, to develop a variety of programs to meet identified community needs.

Members of the Community Development Advisory Committee (CDAC) and the Norwich City Council are continually involved in public meetings and hearings throughout the

year. They are aware of issues affecting Norwich's special needs populations. This participation enables them to address specified needs through the prioritization of goals, objectives, programs, activities and funding allocations.

Consultations were held with the following organizations to determine housing, neighborhood revitalization, economic development and social services in Norwich as part of the Consolidated Planning process:

- State of Connecticut, State Legislative Offices
- State of Connecticut, Department of Health
- State of Connecticut, Department of Children and Families Eastern Region
- Southeastern Connecticut Council of Governments
- Norwich Housing Authority
- Thames Valley Council for Community Action
- Thames River Family Program
- Norwich Community Development Corporation
- Norwich Arts Council
- Fannie Mae Connecticut Partnership Office
- NAACP
- Disabilities Network of Eastern Connecticut
- Literacy Volunteers
- Area Food pantry Consortium
- Martin House
- Madonna Place
- Big Brothers Big Sisters
- Bethsaida Community Inc./Katie Blair House
- Backus Hospital
- Southeastern Connecticut Partnership to End Homelessness
- SCADD
- Women's Center
- Norwich faith-based organizations
- Habitat for Humanity of SECT
- United Way
- Local realtors and developers, both for-profit and non-profit

In addition, notification on the availability of the Draft Consolidated Plan and a request for comment was made to the State of Connecticut Department of Economic and Community Development, the Southeastern Connecticut Council of Governments, and the chief executive officers of the adjoining towns of Montville, Bozrah, Franklin, Sprague, Lisbon, and Preston. The transmittal letters are included in Appendix A.

Community Development and Housing Priority Needs Questionnaire

As part of the community outreach component of updating the City of Norwich's Consolidated Plan, a Community Development and Housing Needs Survey was prepared and distributed to community service providers in the City. Respondents were asked to rank, on a scale from 1 to 4, community development and housing areas and to identify factors that impede fair housing choice in Norwich such as housing discrimination. The 27 respondents provided assessments of community need by category.

A copy of the questionnaire and the subsequent tabulations of responses received can be found in Appendix C.

Section II – Housing and Homeless Needs Assessment (91.205)

A. Introduction

The review of needs for housing and community development in Norwich was undertaken with three basic information inputs:

- ***Citizen Participation Process*** – The Consolidated Plan (ConPlan) was undertaken with a detailed citizen participation plan and process featuring outreach that included public meetings and consultations. Organizations that service target populations were solicited for input.

- ***Documentation*** – The 2000 Census was used in drawing a community profile in the general market analysis and elsewhere. In addition, a recently released update to the 2000 CHAS data was used in the analysis of existing housing needs in Norwich. This new data, released by HUD in December 2009, is based upon a series of special cross-tabulations conducted by the U.S. Census Bureau using data from the annual American Community Survey (ACS). The CHAS information is displayed in tables attached as part of the ConPlan and an integral part of the text.

- ***Staff Community Knowledge*** – Community development staff has an intense level of interaction with other city departments, neighborhood organizations and non-profits serving the community development needs of Norwich.

B. General Needs and Priority Assessment (91.205(a) and 91.205(b))

The housing needs assessment for low, very low and extremely low income households in Norwich presented in Table 1 was completed utilizing the 2000 Comprehensive Affordable Housing Strategy (CHAS) data provided by the U.S. Department of Housing and Urban Development (HUD) to determine the extent of households with housing problems. The definition of housing problems utilized in these cross tabulations is a non-duplicative count of households with housing problems including those that 1) occupy units with physical defects (lacking complete kitchen or bathroom); 2) live in overcrowded conditions (a housing unit with more than one person per room); 3) have a housing cost burden, including utilities, exceeding 30% of gross income, or have a severe housing cost burden, including utilities, exceeding 50% of gross income.

In addition, recently released updates to the 2000 CHAS data was used to supplement the original CHAS data and to provide more current information for the analysis of existing housing needs in Norwich. This new data, released by HUD in December 2009, is based upon a series of special cross-tabulations conducted by the U.S. Census Bureau using data from the annual American Community Survey (ACS). While the updated data is not directly comparable to the 2000 CHAS data, it does provide a basis of comparison for providing a thorough assessment of housing needs.

Table 1 on the following two pages presents the 2000 CHAS data for the City of Norwich.

TABLE 1

Name of Jurisdiction: Norwich town, Connecticut	Source of Data: CHAS Data Book				Data Current as of: 2000					
	Renters					Owners					
Household by Type, Income, & Housing Problem	Elderly (1 & 2 members)	Small Related (2 to 4 members)	Large Related (5 or more members)	All Other	Total Renters	Elderly (1 & 2 members)	Small Related (2 to 4 members)	Large Related (5 or more members)	All Other	Total Owners	Total Households
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)
1. Household Income <= 50% MFI	1,117	1,029	167	1,035	3,348	753	202	67	269	1,291	4,639
2. Household Income <=30% MFI	737	555	104	610	2,006	370	63	23	144	600	2,606
3. % with any housing problems	54.7	84.7	81.7	77.9	71.4	68.9	93.7	82.6	90.3	77.2	72.8
4. % Cost Burden >30%	54.1	82.9	81.7	77.9	70.7	68.9	93.7	82.6	90.3	77.2	72.2
5. % Cost Burden >50%	38.7	57.7	48.1	60.7	51.1	40.5	69.8	65.2	76.4	53.2	51.6
6. Household Income >30 to <=50% MFI	380	474	63	425	1,342	383	139	44	125	691	2,033
7. % with any housing problems	34.2	51.5	52.4	76.5	54.5	39.9	74.8	100.0	52.0	53.0	54.0
8. % Cost Burden >30%	34.2	47.5	28.6	74.1	51.3	38.9	74.8	90.9	52.0	51.8	51.5
9. % Cost Burden >50%	6.6	9.5	0.0	20.0	11.5	7.6	43.2	56.8	32.0	22.3	15.2
10. Household Income >50 to <=80% MFI	240	575	164	648	1,627	578	594	188	273	1,633	3,260

11.% with any housing problems	22.9	22.6	36.0	22.8	24.1	14.4	57.9	60.1	56.0	42.4	33.3
12.% Cost Burden >30%	22.9	16.5	0.0	20.5	17.4	14.4	57.9	44.7	56.0	40.7	29.0
13. % Cost Burden >50%	0.0	0.0	0.0	0.6	0.2	6.7	9.3	8.0	17.9	9.7	5.0
14. Household Income >80% MFI	215	925	135	885	2,160	989	3,000	365	580	4,934	7,094
15.% with any housing problems	0.0	3.2	33.3	2.3	4.4	9.0	7.3	11.0	12.9	8.6	7.3
16.% Cost Burden >30%	0.0	0.0	0.0	0.0	0.0	9.0	6.8	6.8	12.9	8.0	5.0
17. % Cost Burden >50%	0.0	0.0	0.0	0.0	0.0	0.4	0.5	0.0	0.0	0.4	0.2
18. Total Households	1,572	2,529	466	2,568	7,135	2,320	3,796	620	1,122	7,858	14,993
19. % with any housing problems	37.4	34.6	47.6	37.7	37.2	25.0	19.2	34.8	37.7	24.8	30.7
20. % Cost Burden >30	37.2	30.8	22.1	35.9	33.5	24.8	18.8	27.1	37.7	23.9	28.5
21. % Cost Burden >50	19.7	14.4	10.7	17.9	16.6	9.6	4.6	8.9	17.7	8.3	12.2

Definitions:

Any housing problems: cost burden greater than 30% of income and/or overcrowding and/or without complete kitchen or plumbing facilities.

Other housing problems: overcrowding (1.01 or more persons per room) and/or without complete kitchen or plumbing facilities.

Elderly households: 1 or 2 person household, either person 62 years old or older.
Renter: Data do not include renters living on boats, RVs or vans. This excludes approximately 25,000 households nationwide.

Cost Burden: Cost burden is the fraction of a household's total gross income spent on housing costs. For renters, housing costs include rent paid by the tenant plus utilities. For owners, housing costs include mortgage payment, taxes, insurance, and utilities.

Based upon the statistics provided, the primary housing problem in Norwich appears to be cost burden. This is especially true for extremely low income households (those earning 0 to 30% of the median family income) and very low income households (those earning between 31 to 50% of the median family income). Additional quantitative and qualitative data, however, indicates that overcrowding and housing unit condition are also notable housing problems in Norwich, particularly within the rental housing stock. Cost burden problems in the extremely low income and very low income groups occur for both renter and owner households, although the majority of households earning less than 50% of the median family income are renter households. Owner households earning between 50% and 80% of the median family income also experience some cost burden issues.

Cost Burden

Table 2 illustrates the estimated changes between the 2000 CHAS data and the updated 2009 CHAS/ACS data, in terms of the percentage of households in Norwich housing cost burden problems by type of household and household tenure.

TABLE 2
Comparison Between 2000 CHAS Data and 2009 Updated CHAS/ACS Data
City of Norwich, CT

	RENTERS				
	Elderly (1 & 2 members)	Small Related (2 to 4 members)	Large Related (5 or more members)	All Others	Total Renters
Total Renter Households 2000 CHAS	1,572	2,529	466	2,568	**7,135**
Total Renter Households 2009 Update	1,350	2,685	305	2,335	**6,675**
% with Cost Burden > 30%					
2000 CHAS	37.2%	30.8%	22.1%	35.9%	**33.5%**
2009 Update	49.3%	54.9%	59.0%	35.3%	**47.1%**
% with Cost Burden > 50%					
2000 CHAS	19.7%	14.4%	10.7%	17.9%	**16.6%**
2009 Update	12.6%	16.2%	27.9%	17.1%	**16.3%**

	OWNERS				
	Elderly (1 & 2 members)	Small Related (2 to 4 members)	Large Related (5 or more members)	All Others	Total Owners
Total Owners Households 2000 CHAS	2,320	3,796	620	1,122	**7,858**
Total Owners Households 2009 Update	2,470	4,010	515	1,460	**8,455**
% with Cost Burden > 30%					
2000 CHAS	24.8%	18.8%	27.1%	37.7%	**23.9%**
2009 Update	35.4%	22.1%	36.9%	44.9%	**30.8%**
% with Cost Burden > 50%					
2000 CHAS	9.6%	4.6%	8.9%	17.7%	**8.3%**
2009 Update	15.8%	5.6%	0.0%	16.8%	**10.2%**

Sources: 2000 CHAS data (HUD); Updated CHAS/ACS data, 2009 (HUD); calculated and compiled by HMA.

As Table 2 shows, the percentage of households facing various cost burden levels increased for all household types between the 2000 CHAS data and the updated 2009 CHAS/ACS data. However, the greatest increases in the incidence of high cost burden were experienced by large related renter households, small related renter households, and both elderly renter and owner households.

Approximately 47.1% of all renter households in Norwich now have housing costs that exceed 30% of their income, while 16.3% of these households have housing costs that exceed 50% of their income. The percentage of renter households paying more than 30% of their income for housing has grown substantially from 34.3% in 2000. However, the percentage of households paying more than 50% of their income for housing has actually declined slightly from 16.6% in the 2000 CHAS data.

The increase in housing cost burden problems is significantly more pronounced for renter households than owner households. The percentage of all owner households with housing costs greater than 30% of their income has increased from 23.9% in 2000

to 30.8% at present. For the universe of total households in Norwich, the percentage facing housing cost burden greater than 30% of their income increased from 28.5% to 38.0%, and the percentage facing housing cost burden greater than 50% of their income increased from 12.2% to 12.9% over the decade.

Household Tenure

A comparison of the 2000 CHAS data and the updated 2009 CHAS/ACS data indicates the updated CHAS/ACS data indicates that over the past decade, there has been a noticeable shift in housing tenure in the City of Norwich, with a higher rate of home ownership now than there was in the late 1990s. Table 3 illustrates the details of this shift.

TABLE 3
Households By Tenure, 2000 CHAS Data and 2009 Updated CHAS/ACS Data
City of Norwich, CT

	2000 CHAS	2009 CHAS/ACS	Net Change	% Change
Total Households	14,993	15,130	137	**0.9%**
Total Renter Households	7,135	6,675	-460	**-6.4%**
% of Total Housing Stock	**47.6%**	**44.1%**	N/A	N/A
Total Owner Households	7,858	8,455	597	**7.6%**
% of Total Housing Stock	**52.4%**	**55.9%**	N/A	N/A

As of the 2000 Census, the City of Norwich's housing stock was roughly divided between owner and renter households at a rate of 52% to 48%. However, according to the updated CHAS/ACS data, the number of renter households has declined by -460, while the number of owner households has climbed by almost 600. These changes have led to Norwich's tenure percentages shifting to roughly 56% owner households and 44% renter households. A logical explanation for this shift is that during the 2000s, many households that formerly had been renters made the transition to home ownership through historically low mortgage interest rates and liberal lending practices.

Overcrowding and Substandard Housing Conditions

Anecdotal evidence indicates that overcrowding and substandard housing conditions are issues in Norwich, particularly within the rental housing stock. According the 2000 CHAS data, 2.2% of the total households in the City experience any sort of housing problem besides housing cost burden issues. However, with a total of 14,993 households in the City, 2.2% of the total households equals approximately 330 households. While the percentage is small, the raw number of households affected is noteworthy. The 2000 CHAS data indicates that issues of overcrowding and substandard housing conditions are generally concentrated in large related renter and

owner households, particularly such households with incomes between 30% and 80% of the HUD area median family income (HAMFI).

The updated 2009 CHAS/ACS data indicates that the raw number and percentage of total households facing issues of overcrowding and substandard housing conditions has not changed since 2000. According to this data, approximately 445 households or 2.9% of the total households in Norwich are facing these issues. Approximately 85% of these households are experiencing overcrowding, while the other 15% are facing substandard housing conditions.

C. Categories of Persons Affected (91.205b)

Housing Problems by Race and Ethnicity

According to the 2000 CHAS data, 14.5% of the total households in Norwich were minority households; the updated 2009 CHAS/ACS data indicates that this figure has risen to 19.9% of total households. Table 4 illustrates the changes that have occurred since 2000 in terms of minority households by percentage of total renter and owner households, as well as the percentage of minority households facing some type of housing problem in comparison to non-minority households.

TABLE 4
Minority Households By Tenure & Housing Problems
2000 CHAS Data and 2009 Updated CHAS/ACS Data
City of Norwich, CT

	2000 CHAS	2009 CHAS/ACS	Net Change	% Change
Total Households	**14,993**	**15,130**	**137**	**0.9%**
Total Minority Households	2,173	3,005	832	38.3%
% Minority Households	**14.5%**	**19.9%**	N/A	N/A
Total Renter Households	**7,135**	**6,675**	**-460**	**-6.4%**
% of White Renter Households with One or More Housing Problem	34.2%	45.8%	N/A	N/A
% of Minority Renter Households with One or More Housing Problem	**47.7%**	**63.6%**	N/A	N/A
Total Owner Households	**7,858**	**8,455**	**597**	**7.6%**
% of White Owner Households with One or More Housing Problem	23.2%	29.5%	N/A	N/A
% of Minority Owner Households with One or More Housing Problem	**44.3%**	**46.5%**	N/A	N/A

As Table 4 indicates, the rate of housing problems has increased significantly for minority renter households since 2000, and is now almost 18 percentage points higher than the corresponding rate for white renter households. The percentage of minority owner households facing housing problems actually increased at a slower rate from 2000 to the present than did the percentage of white owner households.

Among racial and ethnic minority households, the updated 2009 CHAS/ACS data indicates that Native American renter households (100.0%), Other Race owner households (67.7%) and Asian renter households (60.5%) have the highest rates of housing problems. Pacific Islander owner households also have a housing problem rate of 100.0%, but this population is comprised of only 20 households. The 2000 CHAS data indicated that the vast majority of racial and ethnic minority households experiencing housing problems had household incomes below 50% of HAMFI. However, the updated 2009 CHAS/ACS data appears to indicate that racial and ethnic minority households with incomes between 50% and 80% of HAMFI are comprising an

increasing percentage of the households with housing problems.

Disproportionate Housing Need

HUD asks grantee communities to evaluate the extent that any racial or ethnic group has a disproportionately greater housing need in comparison to the needs of the population as a whole. For this purpose, disproportionately greater need exists when the percentage of persons in a category of need, who are members of a particular racial or ethnic group, is at least ten percentage points higher than the percentage of persons in the category as a whole.

According to the 2000 CHAS data, 30.7% of all households in Norwich faced some form of housing problem. Twenty-eight percent (28.0%) of White households, 39.8% of African-American households, 33.0% of Native American households and 31.2% of Asian households faced some form of housing problem, all of which were within the acceptable ten percentage point range. However, Hispanic households (58.4%) had a disproportionate housing need as compared to the population as a whole.

Similarly, the updated 2009 CHAS/ACS data indicates that currently 40.2% of all households in Norwich face some form of housing problem. Thirty-six point five percent (36.5%) of White households, 38.0% of Hispanic households and 46.5% of African-American households face some form of housing problem, all of which are within the acceptable ten percentage point range. However, Pacific Islander households (100.0%), Native American households (79.0%), Other Race households (56.4%) and Asian households (50.4%) had a disproportionate housing need as compared to the population as a whole.

The specific housing problems faced by each group include housing cost burden greater than 30% of income for Native American and Pacific Islander households, and housing cost burden greater than both 30% and 50% of income for Asian and Other Race households. The relative small size of the Pacific Islander (20 households, up from 0 households in 2000) population makes it difficult to craft effective and cost-efficient initiatives to address the needs of this ethnic group. The Asian, Native American and Other Race populations comprise significantly larger portions of the total households in Norwich.

D. Homeless Needs (91.205(c))

Needs of Sheltered and Unsheltered Homeless

See Appendix B for Homeless Needs Table

In 2000 a Partnership was formed, later becoming known as the, Southeastern Connecticut Partnership on Housing and Homelessness (SECTPHOH). This partnership was formed to represent the regions continuum of care. This group, of which Norwich is an active participant, has recognized homelessness as a regional issue. The Partnership includes the following non-profits and government entities: Alliance for Living, Bethsaida Community, Catholic Charities, First Step, Groton Social Services, L & M Hospital, New London Public Housing Authority, Norwich Social Services, Reliance House, Southeastern Mental Health Authority, Southeastern Council on Alcoholism and Drug Dependence, Southeastern Connecticut Council of Governments, Thames River Family Program, Thames Valley Council for Community Action, Uncas Health District, United Way of Southeastern Connecticut, Veterans Center, Women's Center of Southeastern Connecticut. The Partnership implements the "Continuum of Care" services for the region and has been awarded more than nearly $6 million to serve the homeless in Southeastern Connecticut since 2006.

A Point in Time count of sheltered and unsheltered individuals and housing capacity was conducted on January 28, 2009 in Norwich-New London region. The Point in Time count helps identify gaps in the current service system, and assists social service and housing providers in prioritizing housing development for sub-populations. The results of the 2009 count produced the data necessary to count the homeless and inventory and identify available housing and services for the homeless.

According to the 2009 Point in Time count, there were a total of 157 individuals and 52 families in emergency shelters, transitional housing and unsheltered locations for a total count of 299 homeless persons. The 52 families identified contained a total of 90 children. Of the 157 individual adults identified, 94 were living in emergency shelters, 23 were living in transitional housing, 23 were unsheltered and the remaining 17 individuals were residing in a variety of other situations.

There has been a steady increase in the numbers of homeless in the region. The City of Norwich, in addition to offering apartments available to homeless families, has over the past eight years offered a "Hospitality Center" open during the winter months. The "Hospitality Center" is a collaboration of the City of Norwich Human Services Department (funded with CDBG) local social service providers volunteers, and faith based organizations. This past winter, the shelter served 52 unduplicated individuals. Norwich Human Services will continue to take responsibility for administering the funds

for staffing of the temporary winter shelter for the homeless. Norwich Human Services has been doing this work for many years and has social workers and administrators that specialize in working with the homeless population. Homeless individuals and families are also served by the City of Norwich through scattered site apartments, available on a year round basis; Reliance House through scattered site apartments; and the City of Norwich Hospitality Center, a cooperative effort between the City, social service providers and local faith-based organizations to provide emergency shelter during the winter months.

The City of Norwich is addressing the issue of rising homelessness among families by implementing a security deposit program for those families in the TVCCA shelter determined by a social worker to be able to sustain housing but unable to attain it, for lack of a security deposit and two months rent up front. The needs of single homeless adults will be addressed by funding the winter shelter and case management services. The City continues to work with SECTPOH (Southeastern Connecticut Partnership on Housing and Homelessness) to ensure the needs of the region are being met. This group addresses the housing, health and social service needs of the homeless and those at risk of homelessness in the region. The Office of Community Development will continue to work with this group, as needed, and receive updates from the Norwich Department of Human Services regarding any changes in the Continuum's direction.

The City of Norwich is currently home to a number of transitional living facilities:

- Reliance House provides transitional housing assistance for mentally ill and dually diagnosed individuals. Housing and support is provided on an on-going basis and a permanent residence is sought for the individuals they service.

- Martin House provides transitional housing and casework management to homeless individuals in need of support services. Martin House currently has a wait list for people needing services.

- Katie Blair House (Bethsaida Community) provides housing and support services to homeless females. Services are provided to approximately 8 individuals at a time and follow a careful screening program.

- Thames River Family Program, an intensive two-year program, requires women to complete an educational or job skills training program and participate in counseling and education classes geared toward obtaining self-sufficiency for their families. Thames River Family Program runs consistently with a wait list for services.

Discussions with local providers indicate a need for additional transitional housing for homeless families and individuals. Such facilities would provide a variety of support

services (education, life skills counseling job readiness training and referral programs to help the homeless learn to help themselves and break the cycle of poverty and homelessness The success of programs such as Thames River Family Program indicate that this approach, shelter combined with the necessary support services, can help reduce homelessness However, Norwich believes and the numbers show that they have provided their fair share of facilities for supportive housing and that Surrounding communities and others must begin to bear their share of this burden.

Homeless Subpopulations

The 2009 Point in Time count revealed that of the 157 homeless adult individuals, 59 were chronically homeless. In addition, 8 of the 52 homeless families were identified as chronically homeless. Substance abuse issues were prevalent among the homeless population; over 39% of the homeless single adult population had been admitted to a hospital, detox or rehab facility for substance abuse issues. Almost 51% of homeless single adults had a health condition that limited their self-care or ability to work. Four of the 157 individuals had been diagnosed with HIV/AIDS.

The numbers show there is a strong need to address homelessness and provide services to those who cannot take care of themselves. On-going discussions between local housing and social service providers indicate this is an issue that must be addressed on a regional basis.

No ethnic or racial breakdown of the homeless or potentially homeless population from or in Norwich is available. However, the Norwich-New London Continuum of Care's Point-in-Time homeless count indicated that of single sheltered adults counted, 19.4% were African-American, 56.7% were white and 10.4% were Hispanic. Of the sheltered families counted, 19.2% of the heads-of-household were African-American, 55.8% were white and 36.5% were Hispanic.

For purposes of this Consolidated Plan, the estimates of homelessness and housing inventory from the Continuum of Care application have been used in keeping with the concept that homelessness is a regional issue. The tables that follow this page present this information. The information from the Norwich-New London Continuum of Care provides a regional assessment of the need for emergency shelter, transitional housing and permanent supportive housing facilities for the Norwich-New London metropolitan area's homeless population.

According to the Continuum of Care's 2009 application, there is a supply of 77 beds for the chronically homeless within the Continuum's catchment area.

E. Populations with Special Needs (91.205(d))

As part of the Continuum of Care application and the City's Consolidated Planning, process the needs of persons requiring supportive housing, including the elderly, frail elderly, persons with disabilities (mental, physical, developmental), persons with alcohol or other drug addiction, persons with HIV/AIDS and their families and other special needs categories were analyzed and discussed.

Norwich believes that it has taken on a disproportionate share in providing facilities for supportive housing -- surrounding communities and others in the county must begin to bear their share of this burden, as well.

Populations with Special Needs - Other Than Homelessness

Needs of Persons Threatened with Homelessness

Based upon data analysis and anecdotal information, it is evident that there are a significant number of households in Norwich at risk of homelessness. This at-risk population includes young people, families, people recently released from institutional facilities and people at risk of losing their housing due to lack of sufficient income. The Norwich Housing Authority in its Five Year Plan (as updated in April 2010) reports a waiting list of 301 families for public housing, of which 239 have incomes below 30% of median. There are also 254 families on the waiting list for Section 8 assistance, of which 196 have incomes below 30% of the median. In addition, the updated 2009 CHAS/ACS data indicates that 1,955 renter households and 500 owner households in Norwich have incomes below 30% of HAMFI. Many of these households are at risk of becoming homeless due to a loss of income or an increase in housing costs.

Frail Elderly

The 2000 Census provides some information on which to base an estimate of the number of frail elderly in Norwich. Within the several categories of disabilities, the inability for self-care and go-outside-home disabilities are most indicative of a frail condition. Within Norwich, 1,550 individuals over age 65 had such disabilities in the 2000 Census estimates. While only a percentage of these 1,550 individuals are likely to fall under the description of "frail elderly", this figure represents the likely size of the subpopulation universe within which the City's frail elderly population can be found.

An alternative approach for estimating the number of frail elderly within Norwich is to apply national averages for the percent of the elderly population by age category with at least one Limitation to Activities of Daily Living (ADL). For this purpose, statistics from the 2008 National Health Interview Survey (NHIS) were consulted. According to the NHIS, an ADL can be defined as eating, bathing, dressing or getting around inside the

home. The 2008 NHIS reported that approximately 3.4% of elderly adults age 65 to 74 and 10.0% of adults over age 75 have some limitation in their ADLs. These percentages were then applied to the estimated number of people in Norwich ages 65 to 74 and age 75+ in the 2006-2008 ACS. These calculations resulted in an estimated total of 130 frail elderly persons.

Persons with Physical, Mental and Developmental Disabilities

The 2000 Census estimate for physically disabled persons in Norwich was 3,278. Almost 40% of this total were persons age 65 or older. An additional 2,684 people reported a go-outside-home disability; over 42% of these persons were age 65 or older. It should be noted that individuals may report more than one type of disability, so there may be considerable overlap between the two figures cited above.

The updated 2009 CHAS/ACS data indicates that 2,215 households in Norwich have a household member with a mobility or self-care limitation. Of these households, 1,105 (49.9%) are owner households and 1,110 (50.1%) are renter households. Only 24.4% of the owner households with a household member who has a mobility or self-care limitation fall below 50% of HAMFI, and only 6.8% of these households fall below 30% of HAMFI. Renter households with a household member who has a mobility or self-care limitation, however, have significantly lower incomes on average than similar owner households. Approximately 81.5% of these renters households fall below 50% of HAMFI, and 64.4% fall below 30% of HAMFI.

The 2000 Census also estimated that a total of 2,176 Norwich residents had some form of mental disability. Within this total, 397 (18.2%) were between the ages of 5 and 15, 1,373 (63.1%) were between the ages of 16 and 64, and 406 (18.7%) were ages 65 or older.

According to the most general national estimate, one percent (1%) of the adult population meets a definition of severe mental illness. Applying this percentage to Norwich's estimated 29,327 persons 18 years of age or older results in an estimate of 293 individuals with severe mental illness. A further estimate, provided in the CHAS Training handbook is that approximately 9% of patients entering a State mental hospital are either homeless or in potential danger of being homeless. Although it is difficult to make a prediction, by applying this figure to Norwich's estimated 293 individuals with severe mental illness, it can be assumed that approximately 26 severely mentally ill persons are either homeless or threatened with homelessness and may need housing.

The nationally accepted percentage of the population that can be categorized as developmentally disabled is one to three percent, as published by the Association for Retarded Citizens (ARC). This standard would result in an estimate that 379 to 1,138

persons in Norwich are developmentally disabled in some manner. The need for supportive housing would depend not only upon income but also upon the level of disability.

Persons with HIV/AIDS

The Connecticut Department of Health provides data on the number of AIDS cases by year and cumulatively since 1980. For Norwich, there were 7 new cases of AIDS reported in 2009 and 264 cumulative cases. A total of 137 people in Norwich are currently living with AIDS or HIV.

The Southeastern Connecticut Ryan White Consortium guides the planning for and expenditure of federal grants for health and social services for persons with HIV or AIDS in southeastern Connecticut, within which Norwich is located.

Most of the housing, health and social services for persons living with HIV or AIDS in the immediate region are provide for through the Alliance for Living, Inc. The Alliance for Living operates a number of programs and activities centered around non-medical support services, education, HIV/AIDS prevention and advocacy efforts. These programs and activities include:

- Case management
- Prevention case management
- Support groups
- Monthly distribution of food, personal care and household cleaning supplies
- Weekly and evening meals
- Community meals
- Life skill workshops
- Scattered-site housing
- Fitness and wellness programs
- Computer room
- Donation program
- Quality of life gatherings

Although there is no data readily available to quantify the housing needs of Norwich residents living with HIV or AIDS, the Alliance for Living currently provides 44 units of housing for people living with HIV/AIDS throughout Southeastern Connecticut through its scattered-site housing program (SSHP). During 2009 the Alliance for Living also provided over 22,000 meals through its nutrition program.

Veterans

Data from the 2000 Census indicated that 4,424 people in Norwich were civilian veterans, or approximately 16.3% of the civilian population age 18 or older. Updated 2006-2008 ACS data estimates that this figure has now dropped to 3,053 people, or 10.5% of the civilian population age 18 or older. This decline in the number of veterans is likely attributable to the increased mortality rate of World War II veterans.

According to the Norwich-New London Continuum of Care's 2009 Point-in-Time homeless count, 19 sheltered single adults and 12 unsheltered single adults reported having served in the military. These 31 individuals accounted for almost 20% of the total single adult homeless population. In addition, two homeless adults in families also reported previous military service.

F. Lead Based Paint Hazards (91.205(e))

In order to estimate the number of housing units in the City occupied by low and very-low income households that contain lead based paint hazards, updated CHAS/ACS data for age of residential structures was utilized. This data includes the number of housing units grouped by year of construction (pre-1940, 1940-1959 and 1960-1979). In order to estimate the number of these units containing lead paint, national estimates of lead hazard statistics were pulled from an October 2002 journal article in "Environmental Health Perspectives." This article was co-authored by staff members from HUD's Office of Healthy Homes and Lead Hazard Control and the National Institute of Environmental Health Sciences, among others. The estimates of lead paint hazard occurrence among housing units of various ages provided in this article were utilized to estimate the percentage of lead paint hazard occurrence in housing units of similar ages in Norwich. Table 5 illustrates the results of this analysis.

TABLE 5
Estimated Housing Units with Lead Paint Hazard
2009 Updated CHAS/ACS Data
City of Norwich, CT

Year Structure Built	2009 CHAS/ACS Housing Units	Estimated % with Lead Paint Hazard[1]	Estimated Units with Lead Paint Hazard
Total Owner Units	**8,455**		
Pre 1940	3,125	68%	2,125
1940 - 1959	2,050	43%	882
1960 - 1979	1,795	8%	144
Subtotal	**6,970**		**3,150**
Year Structure Built	**2009 CHAS/ACS Housing Units**	**Estimated % with Lead Paint Hazard[1]**	**Estimated Units with Lead Paint Hazard**
Total Renter Units	**6,675**		
Pre 1940	2,980	68%	2,026
1940 - 1959	645	43%	277
1960 - 1979	1,530	8%	122
Subtotal	**5,155**		**2,426**
TOTAL	**12,125**		**5,576**

[1]David E. Jacobs, et al., "The Prevalence of Lead-Based Paint Hazards in U.S. Housing," *Environmental Health Perspectives* 110:10 (October 2002), A599-A606, Table 5.

According to the updated 2009 CHAS/ACS data and the application of estimated lead paint hazard occurrence percentages, approximately 5,576 occupied housing units in Norwich may contain a lead paint hazard. Of these units, it is estimated that 3,150 units

(56.5%) are owner-occupied and 2,426 (43.5%) are renter-occupied. The 5,576 estimated housing units represent approximately 46.0% of the total occupied housing units in the City of Norwich. It should be noted that not all of these units contain a health risk since many units are well-maintained and may not necessarily contain deteriorated painted surfaces, lead paint dust, or lead contaminated soil. Also, units with no children under six years of age pose a limited risk, since toddlers and young children are the subpopulation most at risk for lead poisoning.

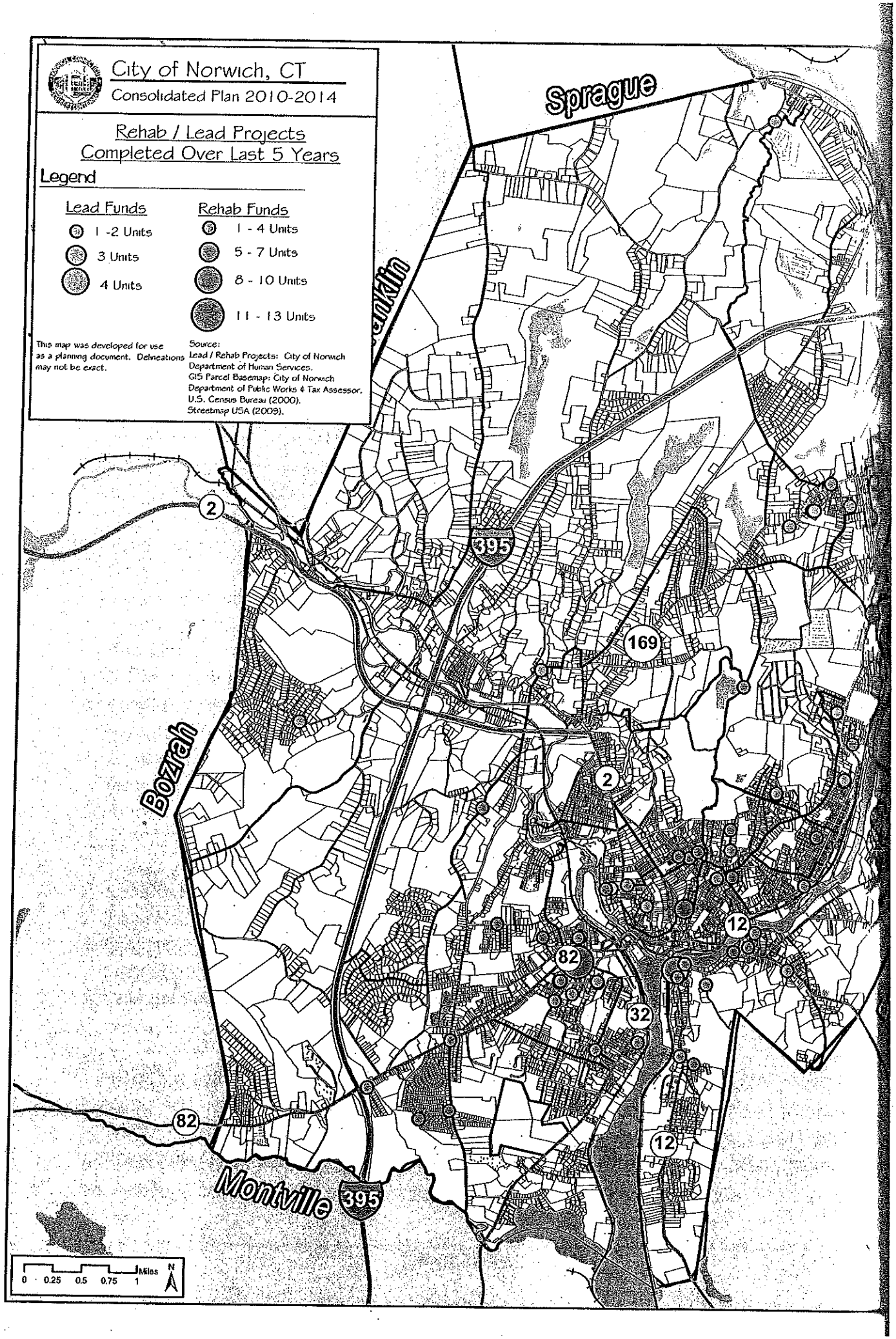
According to the updated 2009 CHAS/ACS data, approximately 1,840 occupied housing units in Norwich were built before 1980 and are occupied by families with at least one child under the age of six. Applying the estimated percentages for lead paint hazards to the year structure built categories in Table 5, for the 1,840 housing units, yields an estimated 886 occupied housing units with children age six or under that have a lead paint hazard.

In terms of potential lead paint hazards by household income level, the updated 2009 CHAS/ACS data provides some information for combined extremely low income and very low income households (0%-50% of HAMFI), and for low income households (50.1% to 80% of HAMFI). This data includes the number of households residing in housing units built before 1980 by household income level. Using these figures and applying the estimated percentages of lead hazard occurrence described previously, it is estimated that approximately 1,605 extremely low income and very low income households (0%-50% of HAMFI) are residing in housing units with potential lead paint hazards. Using the same methodology, it is estimated that 1,301 low income households (50.1% to 80% of HAMFI) are residing in housing units with potential lead paint hazards.

Lead Hazard Reduction Program

The City's Property Rehabilitation Program recently received a grant of $1,699,508 for lead-based paint hazard control in residential properties from HUD's Office of Healthy Homes. The Office of Community Development will be responsible for administering this grant. The Property Rehabilitation Program has been responsible for rehabbing 113 housing units since 2005, many of which have had a lead paint hazard remediation element.

The City currently provides temporary relocation for clients whose properties are in the process of having lead hazards addressed and other services as required. The Uncas Health District will continue to provide lead screenings in conjunction with United Community and Family Services, a non-profit clinic. The Community Development


City of Norwich, CT
Consolidated Plan 2010-2014
Rehab / Lead Projects
Completed Over Last 5 Years
Legend
Lead Funds
1 -2 Units
3 Units
4 Units
Rehab Funds
1 - 4 Units
5 - 7 Units
8 - 10 Units
11 - 13 Units
This map was developed for use as a planning document. Delineations may not be exact.
Source:
Lead / Rehab Projects: City of Norwich Department of Human Services.
GIS Parcel Basemap: City of Norwich Department of Public Works & Tax Assessor.
U.S. Census Bureau (2000).
Streetmap USA (2009).
Sprague
Franklin
Bozrah
Montville
2
395
169
82
32
12
Miles
0 0.25 0.5 0.75 1
N

Office will proactively seek assistance from other agencies to ensure that lead-based paint continues to be addressed in the community.

Neighborhood Stabilization Program

In 2009, the City of Norwich was awarded funding for the Neighborhood Stabilization Program through the State of Connecticut Department of Economic and Community Development. The City of Norwich leads a partnership of NeighborWorks® New Horizons and Eastern Connecticut Housing Opportunities (ECHO), and local lenders to purchase, rehabilitate, and sell to qualified buyers to ensure at-risk neighborhoods continue to grow and avoid further deterioration. This program will support the purchase and rehabilitation of twelve units, only possible with a cash match from the City in the amount of $250,000 and other matching funds from partners totaling $650,000. With a grant award of $867,850, Norwich's program is providing more than a dollar for dollar match.

The two non-profit developers mentioned above participate in the Lead Hazard Reduction Program both in their work on the Neighborhood Stabilization Program as well as in projects done independently or collaboratively. All of these partners increase the availability of affordable housing by purchasing derelict homes, leveraging funds and working with contractors in the process of rehabilitation, and providing low-interest loans to low-income residents to increase homeownership opportunities in the region.

NeighborWorks New Horizons, and Eastern Connecticut Housing Opportunities (ECHO) are dedicated organizations committed to creating affordable housing and stronger neighborhoods. These non-profit groups strengthen a housing situation that is suffering greatly locally and nationally.

As of the quarter ending March 31, 2010, the City of Norwich had acquired six (6) properties containing a total of 16 housing units. Two of these properties are currently being rehabbed, while one property has completed rehab work. The City and its partners have completed these activities despite only drawing down approximately 70% of the City's NSP grant money to date. The City plans to acquire one additional property through the NSP program during the current quarter.

G. Public Housing Needs

Needs of Public Housing

The Norwich Housing Authority (NHA), has served Norwich since the 1940's and currently operates 686 housing units and manages 514 Section 8 Housing Choice vouchers.

Subsidized Public Housing
Managed by the Norwich Housing Authority

Type/Name	Year Built	Units	Eff.	1B	2B	3B	4B	5B
State Assisted Housing								
Family Moderate Rental								
Hillside Terrace	1950	118			76	42		
JFK Heights I	1951	64			24	40		
Melrose Park	1948	51			11	40		
Sunset Park	1950	53			35	18		
JFK Heights II	1990	40			22	16	2	
		326						
State Elderly/Disabled								
Rosewood Manor	1970/1981	110	90	20				
Schwartz Court	1964	48	24	24				
Eastwood Court	1965	25	25					
		183						
Federal Assisted Housing								
Family Low Income								
Oakwood Knoll Apartments	1953	75		10	36	19	10	
14-16 Swan Avenue	1990	2				2		
		77						
Federal Elderly Housing								
Westwood Park	1962	50		50				
Dorsey Building	1970	50		50				

		100						
Source: Norwich Housing Authority								

The NHA owns and operates 686 units in 12 housing developments throughout the City. Of these units, 514 are in housing developed with the assistance of the State of Connecticut; 177 are in housing developed with the assistance of the U.S. Department of Housing and Urban Development (HUD). The overall vacancy rate for all units is 0%. The units are always occupied except while being rehabbed in between tenants.

In 2010-11, the Office of Community Development will invest $100,000 in rehabilitation of bathrooms at Norwich Housing Authority's Rosewood Manor. This activity serves the national objective of serving low-mod housing 24 CFR 570.208 (3).

Rosewood Manor is a 110-unit State elderly/handicapped/disabled development located at 335 Hamilton Avenue in Norwich, CT. Eight units were constructed in 1970 and 30 units were constructed in 1980. The total population of the facility is 115. The Norwich Housing Authority must upgrade the bathrooms at the facility due to deterioration of the walls from moisture. The existing gypsum board must be repaired/replaced and a new acrylic tub, grab bars and updated plumbing fixtures must be installed.

The provision of maintenance costs for this facility allows the Norwich Housing Authority to maintain low rents for residents who may be displaced or rendered homeless if they cannot afford public housing units. This is a State, not a federal, public housing facility and therefore does not receive adequate funds for maintenance.

At Rosewood Manor, 39% of the households have an annual income of less than $10,000. Sixty-five percent (65%) of the households have annual incomes less than $15,000 and 80% have annual incomes less than $20,000. Under federal guidelines, these individuals are regarded as extremely low income. The City is very much in need of affordable housing, and consequently it is imperative that existing resources are preserved and kept as affordable to those with very few resources.

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.

H. Community Development and Housing Needs Survey

A component of the Citizen Participation outreach effort was to prepare a Community Development and Housing Needs Survey and to distribute the survey to community service providers in the City. Respondents were asked to rank on a scale from 1 to 4 community development and housing areas and to identify factors that impede fair housing choice in Norwich such as housing discrimination. The 27 respondents provided the following assessment of community need by category:

CATEGORY	HIGHEST NEED	SECOND HIGHEST NEED
Community Facilities	Youth Centers	Child Care Centers
Community Services	Youth Activities	Transportation
Infrastructure	Street Improvements	Street Lighting & Sidewalks (tied)
Special Needs Services	Neglected & Abused Children	Homeless Shelter Services
Business & Jobs	Job Creation/Retention	Employment Training
Neighborhood Services	Cleanup of Abandoned Lots	Trash & Debris Removal
Housing	Affordable Rental Housing	Energy Efficiency Improvements

In addition, 70.4% of the respondents found that housing discrimination was not an issue in their neighborhood. Copies of the survey questionnaire, the responses and the tabulated results from the questionnaire are included in Appendix C of this Consolidatec Plan.

Section III – Housing Market Analysis (91.210)

A. General Market and Inventory Characteristics (91.210(a))

The housing market in Norwich and in Southeastern Connecticut is tied directly to the regional economy, which has changed significantly in the past 10 years. That change and its effect on the housing market was initially documented in 2002 with the publication of *Housing A Region In Transition, An Analysis of Housing Needs in Southeastern Connecticut, 2000-2005.* The report was completed for the Southeastern Connecticut Council of Governments (SCCOG), who also sponsored the Blue Ribbon Housing Initiatives Panel. An update to the report, *An Analysis of Selected Data and Updated Forecast of Housing Need for the Southeastern Connecticut Planning Region 2000 – 2010* was published in 2004. The first report is noted as SCCOG 2002, the second updating report is noted as SCCOG 2004. The following housing market analysis reflects findings of those two documents, plus the 2000 Census and 2006-2008 American Community Survey (ACS) data.

Overview

A comparison of a variety of social, economic and demographic indicators from the 2000 Census and the 2006-2008 ACS data illustrates that Norwich has experienced a number of important shifts and changes over the past decade.

The bullet points below summarize the most salient changes and trends in this data for the City of Norwich. These trends and changes play an important role in understanding and planning for the future housing and community development needs of Norwich's citizens.

General Demographics

- Total population increased by 5.0% to 37,923, an addition of 1,806 residents.
- Significant changes in age distribution profile of the City including substantial percentage declines in the age 35 to 44 and age 65 to 84 cohorts. Large percentage gains were experienced in the age 10 to 19, age 20 to 34 and age 45 to 64 cohorts.
- Median age decreased by 0.8 years to 36.1 years.
- Major changes were experienced in the racial/ethnic characteristics of Norwich's population. White non-Hispanic population declined by -11.6%, while the population of almost all other racial and ethnic groups increased dramatically on a percentage

basis. The largest raw number increases were experienced in the Asian population (166.8%), African-American population (increase of 76.1%), Two or More Races population (increase of 73.2%) and Hispanic population (increase of 48.6%).

Social Characteristics

- Slight increases in the number of both non-family and family households.
- The average household size increased from 2.34 persons in the 2000 Census to 2.42 persons in the ACS data.
- Decrease experienced in the number of married persons and widows and widowers, along with increases in the number of single, divorced and separated individuals.
- The percentage of the population comprised of foreign-born residents rose substantially from 6.6% to 11.8%.
- Percentage of the population age 25+ with a bachelor's degree or higher decreased slightly from 18.9% to 18.5%.
- Percentage of the population age 25+ with less than a high school diploma increased from 34.5% to 37.0%.

Economic Characteristics

- In concert with other data sources and national trends, the unemployment rate increased between the 2000 Census and 2006-2008 ACS data.
- The size of the civilian labor force increased by almost 2,000.
- Declines in the percentage of the civilian labor force employed in 9 of the 13 industry categories.
- The arts, entertainment, recreation, accommodation and food services industry category added 2,034 employees during the past decade, while the total employed civilian population grew by only 1,615. Thus, without the 2,000+ jobs from this one industry category, Norwich would have had a net decline in the number of employed civilians.
- Significant increase in the percentage of commuters using public transportation.
- Income levels have been rising but not keeping pace with inflation, particularly in the case of median family income and per capita income levels.
- Universal increases in the poverty rates for families, individuals and female-headed family households.

B. Housing Trends and Characteristics

Housing Tenure

The breakdown of Norwich's housing stock by owner and renter occupancy has shifted somewhat over the past decade. Table 6 below illustrates that owner-occupied housing increased by 4.4 percentage points between 2000 and 2008.

TABLE 6
Housing Tenure, 2000 - 2008
City of Norwich

	2000 Census		2006-2008 ACS	
	Units	% of Housing Stock	Units	% of Housing Stock
Owner-Occupied	7,924	52.5%	8,695	56.9%
Renter-Occupied	7,167	47.5%	6,590	43.1%
TOTAL	**15,091**		**15,285**	

Source: U.S. Census Bureau.

Housing Condition

Data from the 2000 Census indicated that only 25 housing units (0.2%) in Norwich lacked complete plumbing facilities, and 82 units (0.5%) lacked complete kitchen facilities. However, these figures increased noticeably to 125 housing units and 99 housing units, respectively, in the 2006-2008 ACS data. Almost 45% of the housing units in the City were built prior to 1940, indicating that rehabilitation will continue to be a major consideration based on normal deterioration. The City's experience has been that 95% of all substandard units in the City are suitable for rehabilitation.

Since 2000, the City has condemned 276 units of substandard housing on 170 properties. A number of these units are considered suitable for rehabilitation. However, housing conditions are generally improving, due to the efforts of the City of Norwich Building Department which has been targeting blight and blighted areas over the past few years, and the demand for the supply of decent housing.

The combination of housing stock age and documented condition is indicative of the need for rehabilitation, both moderate and substantial, in addition to new construction. Moreover, the need for rehabilitation of rental units will likely exceed that of homeowner occupied units.

Units in Structure

The percentage of housing units in various residential structure types has not changed significantly over the past decade. Roughly 42% of the City's housing stock is in the form of single-family detached homes. An additional 28.5% of the housing stock is in the form of two- to four-family residential structures, and 7.7% of Norwich's housing units are in structures with 20 or more units. Table 7 provides a comparison between the 2000 Census and 2006-2008 ACS data for units in structure.

TABLE 7
Units in Structure, 2000 - 2008
City of Norwich

	2000 Census		2006-2008 ACS	
	Units in Structure	% of Housing Stock	Units in Structure	% of Housing Stock
1-unit, detached	7,059	42.5%	7,250	41.6%
1-unit, attached	353	2.1%	558	3.2%
2 units	2,949	17.8%	3,186	18.3%
3 or 4 units	1,881	11.3%	1,785	10.2%
5 to 9 units	1,699	10.2%	1,775	10.2%
10 to 19 units	844	5.1%	974	5.6%
20 or more units	1,227	7.4%	1,343	7.7%
Mobile home	581	3.5%	559	3.2%
Boat, RV, van, etc.	7	0.0%	0	0.0%
TOTAL	16,600		17,430	

Source: U.S. Census Bureau.

Year Structure Built

According to the 2000 Census, 62.1% of Norwich's housing stock was built before 1960, and only 4.7% of the units in the City were built between 1990 and 2000. The 2006-2008 ACS data regarding the year of construction for residential structures contains some anomalies (such as increases from the 2000 Census in the number of units built before 1940 and units built during the 1960s), and is presented in Table 8 for comparative purposes only. One important element of this data is that the City of Norwich has had 1,064 housing units constructed since 2000.

TABLE 8 Year Structure Built, 2000 - 2008 City of Norwich				
	2000 Census		2006-2008 ACS	
	Number of Units	% of Housing Stock	Number of Units	% of Housing Stock
2000 or later	N/A	N/A	1,064	6.1%
1990 to March 2000*	772	4.7%	588	3.4%
1980 to 1989	1,984	12.0%	1,919	11.0%
1970 to 1979	1,725	10.4%	1,634	9.4%
1960 to 1969	1,824	11.0%	1,922	11.0%
1940 to 1959	2,883	17.4%	2,500	14.3%
1939 or earlier	7,412	44.7%	7,803	44.8%
TOTAL	16,600		17,430	

*2006-2008 ACS data is for 1990 to 1999 only.
Source: U.S. Census Bureau.

Housing Prices and Number of Sales

Significant changes have occurred in the sales prices of single-family homes and condominiums in Norwich during the preceding decade. In addition, data on the number of residential sales per year illustrates the substantial home sales peak in the mid-2000s and its subsequent decline. Table 9 and Table 10 provide a synopsis of median home sales prices and the number of sales in the past decade.

TABLE 9 Median Sales Prices, 1999-2010 Single Family Homes & Condominium Units City of Norwich		
Year	Single Family Homes	Condominiums
1999	$103,000	$68,000
2000	$108,800	$70,500
2001	$112,000	$70,000
2002	$132,000	$84,900
2003	$150,000	$127,900
2004	$170,833	$165,000
2005	$200,000	$159,900
2006	$205,000	$183,750
2007	$207,500	$179,950
2008	$185,000	$172,000
2009	$161,600	$165,000
Jan-Feb 2010	$156,500	$167,000
% Change, 1999-2010	51.9%	145.6%

Source: The Warren Group.

TABLE 10 Number of Sales, 1999-2010 Single Family Homes & Condominium Units City of Norwich		
Year	Single Family Homes	Condominiums
1999	347	71
2000	281	46
2001	457	69
2002	451	111
2003	542	149
2004	585	217
2005	509	268
2006	526	218
2007	367	124
2008	275	45
2009	253	58
Jan-Feb 2010	40	9
TOTAL	**4,633**	**1,385**
Annual Average, 1999-2009	**418**	**125**
% Change, 1999-2009	**-27.1%**	**-18.3%**

Source: The Warren Group.

As this data indicates, the median sales price for single family homes in Norwich increased by 51.9% from 1999 to February 2010, while the median sales price for a condominium units rose by 145.6% over the same time period. However, a closer look at the data indicates the substantial impact that the housing market correction has had on Norwich's single family home market over the past few years. In 2007, median home sales prices for single family homes peaked at $207,500; since 2007, the median sales price for a single family home in Norwich has declined to $156,500, a decrease of -24.6%. Interestingly, the median price for condominium units has dropped by only -9.1% from its peak in 2006 of 183,500. For 2009 and the first two months of 2010, the median sales price for a condominium unit in Norwich actually exceeded the median sales price for a single family home, a relatively rare occurrence.

The number of single family home sales per year increased by 68.6% between 1999 and 2004, followed by a rapid decline from a high of 585 sales in 2004 to 253 in 2009. Similarly, sales of condominium units climbed 277.5% from 1999 to 2005, but have dropped substantially from their high of 268 sales in 2005 to only 58 sales in 2009.

Fair Market Rents

Table 11 illustrates the HUD-defined Fair Market Rents (FMRs) for the Norwich-New London HMFA for FY 2006 through FY 2010. The FMRs for each size housing units (0 bedrooms through 4 bedrooms) have generally increased by a uniform 24% to 25% over the past five years.

TABLE 11 Fair Market Rents, 2006-2010 Norwich-New London HMFA					
Bedrooms	**2006**	**2007**	**2008**	**2009**	**2010**
0 Bedrooms	$593	$624	$674	$700	$740
1 Bedrooms	$704	$740	$800	$830	$878
2 Bedrooms	$815	$857	$926	$961	$1,016
3 Bedrooms	$998	$1,049	$1,133	$1,176	$1,244
4 Bedrooms	$1,102	$1,159	$1,252	$1,299	$1,374

Source: U.S. Dept. of Housing and Urban Development.

Housing Permits

Tables 12 and 13 show the patterns of housing permits authorized over the past decade in Norwich. As these tables illustrate, the number of housing permits issued by the City increased rapidly from 1999 to 2003, plateaued between 2003 and 2005, and then dropped dramatically between 2005 and 2008.

A total of 1,166 housing permits were issued in Norwich between 1999 and 2008. The vast majority of these permits were for either single-family housing units or multifamily housing units. In addition, the City issued demolition permits for at least 212 units during this time period (data for the years 2004 through 2006 is not available). Thus, the City has had a net gain of approximately 954 housing units over the past decade.

TABLE 12 Housing Permits Issued, 1999-2008 City of Norwich											
	1999	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**TOTAL**
Housing Permits	28	29	31	148	247	223	218	145	80	17	**1,166**

Source: State of Connecticut Dept. of Economic and Community Development.

TABLE 13 Housing Permits by # of Units in Structure, 1999-2008 City of Norwich											
	1999	**2000**	**2001**	**2002**	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**TOTAL**
Total	**28**	**29**	**31**	**148**	**247**	**223**	**218**	**145**	**80**	**17**	**1,166**
1-unit	28	29	31	49	122	93	83	95	78	9	**617**
2-units	0	0	0	10	0	0	8	10	2	8	**38**
3 to 4 units	0	0	0	0	9	7	22	0	0	0	**38**
5+ units	0	0	0	89	116	123	105	40	0	0	**473**

Source: State of Connecticut Dept. of Economic and Community Development.

Affordable Housing Units

Section 8-30g of the Connecticut General Statutes, also known as the Affordable Housing Appeals Act, provides for a procedure to appeal the denial, by a local regulatory body, of an affordable housing development application. According to this Act, any person who has an affordable housing development application denied or approved with restrictions that would severely restricted the viability of the development has the right to appeal the decision to the state superior court. In the course of the appeal, the burden is placed upon the regulatory body to prove that the original denial or approval with conditions was justified. However, municipalities that have at least 10% of their housing stock as "assisted housing" are exempt from the affordable housing appeals process. "Assisted housing" is defined as governmentally-assisted housing units, housing units underwritten by mortgages from the Connecticut Housing Finance Authority (CHFA), and units that are deed-restricted as affordable housing units.

The City of Norwich is one of only 31 municipalities in Connecticut (out of a total of 169 municipalities) that are exempt from the affordable housing appeals process. As of 2009, 20.56% of Norwich's housing stock was designated as affordable by the State of Connecticut. Table 14 shows the figures for affordable housing units from the 2009 Connecticut Affordable Housing Appeals List for Norwich and the surrounding communities of Bozrah, Franklin, Ledyard, Lisbon, Montville, Preston and Sprague.

TABLE 14
Affordable Housing Units, 2009
City of Norwich & Surrounding Municipalities

Town	2000 Census Housing Units	Governmentally Assisted Units	CHFA Mortgages	Deed Restricted Units	Total Assisted Units	Percent
Norwich	**16,600**	**2,912**	**501**	**0**	**3,413**	**20.56%**
Bozrah	917	6	13	0	19	2.07%
Franklin	711	1	15	0	16	2.25%
Ledyard	5,486	33	146	4	183	3.34%
Lisbon	1,563	1	34	0	35	2.24%
Montville	6,805	109	169	0	278	4.09%
Preston	1,901	42	31	0	73	3.84%
Sprague	1,164	30	26	0	56	4.81%

Source: State of CT Dept. of Economic & Community Development (DECD).

The City of Norwich does not expect a loss of any affordable housing units tabulated for the City in Table 14.

Foreclosures and Pre-Foreclosure Actions

According to Foreclosures.com, a comprehensive online resource for data on foreclosures and pre-foreclosure legal filings, there were 79 published foreclosures in

Norwich during 2009. These foreclosures were relatively evenly distributed around the City, with only one distinct area of concentration in the Downtown area.

Data regarding pre-foreclosure actions was also obtained to determine those areas of the City that may face foreclosure problems in the future. According to this data from Foreclosures.com, there were 222 pre-foreclosure legal filings made against properties in Norwich in 2009. Again, similar to the geographic pattern of actual foreclosed properties, the properties with pre-foreclosure actions filed were distributed around the City. However, a relatively high concentration of pre-foreclosure actions could be discerned in the Downtown area and along Route 12 heading northeast out of the Downtown area and toward the Greenville neighborhood.

The total number of 301 foreclosures or pre-foreclosure actions is moderately high for a city of Norwich's size. This figure is equal to 1.7% of the total housing stock in Norwich, or roughly 3.5% of the owner-occupied housing stock in the City. The map that follows this page pinpoints the locations of both foreclosed properties and properties with pre-foreclosure actions filed against them from 2009.

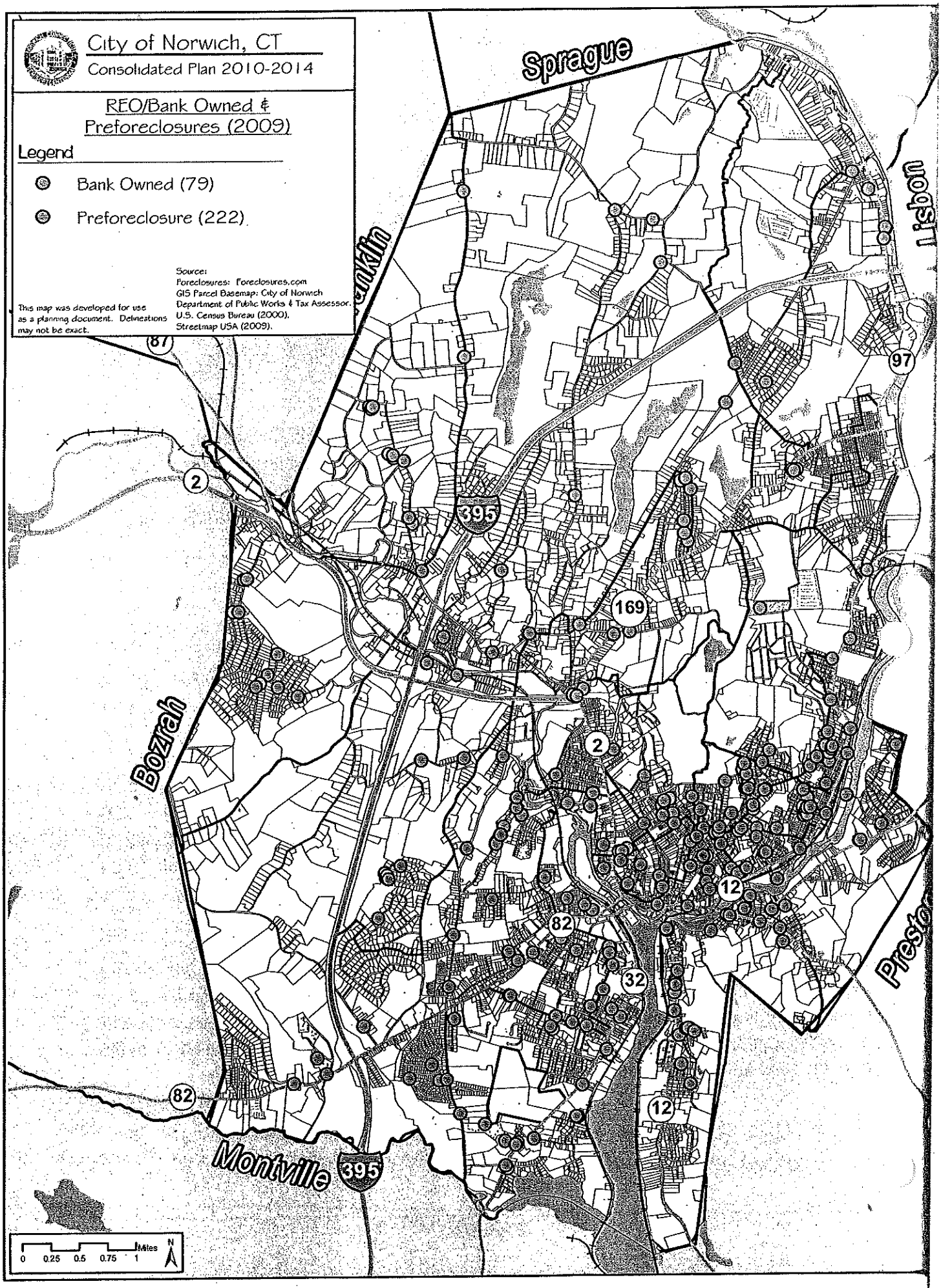
Vacancy Rate

A number of different metrics exist for determining the residential vacancy rate in Norwich. The 2000 Census estimated the vacancy rate in the City at 9.1%; the 2006-2008 ACS data has the vacancy rate estimated at 12.3%. The 2000 CHAS Affordability Mismatch data for Norwich indicates a vacancy rate of 8% for rental units and 3% for ownership units.

To supplement these figures, vacancy data compiled by the United States Postal Service (USPS) was obtained and analyzed at the census tract level. The USPS data on residential vacancies differed significantly from the previously identified statistical figures on vacancy rate. The data indicated only a 3.7% residential vacancy rate in the City, with the highest census tract vacancy rate being 6.6%.

Housing Stock for Persons with Physical Disabilities

ADA-compliant housing is generally provided on a case-by-case basis in the private sector through the removal of architectural barriers. While there is no estimate of the number of private market housing units that fall within this category, there are a number of identifiable housing units geared toward persons with physical disabilities in public and assisted housing facilities.


City of Norwich, CT
Consolidated Plan 2010-2014
REO/Bank Owned & Preforeclosures (2009)
Legend
Bank Owned (79)
Preforeclosure (222)
This map was developed for use as a planning document. Delineations may not be exact.
Source:
Foreclosures: Foreclosures.com
GIS Parcel Basemap: City of Norwich Department of Public Works & Tax Assessor.
U.S. Census Bureau (2000).
Streetmap USA (2009).
Sprague
Lisbon
Bozrah
Montville
Miles
0 0.25 0.5 0.75 1
N
87
2
395
169
82
32
12
97

Housing Stock for Persons with HIV/AIDS

The Alliance for Living, Inc. provides 44 units of housing for people living with HIV/AIDS through its scattered-site housing program, in conjunction with the Thames Valley Council for Community Action (TVCCA). Currently, the housing program has waiting list of approximately one year, with 27 individuals and/or families on the waiting list. The size and duration of this waiting list in relation to the number of units available through the program underscores the high demand for housing specifically supportive of persons living with HIV/AIDS.

Low-Mod Block Groups

Utilizing FY 2009 grantee data provided by HUD, 14 low-mod block groups in Norwich were identified, and are listed in Table 15. Since Norwich is not an exception grantee, the threshold used for the block groups was a minimum low-mod percentage of 51%. The map that follows this page presents the identified block groups within the context of the City of Norwich as a whole.

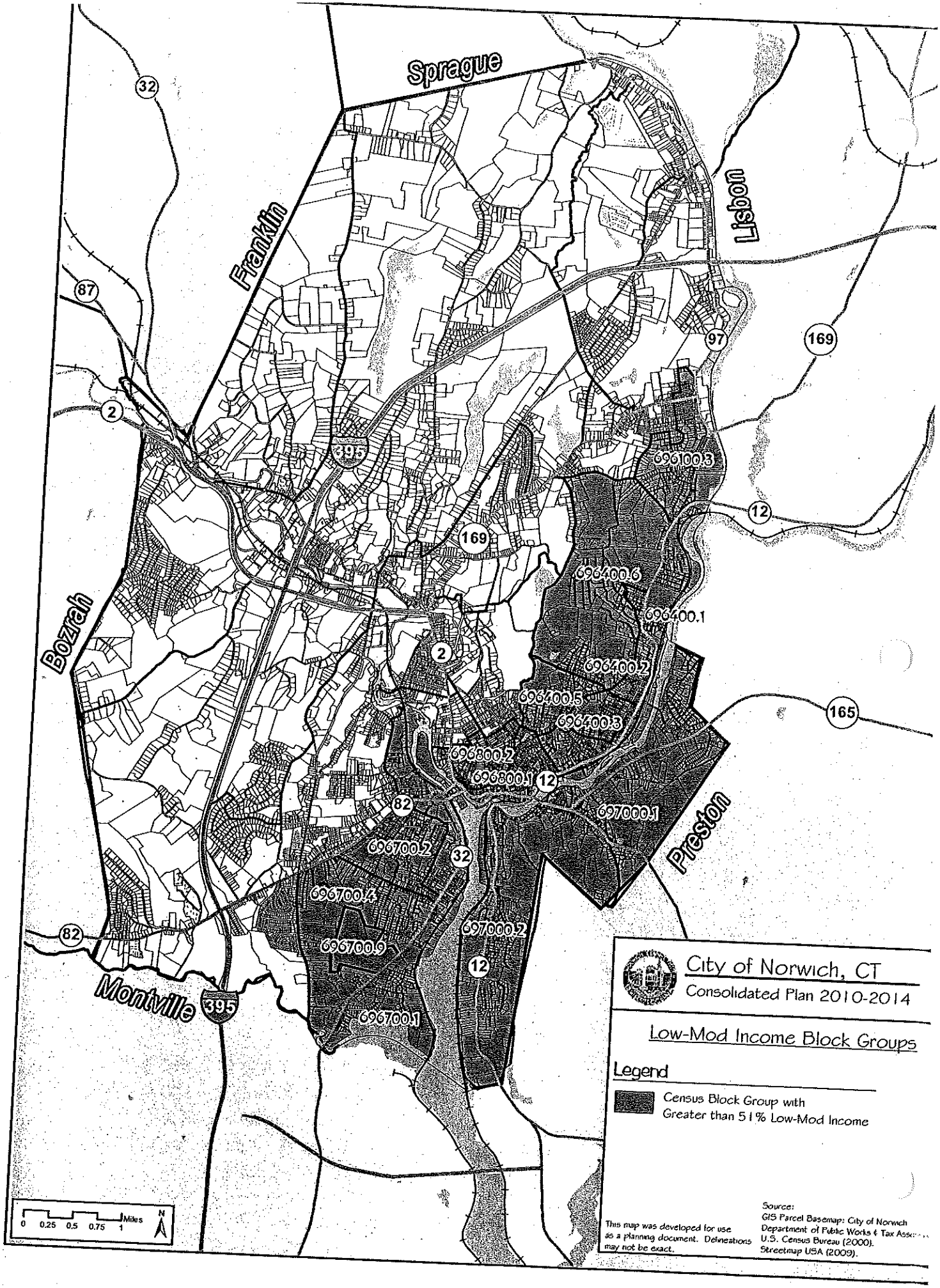
TABLE 15
Identified Low-Mod Block Groups
City of Norwich

Census Tract	Block Group	Low-Mod %
6967	9	100.0%
6968	1	80.5%
6967	4	74.9%
6968	2	72.4%
6964	5	67.2%
6964	2	66.9%
6967	2	65.8%
6964	3	64.9%
6961	3	64.7%
6970	1	63.7%
6964	6	58.3%
6967	1	57.8%
6964	1	55.8%
6970	2	55.2%

Source: U.S. Dept. of Housing and Urban Development.

Minority Population Concentration Areas

Data on racial and ethnic minority populations was obtained from the 2000 Census for each of the 29 block groups in the City. The total number of residents in each block group was divided by the total population excluding white non-Hispanic residents to determine the percentage of minority residents per block group. These percentages


Sprague
Franklin
Lisbon
Bozrah
Montville
Preston
32
87
2
395
169
97
12
82
165
696100.3
696400.6
696400.1
696400.2
696400.5
696400.3
696800.2
696800.1
697000.1
696700.2
696700.4
696700.9
697000.2
696700.1
0 0.25 0.5 0.75 1 Miles
N
City of Norwich, CT
Consolidated Plan 2010-2014
Low-Mod Income Block Groups
Legend
Census Block Group with Greater than 51% Low-Mod Income
This map was developed for use as a planning document. Delineations may not be exact.
Source:
GIS Parcel Basemap: City of Norwich Department of Public Works & Tax Asse...
U.S. Census Bureau (2000).
Streetmap USA (2009).

ranged from a low of 4.2% to a high of 56.5%. A mean of the 29 separate percentages was then calculated, resulting in a figure of 16.4%.

"Areas of minority population concentration" were defined as those block groups where the percentage of minority population (defined as total population minus white non-Hispanic residents) exceeded one standard deviation above the mean of 16.4%. The standard deviation of the 29 percentages was 12.0%; thus, any block group with a percentage of minority population greater than 28.4% (= 16.4% + 12.0%) was identified as a minority population concentration area.

As Table 16 shows, 6 block groups in Norwich were identified as being minority population concentration areas. The map following this page highlights their location within the context of the City as a whole.

TABLE 16
Minority Population Concentration Areas
City of Norwich

Census Tract	Block Group	Minority Population %
6967	9	56.5%
6968	1	40.1%
6968	2	36.5%
6967	4	33.8%
6970	2	30.3%
6964	5	29.1%

Source: U.S. Census Bureau.

New Housing Developments

Table 17 lists the housing developments in Norwich that have either been completed, are under construction, or have been approved for development. The table identifies 2489 units as being approved of which 1489 units have been built or are under construction. This level of residential development indicates a very active local housing market. The new housing units are primarily in the form of condominium, townhouse and apartment units. Casino workers are a major driver of this housing production. The 1,000 units approved but for which there is no apparent activity represents a very large potential for the production of new units.

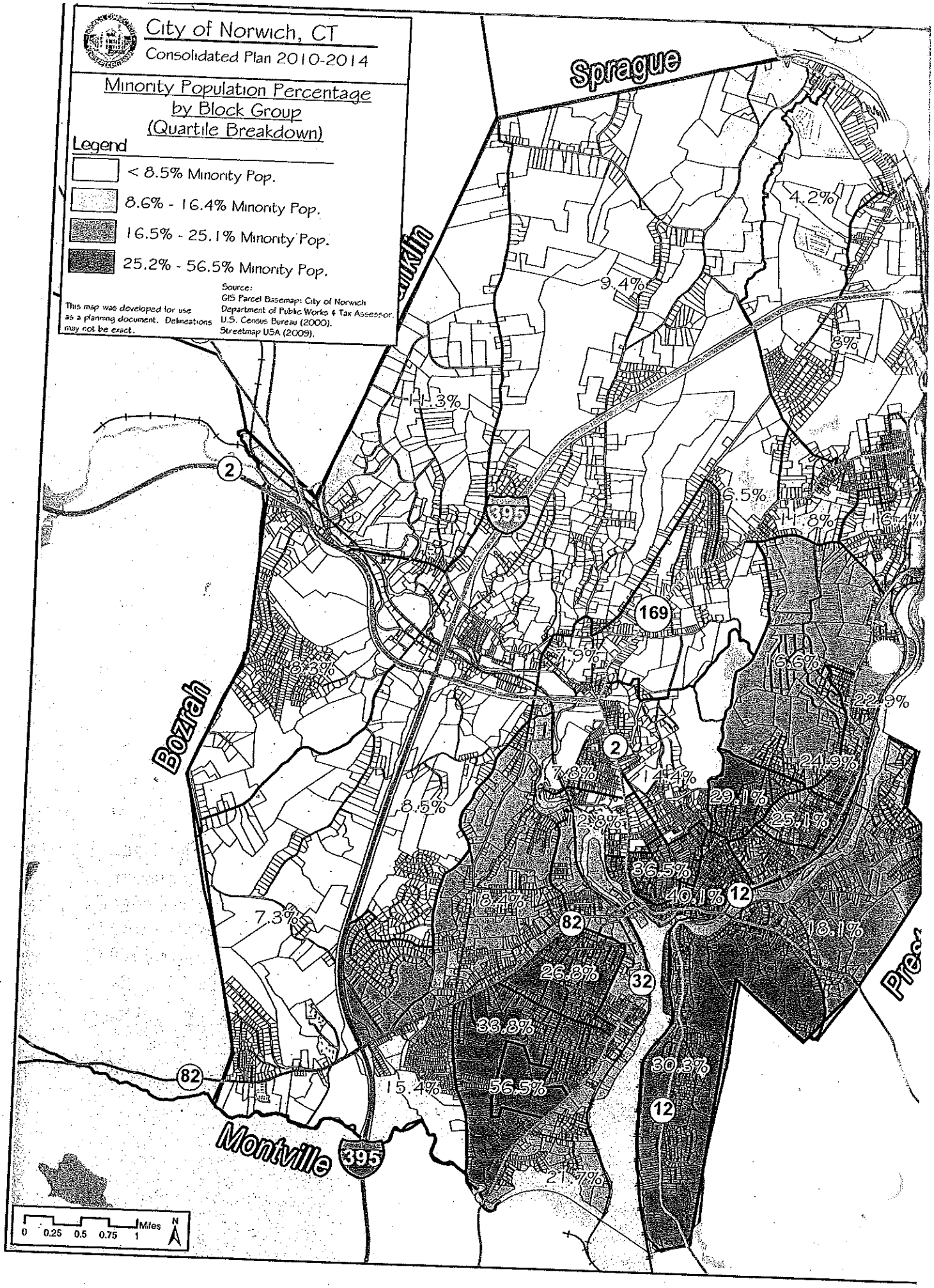

City of Norwich, CT
Consolidated Plan 2010-2014
Minority Population Percentage by Block Group (Quartile Breakdown)
Legend
< 8.5% Minority Pop.
8.6% - 16.4% Minority Pop.
16.5% - 25.1% Minority Pop.
25.2% - 56.5% Minority Pop.
This map was developed for use as a planning document. Delineations may not be exact.
Source: GIS Parcel Basemap: City of Norwich Department of Public Works & Tax Assessor. U.S. Census Bureau (2000). Streetmap USA (2009).
Sprague
Bozrah
Montville
Preston
4.2%
9.4%
8%
11.3%
6.5%
11.8%
16.4%
16.6%
22.9%
24.9%
29.1%
25.1%
36.5%
40.1%
18.1%
26.8%
33.8%
30.3%
56.5%
15.4%
21.7%
8.3%
7.9%
7.8%
14.4%
8.5%
2.8%
8.1%
7.3%
2
169
395
82
12
32
Miles
0 0.25 0.5 0.75 1
N

TABLE 17

Housing Developments Approved, Under Construction or Completed Since 2005

City of Norwich

Name/Location	# of units; bdrm	Type	Developer	Timetable
Thayer Bldg. Franklin St.	29 2 &3	Apts.	Gary Tse	completed
Chestnut St. 92-98	10 1 B.R.	Apts.	Panciera	completed
Ponemah Mill Rte 97	240 2 & 3 B.R.	Apts.	One Key	2012
Byron Brook Occum	600 2 & 3 B.R.	Condos	Byron Brook,LLC	unknown
Laurel Hill Villas	48 2 B.R.	Condos	Mike Franklin	2010
Parkwoods Ind. Park	68 2 B.R.	Condos	Allie Resnick	completed
Norwich Woods Ind. Park	68 2 B.R.	Apts.	Matt Barreck	50% complete
RAL Ind. Park	59 2 B.R.	Condos	RAL	completed
Reale Rte. 82	100 2 B.R.	Apts.	Reale	completed
Briar Hill Estates Rte 82	120 2.B.R.	condos	Cherenzia	completed
Trading Cove Rte 32	35 2 B.R.	condos	Lorinsky	completed
Brittany Knowles Rte 82	27 2 B.R.	condos	Century 21	completed
Summit Street	29 2 B.R.	condos	Hall	completed
Summit Street	200 2.B.R.	Apts.	Hall	unknown
Uncas Rte 32	70 2 B/R.	condos	Aldi	completed
AHEPA Rte 164	40 1 B.R.	Apts.	AHEPA	completed
Stonington Road Rte 2	75 2 B.R.	Apts.	Carpianato	completed
Rte 164 Carlin	90 2 B.R.	condos	Carlin	50% complete
Ponemah River Rte 97	29 2. B.R.	condos	Gebbi	2012
Hooper Street	21 2.B.R.	condos	Carpianato	completed
Cadle Mill	72 2 B.R.	Apts.	Carpianato	unknown
Jail Hill	27 2 B.R.	Condos	Gebbi	completed
South Thames	24 2 B.R.	condos	Weiss	75% complete
Ponemah Village/Taftville	90 2 B.R.	Apts.	MCMahon	unknown
Orchard St	27 2 B.R.	Condos	Maloney	completed
Barron Ridge Corning Rd.	37 2 B.R.	condos	Silvestri	completed
Laurel Hill Dev. Solutions	13 2 B.R.	condos	Franklin	2011
Boswell Avenue	3 2 B.R.	Apts.	Hastedt	completed
Brom Mopsic Court	22 2 B.R.	Apts.	BROM	completed
Benjamin St.,LLC	38 2 B.R.	Condos	LLC	unknown
Palmer Street	20 2 B.R.	Condos	Aldi	completed
Chestnut Street 93-99	10 1 B.R.	Apts.	Panciera	2010
TOTAL	**2,489 units**			

C. Public and Assisted Housing (91.210(b))

Number of Units and Physical Condition

The Norwich Housing Authority (NHA) administers a total of 686 affordable housing units, including 326 units state family moderate rental housing; 183 units of state elderly rental housing; 77 units of federal family housing; and 100 units of federal elderly housing. There is a waiting list of 301 families for public housing in Norwich, with 79.4% of these households being extremely low-income (<30% HAMFI). The waiting list includes 199 families with children, while 17% of the families on the waiting list are elderly families. The expected turnover each year is 25 units. At the present time, the waiting list is still open. No units are expected to be lost in the near future.

There are currently 514 Section 8 housing choice vouchers administered by the Housing Authority. There is a waiting list of 254 families for Section 8 vouchers in Norwich, and roughly 77% of these households are extremely low-income (<30% HAMFI). Approximately 60% of the families on the waiting list have children, and only 6.7% of the families on the waiting list are elderly families. The expected turnover each year is 421 vouchers. The waiting list for Section 8 vouchers is currently closed, and has been so for 28 months. For a full description of the Public Housing needs, see Section II, Housing and Homeless Needs, G. Public Housing Needs.

Table 18 presents the inventory of assisted housing units in Norwich as of 2009. The total of 2,912 units includes the Housing Authority units and Section 8 vouchers managed by the NHA. Of the total units, 2066 are family housing, and 846 are elderly units. One hundred of these units meet handicapped standards.

TABLE 18
Assisted Housing Unit Inventory, 2009
City of Norwich

Project Name	Address	Funding Source	Total Units	Family Units	Elderly Units	Handicapped Units
14-16 Swan (Scattered Sites)	14-16 Swan Avenue	DECD/HUD	2	2	0	0
AHEPA 110-I	110 Pukallus Avenue	HUD	50	0	50	4
AHEPA 110-II	380 Hamilton Avenue	HUD	42	0	42	0
AHEPA 110-III Apartments	110 Pukallus Avenue	HUD	46	46	0	0
Artspace Norwich	24 Chestnut Street, 110-118 Franklin	CHFA/DECD	58	58	0	0
Chase Manor	55-75 Norman Road	CHFA/HUD	50	0	50	5
Chase Manor II	85 Norman Road	CHFA/HUD	53	0	53	6
Eastern CT Housing Opportunities (aka Taftville Community Apartments)	91-101 South Second Avenue	CHFA	17	17	0	0
Eastwood Court	20 Stanley Place	CHFA	25	0	25	0
Elizabeth Street Apartments (aka Elizabeth Square)	112-120 Elizabeth Street	CHFA	29	29	0	0
Hamilton Park Apartments	281 Hamilton Avenue	CHFA/HUD	120	0	120	10
Harry Schwartz Manor	382 Laurel Hill Avenue	CHFA	48	0	48	0
Hedgewood Apartments	101-200 Sandy Lane	CHFA	100	100	0	0
Hillside Apartments (Phase II)	29 Mopsic Street	CHFA/DECD/HUD	26	26	0	0
Hillside Terrace	2-82 Quarto Road; Donahue Drive; Hillside Court	CHFA	118	118	0	0
J.F. Kennedy Heights II	Kennedy Drive; Sullivan Avenue	CHFA	40	40	0	4
John F. Kennedy Heights	Carlson Street; Fairview Avenue; Overlook Road; Western Avenue	CHFA	64	64	0	0
Katie Blair House	117 Cliff Street	CHFA	8	8	0	0
Melrose Park	9-60 Melrose Park Road; 616-618 New London Turnpike	CHFA/DSS	51	51	0	0
Miriam Street	Miriam Street	DECD	1	1	0	0
Mohegan Commons (Village)	90 North Street	HUD	88	88	0	0
Mohegan Park	40 East Baltic Street	HUD	95	95	0	0
New London Turnpike	702 New London Turnpike	DECD	2	2	0	0
Norwich Apartments	301 Sandy Lane	HUD	100	100	0	0
Oakwood Knoll	Oakwood Knoll	HUD	75	75	0	4
RAP/SEC 8		DSS	208	208	0	0
Reliance House	40 Union Street	HUD	5	5	0	5
Rosewood Manor & Extension	335 Hamilton Avenue	CHFA	110	0	110	4
HUD Section 8 Certificates/Vouchers		HUD/Sec.8	537	537	0	0
St. Christopher's Health Center	60 Crouch Avenue	HUD	24	0	24	0
St. Jude Common	3 Myrtle Drive	CHFA/DECD	51	0	51	0
Summitwoods	1 Mopsic Court	CHFA	120	120	0	48
Sunset Park	Clifton Place; Dunham Street; Elizabeth Street Extension; Pembroke Avenue; Stanley Place	CHFA	53	53	0	0
Taftville	91 Second Street/91 South 2nd Avenue	CHFA	17	17	0	0
Talman Street (single family)	134 Talman Street	DECD	1	1	0	0
Thames River Family Program (aka Martin House)	1 Thames River Place	DECD	24	24	0	0
Trading Cove Commons		DECD	11	11	0	0
Village Court	70 Mechanic Avenue	CHFA/HUD	75	0	75	7
Wauregan Hotel	192-196 Main Street	CHFA	70	70	0	0
Wequonnoc Village Apartments	24 North Fifth Avenue	CHFA/HUD	98	0	98	10
Westwood Park-A,B,C Courts	10 Westwood Park	HUD	50	0	50	0
Westwood Park-The Dorsey Building	10 Westwood Park	HUD	50	0	50	5
Wolf Den Village	Henry Street	HUD	100	100	0	0
		TOTAL	**2,912**	**2,066**	**846**	**100**

Source: State of CT Dept. of Economic and Community Development (DECD).

D. Homeless Facilities and Supportive Housing Services (91.210(c))

Norwich Homeless Hospitality Center

The Norwich Community Care Team was created in 1998, and for the past nine years has operated the Norwich Homeless Hospitality Center (NHHC). The NHHC is a 22-bed winter overflow homeless shelter that operates at the Buckingham Memorial building at 307 Main Street. The homeless shelter operates from November 1st to April 1st each year, during the hours of 7:30pm and 7:30am daily.

The NHHC is Norwich's only homeless shelter. However, several other facilities operating within the Norwich-New London Continuum of Care provide both general emergency shelter services and services geared toward specific homeless subpopulations. These include:

Women's Center

The Women's Center of Southeastern Connecticut operates a 15-bed emergency shelter for women who are victims of domestic violence and their children. During 2009, the Women's Center provided emergency shelter to 119 women and their children.

The Women's Center also operates Phoenix House, a transitional housing facility for women who were victims of domestic violence and their children. In 2009, this facility provided housing for 37 women and children, who also received supportive case management services. There are nine (9) transitional apartments with a capacity for 29 persons. Two of the units are handicap accessible. Individuals and families may remain at the Phoenix House for up to two years. The Phoenix House transitional program also includes an intensive two-year program that requires women to complete an educational or job skills training program and participate in special counseling and education classes geared toward achieving self-sufficiency.

The Women's Center also provides scattered-site supportive housing units for 25 men, women and children, in conjunction with supportive case management services. In addition, over 5,900 individuals accessed services from the Women's Center through its Counseling and Advocacy, Family Violence Victim Advocate, and Victim Advocate Law Enforcement programs. Approximately 1,566 of these individuals were Norwich residents.

Covenant Shelter

The Covenant Shelter is a non-profit organization in New London whose board members consist of area clergy. Donations from area churches and assistance fro

the State of Connecticut provide the necessary funds to operate this emergency shelter for persons in need of temporary shelter. There are 18 beds for families and 17 beds for individuals. During FY2009, the Covenant Shelter provided shelter to 280 people, including 161 single men, 38 single women, 28 single parents and 53 children in families, resulting in a total of 10,540 bed-nights. Experience has shown that the need for homeless shelter services exceeds the capabilities of the Covenant Shelter; in just the month of December 2009, the shelter was unable to accommodate 59 adults, several of whom had children with them.

The Covenant Shelter also provides case management services from 7:30am to 4:00pm five days per week, 50 weeks per year. Case management services at the Covenant Shelter have been quite successful. Approximately 30% of single adults and 55% of families receiving shelter have obtained more permanent housing upon leaving the Covenant Shelter, and 40% of single adults and 65% of families receiving shelter have gained access to necessary social services before leaving the Covenant Shelter.

The number of families and individuals who are precariously or tenuously housed – those who are doubling up with friends or relatives or living in other temporary situations because they do not have permanent housing of their own – can only be estimated. As discussed in the Housing and Homeless Needs section, there are an estimated 2,455 households in Norwich with incomes less than 30% of the area median income. The severe cost burdens often experienced at this income level place these households at a significant risk of becoming homeless.

The housing inventory charts in Appendix D identify the emergency shelter, transitional housing and permanent supportive housing assets of Southeastern Connecticut. These charts are taken from the 2009 Norwich-New London Continuum of Care application.

There are also several soup kitchens and food pantries in the City that offer free meals and groceries to homeless and other needy individuals. Many of the food providers are faith-based organizations. The Norwich Food Pantry program operated by the Department of Human Services helps supplement the efforts of these soup kitchens and food pantries by providing foodstuffs that might not be available to them normally. This program will likely assist approximately 4,600 families and individuals over the next year.

E. Elderly and Frail Elderly (91.210(d))

Rose City Senior Center

The Rose City Senior Center was built in 1994 and provides a variety of programs and services to the City's elderly population. These programs and services include:

- Preventive health care
- Nutrition programs
- Transportation for seniors
- Educational and recreational programs
- Outreach services

The senior center houses a coffee shop, library, greenhouse, gift shop, computer lab, hairdresser, consignment space, ceramics room, billiard table and a card-playing room.

CT Department of Aging - Protective Services for the Elderly

This agency provides services to elderly persons, 60 years or older, who have been neglected, abused, exploited or abandoned. The Regional Ombudsman office receives complaints or referrals and performs an initial investigation to determine the veracity of the complaint. If the initial investigation warrants it, the case is then referred to a Sc Worker.

Norwich Public Housing Authority

The Norwich Housing Authority manages 686 units of public housing and 114 Section 8 vouchers in the City of Norwich. Of the 686 units of public housing provided, 283 units are specifically designated for the elderly.

Other Elderly Apartments

A number of organizations in addition to the Housing Authority provide housing units for the elderly. AHEPA provides 92 housing units in two developments on Pukalius and Hamilton Avenues. Chase Manor has 103 units on Norman Road. Hamilton Park Apartments has 120 units on Hamilton Avenue. St. Christopher's Health Center has 24 units on Crouch Avenue. St. Jude Common has 51 units on Myrtle Drive. Village Court contains 75 units on Mechanic Avenue and Wequonnoc Village Apartments has 98 units located on North Fifth Avenue. In total, these organizations provide 563 units for Norwich's elderly population.

F. Barriers to Affordable Housing (91.210(e))

Barriers to affordable housing in Norwich and in Southeastern Connecticut is one subject of *Housing A Region In Transition, An Analysis of Housing Needs in Southeastern Connecticut, 2000-2005,* a report was completed for the Southeastern Connecticut Council of Governments (SCCOG). Specifically, the report listed the following barriers, or obstacles:

- Sites physically suitable and appropriately zoned for new housing are limited and expensive;
- The availability of public water and sewerage systems is limited;
- Residential builders and labor in the construction trades are in short supply;
- Most suburban and rural towns have adopted restrictive residential zoning;
- The local regulatory process for residential development is complex;
- The high dependence on the property tax to fund local government makes residential development financially undesirable to most municipalities; and
- Public attitudes generally do not support the construction of additional housing, particularly lower-cost housing.

The report indicated that the scale and complexity of the affordable housing issue calls for a regional response.

Affordable housing development in Norwich is also hampered by the following factors:

- Lack of developable land
- High housing and development costs
- Current housing market correction and tight supply of credit
- Presence of substantial existing affordable housing supply
- Reductions in housing development funding sources

G. Non-Housing Community Development Needs

Founded in 1659 and experiencing the majority of its construction prior to 1950, the City of Norwich (like most urban centers in the Northeast) is faced with the physical problems of an aging building stock and antiquated public improvements, most specifically the lack of adequate sewage facilities. As an urban center in Southeastern Connecticut, Norwich also provides a disproportionate share of social services to low and moderate-income individuals in the region. The provision of these services also limits the availability of local resources to provide infrastructure and other public facility improvements as needed.

Although the City's older building stock does require a substantial amount of upkeep, it also provides historical and aesthetic interest to the community. To maintain this building stock and preserve its past, there is a need to maintain buildings and other landmarks of historical interest. As part of this preservation, there is a need to make both code-related and structural improvements as well as exterior improvements to preserve the City's historical environment. The removal of architectural barriers, so that these older buildings can be utilized by all segments of the population, is also necessary.

The City remains committed to providing adequate facilities to meet the recre on, education and social service needs of its residents. Parks, playgrounds, youth centers and other such improvements are needed to meet the needs of Norwich residents. Street, sidewalk, curbing and handicapped ramp replacement and installation are also necessary requirements. Beautification improvements, neighborhood clean-up campaigns and other revitalization efforts also form an integral part of the City's revitalization and redevelopment activities. These activities provide visual and effective measures of success.

The jurisdiction's high priority, non-housing community development needs center around promoting sustainability. This refers to financial and housing sustainability through rehab and energy efficiency on the capital improvement side. The social side of the program works to eradicate the causes of poverty. Lack of education and opportunities undermines personal self-sufficiency. Therefore, the jurisdiction is investing significant resources in job training, English language training and programs that allow working families to keep more of the money they earn to support their basic needs. Currently, working families with children and immigrants are high-risk categories for poverty. Working families who do not earn sufficient wages to cover basic expenses such as the child care, housing and food find that they are ineligible for most assistance programs due to having wages above income limits set too low by state and federal

programs. This "forgotten" or "gap" group earns too much to be assisted by state and federal programs but not enough to achieve stability. The needs of this working class or working poor group, being almost completely unserved, is emerging as a high priority community development need. The emergence of numerous single-parent households contributes to this emergency.

Norwich includes training for higher-paid professional jobs in addition to its vocational training courses. Many low and moderate-income people are capable of achieving greater earnings through more sophisticated education but cannot pay for that education. Therefore, the Community Development Office will invest in bringing workers into middle-class wage jobs and not just into subsistence level jobs. Vocational training will still be available to those who are best served by that type of training. The Office of Community Development will continue to expand its job skills training program by determining which positions are most needed in the local economy and which provide career ladders into financial security. The Office of Community Development also supports job training through an educational program in lead-safe construction work practices funded by the Lead Hazard Control Grant.

Achieving energy efficiency in buildings that serve the educational and housing needs of low and moderate-income individuals is a high priority that will achieve cost-savings for those individuals.

Job Training – Obtain training for individuals as CNAs where they will make a living wage. Many individuals that have use of this program are leaving work in fast food establishments. The majority of participants have been parents of young children. The program will assist several students in becoming registered nurses, a well-paid skill in high demand in the region. In the future, the program hopes to expand to address other well-paid skills such as auto and computer repair and other areas identified as high-need. A course in lead safe work practices for the construction trade will also be supported by the Office of Community Development.

Child Care Assistance – Eligible parents who are having great difficulties paying for the costs of necessary childcare will receive assistance of up to $1,500 per family.

Energy Efficiency – Norwich Public Schools, with the technical help of Norwich Public Utilities, will continue their energy efficiency upgrade program for eligible schools where over 51% of the children receive free/reduced lunch services. District-wide, 69.3% of Norwich Public Schools students receive free or reduced lunch.

English as a Second Language – Adult Education and Literacy Volunteers v bot receive funding to increase the level of service offered to those in need of Englis language skills. Currently, Adult Education has a waiting list of over 100 individuals th need English language instruction but cannot attain it due to insufficient funding of th Norwich Adult Education program. Until individuals attain proficiency in English, th likelihood of escaping poverty is low. Madonna Place has partnered with Norwich Adu Education to provide access to ESL classes for parents lacking childcare. An ES certified teacher employed by Adult Ed can go to Madonna Place, where free childca is offered. Parents can take the English class at Madonna Place and benefit from fre educational and childcare services at the same time. This cross-coordination programs enables people who need English instruction but who normally cannot acce it due to childcare concerns to take their class.

Public Safety – A major employer, the Mohegan Sun casino is located off of Route 3 a road that lacks sidewalks for much of the stretch of road from downtown Norwich the casino. Low-income workers employed at the casino regularly walk on the road ar at least one fatality has been reported. The Norwich Public Works Department will us CDBG funds to continue a sidewalk program on this road.

Public Service Needs

As an urban center, Norwich provides a disproportionate share of the region's ..w ar moderate-income housing, public housing and social service programs. According HUD, 53.9% of Norwich's population falls within the low and moderate-incon categories. A high percentage of this population utilizes the various social servi programs that exist in the city.

Although the City has recently experienced a slight gain in population (approximate 270 persons since the 2000 Census), the needs of the public services agencies ha grown significantly in comparison. Judging by the number of CDBG requests receiv each year, funding from other non-CDBG sources has not kept pace with the demar This can be at least partially attributable to the growing minority and non-Engli speaking population in the City. The income statistics for minorities and non-Engli speaking persons indicate they are at the lower end of the earning scale. There h also been an increase in the number of female-headed households.

During the Consolidated Plan needs assessment and development process, a through past community development experience, it was apparent that there is significant need for a variety of social service programs. Educational prograr programs that provide care for children and provide recreational opportunities w mentioned by parents and youth development advocates. Senior services and otl

support services are needed to support the City's elderly and special needs populations. Continuum of care, life skills training and education services are all needed to help break the cycle of poverty and homelessness.

The responses received on the Community Development and Housing Priority Needs questionnaire also indicated a high priority need for many different public services. Youth services and activities, child care centers, homeless shelter services and employment training were all identified as priority needs by many of the respondents.

The United Way of Southeastern Connecticut, in collaboration with numerous housing and social service providers, municipal representatives, and representatives from major area employers, prepared an assessment of Community needs. The two resultant reports, Building Synergy: The Realities of Life in Southeastern Connecticut and The Next Step to Developing Healthy Communities, provide a summary of the region's needs.

The household survey of community needs presented in these reports identified the following challenges, among others:

- Shortage of available affordable housing
- Lack of affordable medical care
- Alcohol and/or drug abuse
- Poverty
- Access to public transportation
- Unemployment
- Teen pregnancy
- Ability to make a sufficient living
- Shortage of recreational facilities

These conclusions were compiled through a variety of means. These needs were identified through a household survey of community needs.

Through its CDBG Program, the City has supported activities to address many of the City's social service needs. These activities address many of the City's emergency social service needs and have begun to address the skills training need by families to move tem selves forward to self-sufficiency. There is an ultimate need for those providing services to do so in a coordinated manner in order to achieve greater success from the resources expended. With limited resources available for public services through the CDBG program, it will be necessary to be more specific in targeting the most vital of these needs. It also makes sense to consider limiting funding for a

specified time period; for example, not more than three years and doing so proportionally to other resources.

Through the City's Community Development Block grant program, approximately 20-25 social service agencies receive funding annually. The requests for funding are always 100% to 200% more than the City can support. The City elected in 1982 to use the current funding level of $217,000 to be allowed for Social Service activities, while many other communities opted out at the 15% level. However, there is concern in the future that should CDBG funds continue to decline there will be a need to invest the funds into "bricks and mortar" programs, thereby severely impacting the amount of funds available to provide services.

Through its CDBG Program and through programs offered by the City of Norwich's Department of Human Services, the City has supported activities to meet the needs of its population.

Public Improvements and Facilities Needs

The City of Norwich, like most urban centers in the Northeast, is faced with the physical problems of an aging building stock and antiquated public improvements. The City's tax base and resources are not adequate to address these needs. As one of the central cities of Southeastern Connecticut, Norwich also provides a disproportionate share of social services to low and moderate-income individuals in the region. The provision of these services reduces the financial capacity of the City to provide infrastructure and other public facility improvements as needed.

The responses received on the Community Development and Housing Needs survey sent to community service providers in the City indicated that the provision of public improvements and facilities was a high priority for many organizations and groups in Norwich. Youth centers, child centers, street improvements, lighting and sidewalks were all identified as important needs by the majority of the respondents.

Despite the excess tax burden, the City makes every attempt to provide adequate facilities to meet recreation, education and social service needs of its residents. Reliance on the Community Development Block Grant for this purpose has become a necessity. Parks, playgrounds, and street lighting, sidewalks, curbing and handicapped ramp replacement and installation are also needed. Generally, the cost of public improvements such as sidewalks, utilities and street improvements are too great to be supported by CDBG funds; however, the City will consider these on a neighborhood by neighborhood basis where the severity of deterioration warrants such an expense and if the funds are available.

In a city that is 351 years old, the need to repair and replace aging infrastructure is never ending. As the CDBG target areas coincide with the oldest areas of the City, repair of roads, sidewalks and public spaces are necessary to support neighborhood livability objectives. Code enforcement, neighborhood clean-up campaigns and other revitalization efforts also form an integral part of the City's revitalization and redevelopment activities. These activities provide visual evidence of neighborhood improvements and directly reinforce the efforts being made in upgrading the housing stock.

Although the City's older building stock does require a substantial amount of upkeep, it does provide historical and aesthetic interest to the community. To maintain this building stock and preserve its past there is a need to maintain buildings and other landmarks of historical interest. As part of this preservation, there is a need to make both code-related and structural improvements as well as exterior improvements to preserve the City's historical assets. The removal of architectural barriers, so handicapped persons can utilize these older buildings, will also be considered.

TABLE 19
Public Facility Projects Completed with CDBG Funds, PY31-PY35
City of Norwich

Agency	Project	Amount	Program Year
Norwich Public Schools	Lighting and mechanical upgrades at Wequonnoc and Uncas Schools	$ 170,513	32
Norwich Fire Dept.	Greeneville Fire Station renovations	$ 257,623	32
Norwich Fire Dept.	Central Station solar panels	$ 54,676	33
Norwich Fire Dept.	Central Station energy efficiency lighting upgrades	$ 6,452	34
Norwich Public Schools	Mechanical control system	$ 44,680	34
Norwich Public Schools	Wequonnoc School - duct work	$ 28,400	35
Total Investment in Public Facilities PY31 - PY35		$	562,344

TABLE 20 Major Capital Projects, FY2005 - FY2009 Norwich Public Utilities			
Project	**Fiscal Year**	**Amount**	**Location/Neighborhood**
New CNG Fueling Station	2005	$ 105,289.53	Greeneville
Circuit 22 Conversion	2005	$ 161,583.51	Taftville
CSC Upgrade	2005	$ 113,026.22	Norwich Business Park
TOTAL, 2005		**$ 379,899.26**	
Matlack Load Relief	2006	$ 239,077.77	Norwichtown
TOTAL, 2006		**$ 239,077.77**	
Occum Downstream Passage	2007	$ 1,893,655.27	Occum
Yantic Lane Water Upgrade	2007	$ 4,084,701.49	Yantic
Fanning/Clinic Ave Water Main	2007	$ 170,331.05	Norwichtown
TOTAL, 2007		**$ 6,148,687.81**	
Business Park Loop Upgrades	2008	$ 146,132.20	Norwich Business Park
Taftville Upgrade	2008	$ 113,934.82	Taftville
Business Park CSC Expansion	2008	$ 196,876.58	Norwich Business Park
TOTAL, 2008		**$ 456,943.60**	
Business Park Tank Pumps	2009	$ 123,183.79	Norwich Business Park
Business Park Tank Clean & Paint	2009	$ 564,032.46	Norwich Business Park
TOTAL, 2009		**$ 687,216.25**	
Total Investment in Facilities, 2005-2009		**$7,911,824.69**	

Economic Development

The Norwich Community Development Corporation (NCDC), in conjunction with a number of local stakeholder organizations, is presently completing a "Norwich Community-Wide Economic Development Plan and Process." This plan lays out a number of core objectives underpinning future economic development in Norwich, including:

- Promote economic stability/viability
- Create a supportive environment for independent, entrepreneurial enterprises
- Accentuate natural assets
- Reinvest in the community
- Utilize resources and maximize asset values

- Promote informed decision-making by the City and its development partners through cooperation, flexibility, inclusiveness and transparency
- Promote the City's rich history, heritage and culture

The plan also provides a number of indicators to measure future economic development success. These include:

- Crime rate
- Education test scores
- Graduation rates
- Homeownership rate
- Commercial rents per square foot
- Taxable Grand List
- Number of businesses
- Median household income

A SWOT analysis was completed as part of the plan process, which indicated that Norwich's economic strengths are centered around its geographic location; its Downtown and waterfront areas; its proximity to casinos; and several other elements.

The plan also identified the need for the City to target particular economic sectors for development emphasis; make more sites readily available for development; concentrate on filling out existing vacant spaces; remediate and redevelop brownfield sites in the City; continue the revitalization of Downtown; enhance the transportation infrastructure in the City; tap into public fiber optic networks; retain existing businesses while also recruiting new ones; increase workforce education; market the advantages of Norwich more effectively; and provide financial and technical assistance to local businesses.

The full Draft Plan document is included as an appendix to this Consolidated Plan.

In 2006, the Southeastern Connecticut Enterprise Region (seCTer) adopted an updated *Comprehensive Economic Development Strategy* (CEDS) for the region. The CEDS plan provides guidance on promoting sustainable economic development, fostering effective transportation systems, enhancing and protecting the environment, and balancing resources through sound management of development. It includes high priority Norwich projects such as focusing Downtown revitalization toward a mixed-use commercial and residential center with vibrant arts, cultural and tourist components; creating a WiFi zone in Downtown Norwich; developing a comprehensive parking and circulation strategy; and expanding the hospitality program at Three Rivers Community

College. The CEDS Executive Summary is also included as an appendix to the Consolidated Plan.

H. Summary of Housing and Community Development Needs

The City of Norwich's housing and community development needs generally fall into several categories:

- Cost burden among renter households
- Rehabilitation of older housing units
- Lead abatement and energy efficiency improvements
- The provision of public services
- Improvements to public facilities
- Economic development

There is a specific need to assist lower income households to meet their housing needs primarily through use of the existing housing stock with rehabilitation as the primary approach. The City's identified housing and community development needs are summarized below.

Housing Needs

(a) Reduce cost burden for extremely low income and very low income renter households;
(b) Improve energy efficiency of housing stock, particularly rental units;
(c) Continue lead abatement and remediation activities;
(d) Continue housing rehabilitation program to improve substandard housing stock.

Public Services

(b) Provision of necessary public services in a comprehensive and coordinated manner, particularly services associated with youth, the elderly, education, employment, crime prevention, domestic violence and transportation.

Community Facilities and Public Improvements

(a) Expansion and improvement of existing recreational resources;
(b) Preservation of public facilities to meet the service needs of residents;
(c) Improvements to streets, sidewalks and neighborhood infrastructure;
(d) Provision of necessary public improvements to improve public safety
(e) Removal of architectural barriers in publicly-owned and privately-owned buildings.

Economic Development

(d) Continued revitalization of Downtown Norwich;

(e) Implementation of identified regional CEDS projects for Norwich;
(f) Implementation of policies, goals and objectives contained in the NCDC Community-Wide Economic Development Plan and Process.

Section IV – Strategic Plan (91.215)

A. General Priorities (91.215(a)(1))

The City's overall approach for its Housing and Community Development Strategy continues to be the stabilization of its existing population and the revitalization of its neighborhoods. In fact, part of the challenge is to continue the diversity and affordability of the City's housing stock. The City strongly believes that grass-roots efforts and neighborhood/ resident-based activities are the key to planning and implementing the strategy.

Norwich's Community Development program has five general priorities. These general priorities, and some of the proposed activities and objectives that fall within these priorities, include:

1. Housing

Priority A:

Rehabilitation of both single family and multifamily substandard housing units, with an emphasis on lead paint hazard reduction.

- Continue the City's successful Property Rehabilitation Program in combination with lead abatement activities.

Priority B:

Rehabilitation of renter-occupied housing units to increase energy efficiency.

- Support and encourage the rehabilitation of existing renter-occupied housing units in need of energy efficiency upgrades.

Priority C:

Direct homeownership assistance in the form of participation in down payment assistance and first-time homebuyer assistance funding programs.

- Support funding for down payment assistance programs.

- Support funding for first-time homebuyer assistance programs.

- Support and encourage the rehabilitation of existing owner-occupied housing units.

- Support the delivery of support services that provide homeownership preparation training, financial literacy training and other services that prepare homeowners for the responsibilities and challenges that come with homeownership.

- Enhance the delivery of support services which will alleviate or reduce the problems of cost burden and overcrowding experienced by extremely low income homeowners, resulting from limited economic resources.

2. Homeless

Priority A:

Increase the level and delivery of support services to the homeless and those at-risk of becoming homeless

- Continue to support the operations of the Norwich Homeless Hospitality Center and its associated programs and services.

- Continue to be an active and vocal participant in the Norwich-New London Continuum of Care.

- Support existing programs of assessment and outreach targeted to serve homeless families, individuals and persons with special needs, as well as programs, which are designed to prevent at-risk populations from becoming homeless.

- Assist local service providers in expanding their existing programming designed to provide permanent supportive housing and/or permanent housing for these individuals.

- Strengthen efforts to prevent foreclosures and eviction of families and individuals.

- Encourage the delivery of support services which are designed to prevent homelessness – such as job skill training, life skill training, foreclosure prevention, tenant landlord mediation.

3. **Special Needs Housing**

Priority A:

Increase the supply of housing that meets the special accommodation and support service needs of population groups with special housing needs.

- Support regional efforts to provide a range of affordable housing options for persons requiring special accommodations or supportive services including the elderly, persons with physical or mental disabilities, or persons requiring long-term care.

- Assist local service providers in expanding their existing programming designed to provide permanent supportive housing and/or permanent housing for individuals with special housing needs.

- Support the delivery of supportive housing services which are designed to assist persons with special needs.

4. **Public Services**

Priority A:

Support the continuance and/or expansion of existing public service programs including those which provide services to persons with disabilities, youths, seniors and/or substance abusers or which offer transportation services and employment training

- Support the continuance and/or expansion of existing public service programs designed to assist seniors, persons with disabilities, youth and/or substance abusers.

- Support the development, continuance and/or expansion of existing public service programs designed to provide transportation services to low-income City residents and persons with special needs.

- Encourage the development, continuance and/or expansion of existing employment training programs.

- Continue to support and encourage the development of programs designed to promote crime awareness and prevention.

- Wherever feasible, support the expansion of existing child care programs to provide a wider array of services to children in need.

- Endorse and support the activities and programs of youth centers and child care centers already in existence in the City and support the development of new centers, if feasible.

- Support the programs and activities of regional organizations dedicated to providing domestic violence prevention services and services to victims of domestic violence.

- Support the continuance and/or expansion of existing public service programs that provide health services to low-income populations in the City.

5. Non-Housing Community Development

Priority A:

Maintain and improve existing public facilities and encourage the development of upgraded facilities, particularly with regard to facilities serving low income populations and neighborhoods with low income concentrations.

- Expand and improve existing recreational facilities, particularly those located in low-mod block groups and census tracts.

- Provide targeted investments to upgrade and maintain key community and public facilities.

- Expand and improve infrastructure facilities to support the development of affordable housing and economic development activities benefiting low and moderate-income persons.

Priority B:

Encourage the continued maintenance and improvement of the City's infrastructure, particularly with regard to street and sidewalk improvements.

- Target repair, replacement or reconstruction of sidewalks and/or streets for neighborhood enhancement and transportation improvement.

- Conduct infill planting of street trees for neighborhood enhancement and beautification.

Priority C:

To enhance and expand other community development efforts, particularly historic preservation and code enforcement activities

- Support the preservation of non-residential historic properties, particularly for those properties that will be reused for economic development purposes.

- Support existing efforts of code enforcement and blight removal.

Priority D:

To expand existing efforts to meet the needs of the City's physically disabled population by supporting projects designed to make current facilities accessible or to provide new ADA compliant facilities/equipment.

- Support the continuance and/or expansion of construction or modification projects designed to improve access for mobility impaired persons and remove architectural barriers.

Priority E:

To continue existing administrative and planning activi necessary for the implementation of the objectives, actions programs outlined in this Strategic Plan including fair hous counseling, tenant-landlord counseling and/or public awaren activities.

- Continue to fund the necessary planning and administrative activi undertaken by the Lead Agency to improve coordination of hou and community development activities in Norwich.

- Support and encourage the development of public service progr designed to provide fair housing counseling and tenant/landl counseling to low-income City residents.

B. Basis for the Assignment of Priority Needs (91.215(a)(2))

The priority housing and community development needs, activities and propo accomplishments were set through the combination of the following resources:

- Staff Knowledge. One of the advantages of the Norwich commu development program is the extensive knowledge of Norwich and its housing social services network possessed by City staff. Their assessment of needs the requisite programmatic efforts required to meet identified needs is b continuous and comprehensive.

- Consultant Firm Input. The consultant firm was able to provide perspective fr experience in a number of communities in both Connecticut and in other part the United States.

- Research. The 2000 Census, the 2006-2008 American Community Sur (ACS) and other available information sources, including the 2009 upda Comprehensive Housing Affordability Strategy (CHAS) data from HUD, w utilized throughout the Consolidated Plan.

- Outreach to the Community. The efforts undertaken subsequent to the citi participation plan provided extensive comment on needs and activities. questionnaire was sent to over 60 organizations providing housing, health social services in Norwich soliciting documentation and comment on needs

current activities. In addition, meetings and direct consultations with agencies, boards, government entities and non-profits were held. Public hearings were held at a time and in a place convenient for input from interested parties.

C. Obstacles to Meeting Underserved Needs (91.215(a)(3))

For a small city, Norwich provides, supports and coordinates an impressive network of social services, housing assets and public support facilities. Having a long-standing and well-established network enables the City, in conjunction with the many governmental, quasi-governmental and non-profit community providers active in Norwich, to quickly and effectively provide an array of services to low and moderate income residents, residents with special needs, the elderly and the homeless. As one of the central cities in its region, Norwich attracts persons from throughout the region who cannot obtain needed social services in their resident community and thereby continues to grow the needy populations in the City.

The single greatest obstacle to meeting underserved needs in Norwich is a lack of sufficient resources, particularly financial resources. In spite of the wealth of programs and services offered in the City, there are still many needs that residents have that simply cannot be addressed due to a lack of funds. In addition, needs that are being addressed may not be addressed to the extent required to affect permanent improvement because of limited funds.

D. Housing Priorities and Objectives (91.215(a)(4))

As part of its Consolidated Plan, the City developed three specific housing objectives. The objectives will be utilized during the funding allocation and program implementation process to ensure that the resources received for housing and community development activities meet the needs of City residents and work toward the City's mission statement, general priorities and projected goals.

The housing objectives are as follows:

1) ***Rehabilitation of both single family and multifamily substandard housing units, with an emphasis on lead paint hazard reduction.***

2) ***Rehabilitation of renter-occupied housing units to increase energy efficiency.***

3) Direct homeownership assistance in the form of participation l downpayment assistance and first-time homebuyer assistance fundin programs.

E. Housing and Community Development Priority Need (91.215(a)(4))

The City of Norwich is committed, through its CDBG program, to provide decei housing, create a suitable living environment and expand economic opportunities fc low and moderate-income residents. The City will focus program resources to meet h general goals and priorities by funding activities that address the following identifie priority needs:

- Infrastructure and public and neighborhood facility improvements
- Housing rehabilitation, both rental and owner-occupied units
- Lead hazard reduction and abatement
- Energy efficiency
- Employment training
- Code enforcement and blight removal
- Elimination of architectural barriers
- General public services, senior services and youth services

CPMP tables in the appendix give a detailed priority for the City's response to housir and community development needs. The community development needs table contair an estimate of the dollars needed to address the City's housing and communi development priorities established for 2010 – 2014. These priorities establish tl framework for funding allocation determinations, for future program and activ development and for the support of applications for funding by other entities. Vario categories in the chart are identifies as a priority based upon the City's objective perception of needs and the extent to which such programs or activities are alrea provided. Priorities are based on existing statistics and data obtained during pub meetings and consultation with providers of services to low and moderate-incon persons.

F. Proposed Accomplishments (91.215(a)(5))

The City's Strategy for Housing over the next five years is based on the realization that the housing needs documented in this Plan far exceed the resources available from all sources to meet the needs. The City also recognizes that as a central city in its region it currently provides a disproportionate share of the region's affordable housing and housing for special needs populations within its housing stock. With these circumstances recognized, the City over the next five-year period will focus its efforts on goals described on the Housing and Community Development Activities Table located in Appendix B.

Accomplishments proposed over the next five years include:

- Public Facilities & Improvements – participate in 3 facility upgrades
- Park, Recreational Facility – participate in 2 facility upgrades
- Street Improvements – participate in upgrading 1 street
- Street & Sidewalk Improvements – participate in 2692 linear feet of sidewalk installation
- Tree planting – plant 30 trees
- Fire Stations – participate in upgrading 4 firehouses
- Operating Costs of Homeless/AIDS Patients – 300 client visits
- Clearance and Demolition – participate in 1 building demolition
- Public Services – 30,500 client visits
- Senior Services – 200 client visits
- Youth Services – 3770 client visits
- Transportation Services – 200 client trips
- Battered & Abused Spouses – 8500 client visits
- Employment Training – 750 client visits
- Child Care Services – 150 client visits
- Urban Renewal Completion – 1 transaction
- Removal of Architectural Barriers – participate in 1 project
- Direct Homeownership Assistance – participate in funding service
- Rehab Single-Unit Residential – 65 units
- Rehab Multi-Unit Residential – 65 units
- Public Housing Modernization – 127 units
- Energy Efficiency Improvements – 4 projects
- Code Enforcement – partial fund position
- Applications for Federal programs – prepare 1 application

G. Affordable Housing Priorities (91.215(b))

The City's affordable housing priorities are summarized as follows:

- Reduce cost burden on renter households through energy efficien improvements
- Assist Norwich Housing Authority in completing public housing unit upgrades a renovations
- Capitalize on success of NSP, Property Rehabilitation and lead abatem programs
- Continue existing partnerships, and create new ones, with local and regio affordable housing developers

The Southeastern Connecticut Housing Alliance was created to improve the availabil of affordable housing in the region. The City of Norwich supports the work of th organization in creation of affordable housing opportunities throughout the region. I

The City feels that it has a substantial number of assisted rental housing units for elder households and does not anticipate allocating additional resources to this category ov the five year plan period.

The City will use several methods to maintain and create affordable housing. addition to direct and partnership efforts, the City is working to encourage afforda housing on a regional level. Southeastern Connecticut Council of Governmen (SCCOG) is working to make affordable housing available through land use regulati and legislative change. The City will continue to encourage surrounding towns to sha in the burden of meeting the demand for affordable housing through the development designation of affordable units within those towns.

Other methods focus on the conversion of existing housing units to affordable housin The rehabilitation of existing housing for use as affordable housing serves sever purposes. Reintroducing housing units, that are "off-line" because they do not me current health, housing or building codes has the effect of increasing supply witho increasing unit density or altering the character of the neighborhood. Rehabilitation al helps improve the appearance of a neighborhood and spurs additional rehabilitation an investment in the neighborhood. Increased rates of owner occupancy increa neighborhood stability. The Norwich Housing Authority's plans to renovate its Sta assisted housing, some of which is 60 years old, is an example of recycling the housin stock for continued use. The age of Norwich's housing stock is also a key reason wh

housing rehabilitation is both a priority need and a means of creating affordable housing.

The City will continue a comprehensive program to reduce the number of substandard and deficient units. The City's Housing Rehabilitation Program will place a priority on the rehabilitation and conservation of existing housing units. The focus of the program is rehabilitation of occupied 1-4 family dwellings. The Housing Rehabilitation Program complements code enforcement activities and the Norwich Lead Hazard Reduction Program.

H. Homeless Priorities (91.215(c))

Six key facilities/organizations provide services to the homeless population in Norwich:

- The Norwich Community Care Team was created in 1998, and for the past nine years has operated the Norwich Homeless Hospitality Center (NHHC). The NHHC is a 22-bed winter overflow homeless shelter that operates at the Buckingham Memorial building at 307 Main Street.

- The Reliance House is a local non-profit organization that provides 36 units of temporary supported housing for the homeless. It has received Community Development Block Grant funds in the past through the City of Norwich for a homeless shelter.

- The Thames River Family Program, jointly funded by HUD and the state, provides 24 units of supported housing for homeless women and children. The jurisdiction supports the project and has provided funds for salaries, architectural costs and a youth services coordinator in previous years.

- The Martin House provides housing for mentally ill and dually diagnosed individuals. The city provides funding for client management and livability programming which teaches clients to become self-sufficient.

- The Flora O'Neil Apartments provides 6 transitional living apartments for formerly homeless women.

- The Katie Blair House offers two-year supportive housing for formerly homeless women.

Preventing homelessness is also a priority for Norwich. In a region that has undergone dramatic economic change, Norwich is one of three cities that have traditionally provided a disproportionate share of supportive housing and social services. However, changes have taken place in approaches to issues that are important to the strategy. The Blue Ribbon Housing Committee was formed to deal with regional housing issues including affordability. Also, the Southeastern Connecticut Partnership to End Homelessness is structuring regional approaches to homelessness. Both of these initiatives feature a regional approach to critical issues for the strategy, with Norwich's community development program continuing to play a critical role.

The Director of Norwich Human services and her assistant, who are both municipal employees paid by local taxes, are on the Executive Committee of the Southeastern Connecticut Regional Partnership to End Homelessness. This group is responsible for the drafting and implementing of the region's Ten Year Plan to End Homelessness. This group is also responsible for submitting the region's Continuum of Care Application to HUD for funds to address homeless prevention and supportive Housing. HUD awards an average of approximately $1 million dollars annually to the various non-profits and municipal agencies listed in the Continuum of Care application for serving residents in the Norwich-New London area.

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. Currently, the combined services provide 36 beds of supportive housing in the City of Norwich and 123 beds for transitional 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. Emergency rental assistance, a security deposit assistance program for homeless families, support of a winter shelter and case management services for homeless will be provided. The partners of the Continuum of Care also receive funding from the State of Connecticut Mental Health and Addiction Services, Federal PATH Funds, grants from private entities such as Pfizer, Dime Bank, People's Bank, local churches and private fundraisers.

In 2008-9, the City of Norwich received approximately $50,000 from the federal grant "Stewart McKinney Education of Homeless Youth and Children". The Norwich Public Schools uses the McKinney-Vento assistance for transportation to the school of origin, the staff salary for a paraprofessional who helps homeless children and 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.

The City of Norwich is committed to providing affordable and supportive housing for its residents in need through city departments, agencies and local non-profit agencies.

The Community Development Block Grant will fund operational costs at the NHHC emergency winter shelter. The winter shelter is essential to keeping homeless adults safe throughout the winter months. The Community Care team, a consortium of caseworkers and volunteers, work with homeless individuals at the winter shelter in an effort to assist their securing permanent housing, disability benefits or other care they may need. Caseworkers at the winter shelter typically locate permanent housing for the majority of people using the shelter annually. However, the winter shelter continues to service the same number of homeless individuals each year as new homeless individuals come to the shelter, replacing those that have found housing.

CDBG funds will be used to pay a nurse caseworker assist chronically homeless individuals apply for SSI benefits and to pay for 3 months of emergency housing when it is appropriate. The TVCCA family shelter provides homeless families with the security deposit and 2 months rents they need to attain housing. Families will be pre-screened by a social work to ensure that they can maintain the housing they will acquire.

Homeless Prevention

Several members of the Continuum of Care provide Homeless Prevention Services. 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 and Norwich Human Services provide emergency rental assistance. Mortgage assistance is provided by Catholic Charities, Child and Family Agency, Dime Bank, Liberty Bank, TVCCA and the Salvation Army.

Bethsaida Inc., Catholic Charities, DCF, Norwich Human Services, Reliance Hou
Salvation Army, Sound Community Services, SMHA and TVCCA give utility assistan
Legal assistance is provided by The Women's Center, Connecticut AIDS Legal Netw
and Connecticut Legal Services. Counseling and Advocacy are provided by Bethsa
Inc., Catholic Charities, DCFMartin House, Norwich Human Services, Reliance Hou
Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVC
TRFP, Veterans Center and the Women's Center. Federal grant funds that prov
emergency funds for food and shelter are managed by the local chapter of the Uni
Way. The Alliance for Living provides security deposits, utilities assistance, counse
and rental assistance for people with HIV and AIDS.

CDBG funds will be used to pay for emergency rental assistance and security depo
in an effort to prevent homelessness.

Discharge Planning

Formal discharge protocols are in effect for foster care, mental health care
incarceration. A health care discharge protocol is in development. A Chafee Plan
been written by the State of CT to outline the state's plan for implementing the Fos
Care Independence Act of 1999. A Community Housing Assistance Program provi
discharged youth with a subsidy to cover living expenses. With few exceptions, fos
care programs do not discharge youth to emergency shelters, the streets or McKinn
Vento funded beds.

The State of Connecticut Department of Mental Health and Addiction Servi
(DMHAS) have policies in place that ensure every attempt is made to verify discha
housing arrangements. Clients shall not be directly discharged by an inpatient facili
an emergency shelter or the street. No patient shall be discharged from a DMH
facility without documented evidence that discharge and aftercare plans have b
made an integral part of the treatment plan.

The Department of Corrections completes an Offender Accountability Plan for e
inmate. A standardized discharge plan is completed with inmates at the end of
sentence, identifying housing, identification and community resource needs. With
exceptions, the Department does not discharge youth to emergency shelters,
streets or McKinney-Vento funded beds.

I. Other Special Need Priorities (91.215(d))

Many of the housing problems experienced by special needs populations are related directly to an individual's low income status. As a member of the lower income group, their problems such as cost burden are addressed through other priorities and programs.

While 2000 Census and the updated 2009 CHAS/ACS data provides some guidance about the size and scope of special needs populations, it is not possible to quantify each sub-group and their associated needs with any degree of accuracy. Each sub-group's needs, when presented, would be addressed either through existing programs or by directing affected individuals to other programs or sources of funding available through private or non-profit agencies, or from various levels of government (primarily state or federal).

Physically Disabled

To a limited extent, the physically disabled are in need of housing units that meet their physical needs. The City will address these needs as presented through its commitment to utilize CDBG funds to remove architectural barriers in both housing and public facilities and buildings.

Mentally and Developmentally Disabled

The City will continue to give priority to applications for CDBG funds that address the unmet needs of the City's mentally and physically disabled population. While no specific initiatives or programs are planned at this time, it is clear that such programs or services would fill a need in the City.

Elderly and Frail Elderly

The City will continue to address the needs of the elderly and frail elderly populations by assisting the Norwich Housing Authority in physically improving public housing units, the programs and services offered through the Department of Human Services, the Rose City Senior Center, and the various social service providers who assist these populations.

Persons with HIV/AIDS

Similar to the needs for mentally and developmentally disabled residents, the City will continue to give priority to applications for CDBG funds that address any unmet needs of persons living with HIV/AIDS in Norwich. The City will work to address the issue of housing for people living with HIV/AIDS at the regional level through its continued active participation in the Norwich-New London Continuum of Care.

Persons with Alcohol or Drug Addiction

The City will address the housing needs of persons struggling with alcohol or drug addiction by assisting the work of non-profit supportive organizations such as SCADD, and City departments and divisions that address these issues through their services and programs.

The CPMP and CHAS data tables indicate a disproportionate need in certain household categories for minorities. The City of Norwich is committed to continue its outreach efforts to impacted minority populations and ensure that all of the City's residents have safe, decent and affordable housing.

J. Non-Housing Community Development Need Priorities (91.215(e))

The Non-Housing Community Development Needs estimates are based on both past CDBG program experience and the expected needs of the City's residents over the next five years. The City believes that the projected expenditure dollar amounts shown in the Community Development Needs table as part of the CPMP tool reflect a reasonable level of expenditures by category for the five-year strategy period. These dollar amounts are based on the type and level of need, as well as the anticipated amount of funding to be available to the City. The City will focus its block grant resources primarily on City administered programs and projects, centered around the following categories:

- Infrastructure and public and neighborhood facility improvements
- Employment training
- General public services
- Youth services
- Child care services
- Senior services
- Transportation services
- Domestic violence prevention services
- Non-residential historic preservation
- Code enforcement and blight removal
- Removal of architectural barriers
- Commercial rehabilitation that enhances and supplements the City's economic development efforts

Infrastructure and Public Facilities Improvements

The City places a high priority on making streetscape, sidewalk, handicapped curb cut improvements and street tree plantings in a number of different neighborhoods and areas. These improvements, combined with housing rehabilitation and other neighborhood improvement and beautification projects, provide a coordinated and effective approach to revitalization and renewal. The City will continue to pursue such projects during the coming five-year period. In addition, the City has a high priority need for improvements to public facilities, particularly its fire stations and parks. Several improvement projects for these facilities will be undertaken during the next five years.

Employment Training

Workforce development and employment training is a critical element of a community development strategy for economic development in a changing local economy. Public service programs for training and employment, such as the Norwich Works Employment and Training program, will be supported with community development funds, which will work to leverage resources from non-CDBG funding sources.

Youth and Child Care Services

As discussed previously, Norwich has a high priority need for youth services and child care services. Norwich has a significant at-risk youth population who require a number of different services and positive activities. The provision of quality affordable child care is also a critical need for many of Norwich's working parents.

Senior Services

With a substantial senior population, Norwich has an on-going priority need for services and programs designed for the elderly. The City will continue its support of the Rose City Senior Center, which serves as the focal point for many of the services and programs for the elderly in Norwich. The City also places a priority on assisting outreach services that address the needs of the frail elderly population.

Accessibility Needs and Removal of Architectural Barriers

To meet the requirements of the Americans with Disabilities Act (ADA), the City has established the removal of architectural barriers as a priority need. Improvements to buildings, public open spaces and streets and sidewalks will be made to improve access for all residents, regardless of physical capacity.

Economic Development

The regional economy of Southeastern Connecticut has changed dramatically over the last 10 to 15 years. For instance, the high percentage of defense industry jobs has been replaced with service, pharmaceutical and gaming employment. The City of

Norwich pursues opportunities for commercial and industrial development with a variety of resources, which may include CDBG funding.

The City's relatively small size requires that it participate in a regional approach to economic development. To that end there are several objectives in the Region's Comprehensive Economic Development Strategy (CEDS) that are appropriate to be presented here. They include focusing Downtown revitalization toward a mixed-use commercial and residential center with vibrant arts, cultural and tourist components; creating a WiFi zone in Downtown Norwich; developing a comprehensive parking and circulation strategy; and expanding the hospitality program at Three Rivers Community College.

The City also places a high priority on assisting in the implementation of the Norwich Community Development Corporation's (NCDC) Community-Wide Economic Development Plan and Process.

Administration

The City's Department of Human Services (DHS) and Office of Community Development (OCD) are responsible for planning and implementing the CDBG program for the City of Norwich. The City works to develop initiatives and leverage funding, while monitoring the program to insure compliance with HUD regulations and goal attainment. DHS and OCD will continue to operate the CDBG program with an eye towards potential areas for improvement in program administration.

Other Objectives and Needs

The City has also identified providing energy efficiency improvements and addressing the issue of lead-based paint hazards as priority needs. Both areas of need will be addressed by the Property Rehabilitation Program. Energy efficiency improvements help provide more affordable housing to the low and moderate-income households served by the City's rehabilitation program. Lead paint hazards will be addressed during rehabilitation work as necessary and through the efforts of the Lead Hazard Reduction Program.

K. Actions and Activities to Reduce Barriers to Affordable Housing (91.215(f))

Regional cooperation will be an important element over the next five years in addressing barriers to affordable housing. Experience and research clearly indicates that the region must respond to housing needs evolving from a rapidly changing

economy. In particular, SCCOG has called on suburban communities to facilitate the development of affordable and assisted housing. Cost burden is exacerbated by rising unemployment that places more households in need of housing cost subsidy. Also, the rising rate of foreclosures puts more households into the affordable housing need pool. Over the long-term, economic development and job creation can only be successful if pursued on a regional level as described in the CEDS.

High state wide housing prices and low wages conspire to create a situation where housing choice is impaired. Insofar as high housing prices are a function of inadequate supply, the City of Norwich has taken significant steps to increase the supply of affordable housing. In 2006-7, eighty-three units of affordable housing were created through City-supported projects at the Wauregan Hotel and through City Sponsored rehabilitation work at blighted properties on Chestnut Street. The City contributed $120,000 of HUD grant funds to the ECHO rehabilitation projects on Mechanic Street and Mount Pleasant Street. Those projects rehabilitated 15 units of affordable housing for ownership.

Low wages impair housing choice. Low-wage workers will simply have less choice in housing. 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.

Over the course of this five-year Consolidated Plan period, the City will work to remove barriers to affordable housing in the following manner:

In 2010-11, the Norwich Property Rehab Program will make 10 housing units lead safe and rehabilitate 10 housing units. In 2010-11, the Norwich Neighborhood Stabilization Program will create 11 new units of affordable rental housing in previously abandoned and foreclosed properties. Over half of those units are restricted to low-income people.

The City of Norwich also refers homeowners having difficult paying adjustable rate mortgages to a HUD approved housing counseling service at Catholic Charities.

- The City will investigate the feasibility of establishing a property rehabilitation set-aside fund for the purpose of creating incentives for local non-profits to assume ownership of vacant, abandoned and/or condemned properties. Funds would provide for rehabilitation loans and or grants to the local non-profit allowing units to be put back into the market for low to moderate-income rental. The non-profit

would be required to make payments in lieu of taxes (PILOT) to the City as a of stabilizing the City's tax base.

- The City will support efforts of the Norwich Housing Authority to develop a F Self-Sufficiency Program and Action Plan, which will re-establish the City's al to receive Section 8 assistance from HUD. The Family Self-Sufficiency (F program's purpose is to link housing assistance with education and other sup services to help residents move up and out of assisted housing. Lim resources have been the barriers to this activity to date.

- Activities to coordinate planning efforts and resources among housing and no service providers (public and non-profit) will be undertaken in an effort to achi the greatest benefit from limited resources. Combined efforts would be benefi when applying for funding or seeking other assistance.

- Alternative funding sources (state, local, non-profit, etc.) for housing a community development activities will be investigated. The resulting informati will be provided to the appropriate housing and social service providers.

In 2009, the City of Norwich was awarded funding for the Neighborhood Stabilizati Program through the State of Connecticut Department of Economic and Communi Development. The City of Norwich leads a partnership of NeighborWorks® Ne Horizons and Eastern Connecticut Housing Opportunities (ECHO), to purchas rehabilitate, and sell to qualified buyers to ensure at-risk neighborhoods continue grow and avoid further deterioration. This program will support the purchase and rehabilitation of twelve units, only possible with a cash match from the City in th amount of $250,000 and other matching funds from partners totaling $650,000. With grant award of $867,850, Norwich's program is providing more than a dollar for dolla match.

The non-profit developers mentioned above participate in the Lead Hazard Reductio Program both in their work on the Neighborhood Stabilization Program as well as in projects done independently or collaboratively. All of these partners increase the availability of affordable housing by purchasing derelict homes, leveraging funds and working with contractors in the process of rehabilitation, and providing low-interest loans to low-income residents to increase homeownership opportunities in the region.

NeighborWorks New Horizons, and Eastern Connecticut Housing Opportunities (ECHO) are dedicated organizations committed to creating affordable housing and stronger

neighborhoods. These non-profit groups strengthen a housing situation that is suffering greatly locally and nationally.

As of the quarter ending March 31, 2010, the City of Norwich had acquired six (6) properties containing a total of 16 housing units. Two of these properties are currently being rehabbed, while one property has completed rehab work. The City and its partners have completed these activities despite only drawing down approximately 70% of the City's NSP grant money to date. The City plans to acquire one additional property through the NSP program during the current quarter.

The City will use several methods to create affordable housing. In addition to immediate direct and partnership efforts, the City is working for affordable housing on a regional level with the Blue Ribbon Housing Committee. The Committee, with an affiliation at the Southeast Connecticut Council of Governments, (SCCOG) is working to make affordable housing available through land use regulation and legislative change. The City will continue to encourage surrounding towns to share in the burden of meeting the demand for affordable housing through the development or designation of affordable units within those towns.

The City also strives to make rental housing more affordable through the rehabilitation of rental units for energy efficiency improvements. Energy efficiency improvements provide significant savings in utility costs, thereby freeing up more household income for other necessities such as rent, food, health care and education. Reduced utility bills also reduce the cost burden on renter households.

L. Lead Based Paint Hazards Reduction Actions (91.215(g))

The City will continue to address lead based paint hazards, as well as other environmental concerns, through its Property Rehabilitation Program, which recently received a grant of $1,699,508 for lead based paint hazard control in residential properties from HUD's Office of Healthy Homes. The Office of Community Development will be responsible for administering this grant.

The City currently provides temporary relocation for clients whose properties are in the process of having lead hazards addressed and other services as required. The Uncas Health District will continue to provide lead screenings in conjunction with United Community and Family Services, a non-profit clinic. The Community Development Office will proactively seek assistance from other agencies to ensure that lead-based paint continues to be addressed in the community.

The lead hazard control grant will result in the Norwich property Rehab . ... increasing its volume of lead safe housing unit production by 30% annually. ... additional staff member that specializes full time in community outreach for the ... hazard reduction program will implement an extensive outreach and education pro... about lead hazard reduction and the availability of funds for rehabilitation. This out... will specifically target families with young children and the minority community.

As of this past quarter, Norwich's Lead Hazard Control Program has completed ... abatement in 23 units. An additional 14 units are currently undergoing lead abate... another 42 units have been approved for abatement activities, and 18 units are awa... formal approval for inclusion in the program. The City's grant commitment was ... total of 72 units completed by closeout. However, based upon the results from the ... year of implementation, the City will likely be able to complete lead abatemen... approximately 100 housing units.

M. Anti-Poverty Strategy (91.215(h))

The City of Norwich has become a lead community in the region that provides a ... array of social services, particularly for individuals and families whose incomes fall ... below the federal poverty standards.

Some of the programs which the City Council has funded, and will continue to fu... relate directly to economic development and job creation. The City Council has fund... the Redevelopment Agency to focus on job creation in the downtown business distr... The City has financially supported a tourism commission to promote the City and tour... based business. Additionally, the City has an established Enterprise Zone Progr... which was expanded from its initial scope to include several mill buildings ... industrially-zoned areas suitable for commercial and industrial development. Also, ... City is now part of the Connecticut Main Street Program, which directly markets ... downtown as a place to live and work.

The City of Norwich's Department of Social Services provides job training programs ... general assistance clients, and also is the lead agency for a municipal job trainin... program. Some of the programs offered include basic and advanced food service... building trades; automotive; and printing. In addition the City's Employment Specialist ... responsible for seeking out jobs for clients and holding "job club" meetings with clients...

The Thames Valley Council for Community Action, Inc. (TVCCA) has provided soci... services to the low-income/disadvantaged population of New London County for over 4... years. TVCCA's 29 programs currently reach approximately 24,000 eligible ...

annually. The City of Norwich is in a continuing partnership relationship with TVCCA. In a typical community development "action year", TVCCA acts as a sub-recipient for several projects. TVCCA is well recognized as a community leader in advocating for and meeting the needs of the region's poor.

TVCCA's $26.5 million dollar regional program base includes Head Start; Early Care and Education; comprehensive case management services; supportive housing services ; a 45-bed shelter for homeless families; energy assistance; weatherization; eviction and foreclosure mediation; literacy initiatives; rental assistance; budget counseling; a food services commissary; independent living skills ; Senior Nutrition Program (Meals-on-Wheels, senior café); Supplemental program for women, infants and children (WIC); TANF/WIA employment services; A Movable Feast Program; Retired and Senior Volunteer Program (RSVP); Senior Companion Program (SCP); Foster Grandparents Program (FGP); volunteer programs; information and referral; and advocacy.

The City works with TVCCA on a cross referral basis. The City refers clients to TVCCA for WIC, emergency heating assistance and other activities. TVCCA refers clients to the City for housing rehabilitation and other services.

TVCCA is the administrator for the CTWorks One-Stop Career Center a part of a network of centers funded by the Eastern Connecticut Workforce Investment Board (EWIB). One-Stop Centers provide case-management/self-sufficiency based programs for youth, dislocated workers, DSS referred populations, and the general workforce. These free resources help jobseekers find employment and area businesses find employees. Services include job search assistance, including job postings and use of computers, fax machines and phones; employment-related workshops; resume assistance; and, on-site recruitment.

TVCCA currently employs over 226 full and 170 part-time staff. The staff has multi-lingual capabilities including Spanish.

Norwich has a number of agencies that serve the many needs of the poor. The Community Development program has funded many of the services offered over the years. Non-profit agencies that work to reduce poverty that have received community development funding for providing programs to low-income populations include: Women's Center of Southeastern Connecticut, Catholic Charities, Community Meal programs, Madonna place, Thames River Family Program, SCADD, NAACP and Literacy Volunteers.

The United Way of Southeastern Connecticut has also been at the forefront c. ... the community to prioritize its needs with respect to programs that support the needy in the community with the limited funding that is available.
The Southeast Area Transit Authority (SEAT) provides the transit network for the and the region, accommodating the needs of Norwich's commuting workforce.

The City of Norwich's work in producing and preserving affordable housing is o... coordinated with a number of the non-profits including the Norwich Housing Auth... Habitat for Humanity of SECT, Eastern Connecticut Housing Opportunities Inc. (E... NeighborWorks New Horizons and HOPE Inc.

N. Institutional Structure and Governmental Coordinati... (91.215(i))

The City of Norwich has a six-member council, Mayor and a City Manager. The Co... is elected on an at-large basis every two years. The Mayor is elected every four ye...

The City Manager has designated the Community Development Office, w... coordinates CDBG funding and implementation process, as the dedicated lead ... for the Consolidated Plan process. This arrangement provides the institutional s... necessary for funding applications, private agency support and program implementa... to address the established priorities. The Development Office, the City Council and ... Community Development Advisory Committee (CDAC) will continue to maintain o... communication lines with the various agencies and non-profit organizations that a... deal with housing and community development issues. The Council will call meetings ... review and approve program policies of the Community Development Block Gr... Program, to coordinate proposed activities and funding sources and to evaluate polic... as they affect the provision of affordable housing and other necessary commun... development programs.

The Community Development Office was assisted during the Community Developme... Block Grant process by the Community Development Advisory Committee and Cit... Council. The Community Development Advisory Committee is comprised of seve... residents of the City who are actively involved in the assessment and determination o... community development needs and establishment of funding priorities. The CDA... provides an important link between the City Administration, the City Council and the ... community at large.

O. Plan to Enhance Coordination (91.215(j))

The City will enhance its current coordination efforts, as they relate to housing and community development, by building upon the collaborative efforts undertaken in the preparation of its Consolidated Plan and Strategy. These efforts will include continued consultation with housing and social service providers. These providers will also be encouraged to work together as a collective group as opposed to separate entities. The City of Norwich Department of Human Services has developed a number of collaborative efforts to bring together social service providers, non-profit housing providers, health and mental health professionals, youth development program providers and others. It is anticipated that the Development Office will use this network of providers to spin off a task force effort and expand the role of this group to provide a more effective delivery of sources.

The City will continue to participate in regional discussions aimed at address housing problems over the next five years and will participate with SCCOG. Regional cooperation will be the most important level of coordination over the next five years in addressing housing problems and issues. Experience and research clearly indicates that the region must respond to housing needs evolving from a rapidly changing economy. In particular, SCCOG has called on suburban communities to facilitate the development of affordable and assisted housing.

Also on a regional level, the Southern Connecticut Partnership to End Homelessness is expected to further mature as an institution. The Partnership includes over 15 non-profits and government entities and is responsible for "Continuum of Care" services for the region. The SECT Housing Alliance promotes the development of affordable housing in the region. The City will also continue to work with New London on the development of a HOME consortium.

The City anticipates re-establishing the Neighborhood Investment Groups and initializing efforts in neighborhoods not currently addressed. The CDAC allows for public comment at each of the meetings held, allowing for input from citizens.

P. Public Housing Strategy and Resident Initiatives (91.215(k))

The Norwich Housing Authority (NHA) provides HUD with a 5 Year Plan with respect to its federal units. It is projected that NHA will receive approximately $211,905 each year for federal capital improvements. The number of federal units that need attention

greatly exceeds anticipated capital funds for the 5 year period. Therefore most of the improvements will not be undertaken unless the Authority receives additional funds from a source such as the American Recovery and Reinvestment Act of CDBG funds.

The State 5 Year Plan is even more problematic. Public housing authorities don not receive annual capital funding for State housing projects. The Authority has periodically provided the Connecticut Housing Finance Authority and the State Department of Economic and Community Development with a list of needed capital improvements.

In Year 1 of the CD Plan, the Authority will undertake all the projects listed for Melrose park under a grant from the State's Housing trust Fund. Work will be completed between June 1, 2010 and July 31, 2011. The Authority will also seek State Weatherization/Energy Conservation funds to replace the roof at Eastwood Court. Work would be done in the summer of 2011. In Yeat 2, the Authority intends to seek funding to replace roofs, gutters and downspouts at JFK II (CDBG Year 37). Work will be completed between May 1, 2012 to June 20, 2012. The Authority's next highest priority is to upgrade the electrical system at Rosewood Manor. Construction is targeted for 2013 provided a funding source can be obtained. For CDBG Year 38, the Authority will request funds to upgrade the electrical system at Eastwood Court. For CDBG Year 39, the Authority will ask for funding to upgradse the electrical system at Schwartz Manor. Lastly, For CDBG Year 40, the Authority will submita request for replacing bulkheads at Sunset Park. It is not anticipated that funding will be available to meet other goals listed in the Authority's 5 Year State Capital Plan.

The NHA has several partnerships with non-profits in Norwich and continues to look for opportunities for other partnerships that can provide services to its tenants.

The City of Norwich will continue to work with and support the activities of the Housing Authority to maintain and upgrade its housing stock.

Q. Monitoring Plan (91.230)

The Office of Community Development held formal training on recordkeeping and client eligibility requirements for all new social service subrecipients and administrators in September 2009. Individual meetings are arranged with capital project subgrantees to develop an appropriate scope of work. The Office of Community Development works closely with all capital subgrantees, except for the Norwich Housing Authority, to issue and award bids. The Norwich Housing Authority is a HUD grantee that competently handles its own bidding.

The Office of Community Development performs on-site employee interviews with construction personnel to ensure that contractors are adhering to the requirements of the Davis-Bacon Act. The Purchasing Agent collaborates with the Office of Community Development regarding the bidding process for non-Housing Authority infrastructure jobs. The Office of Community Development requests income information on clients served by infrastructure programs and such information is kept at the Office of Community Development. Homeless individuals are presumed to be low-income.

The City of Norwich Office of Community Development will continue to monitor all programs. All social service subrecipients are required to submit quarterly reports to the Office of Community Development and submit to at least one on-site visit per year. During the on-site visit, the Assistant City Manager or other staff member will conduct a questionnaire regarding performance measures and will review financial records. All clients receiving direct assistance will be required to submit income information as per program guidelines. Clients of subrecipients will submit this information to the subrecipients who will certify that at least 51% of the population they serve are low or moderate-income.

Property owners will certify that they will not exceed the applicable fair market rents for the period of time required by regulation for units rehabilitated with Norwich Property Rehab funds. Specific monitoring for lead-based paint compliance will continue in the Property Rehab Program. Section 504 Handicapped Accessibility will be monitored through individual inspections by the Community Development Office and the Housing Department. Adherence to Davis Bacon wage requirements will be assured through on-site visits to any CDBG funded construction project by a member of the Community Development Office or the Norwich Housing Authority. The Community Development Office will seek authorization from the State Historic Commission whenever work on a historic structure is contemplated. Environmental review will be performed on all projects, as applicable, by the Community Development Office in concert with the Planning Director and the Fire Marshall. Further monitoring procedures will be developed in conjunction with the initiation of new programs, as required by HUD.

Section V – Action Plan FY 2010

First Program Year Action Plan

The CPMP First Annual Action Plan includes the SF 424 and Narrative Responses to Action Plan questions that CDBG, HOME, HOPWA, and ESG grantees must respond to each year in order to be compliant with the Consolidated Planning Regulations. The Executive Summary narratives are optional.

Narrative Responses

GENERAL

Executive Summary

The Executive Summary is required. Include the objectives and outcomes identified in the plan and an evaluation of past performance.

Program Year 1 Action Plan Executive Summary:

This is the first year of the 2010-14 Year Consolidated Plan. This Annual Action Plan covers the time period from September 1, 2010-through August 31, 2011. The City's CDBG allocation for the 2010-11 program year is $1,091,004.00 plus carry over funds of $91,972 for a total PY36 allocation of $1,182,976.

Norwich is continuing its funding of rehabilitation projects at a state moderate public housing project that upgrades bathrooms, extends its useful life and improves its energy efficiency. It will repair deteriorated roof systems at two firehouses that serve low income neighborhoods and a historic City-owned building in the Downtown that is being marketed for redevelopment. Norwich is also continuing its support for job training, rehabilitation of substandard properties, creating new affordable housing and installing sidewalks on a busy roadway that low-income workers use to walk to work. The Property Rehabilitation Program remains a core program addressing an aging housing stock.

The lack of a coherent federal strategy for poverty reduction that supports the basic needs of working people leaves the Norwich Office of Community Development in the position of attempting to fill those gaps with CDBG funding. This year, the Office of Community Development plans to assist working people meet their basic needs by providing for financial assistance for childcare, food pantry assistance, domestic violence intervention, youth day camp, remedial education for youth, English language education and job training.

The City of Norwich identified a significant community need for assisting working people and those pursuing educational degrees with their debilitating expenses for childcare. In order to be economically secure, heads of households must be able to keep more of their earnings, attain education and have access to childcare at hours convenient for

working people. Currently, the cost of full-time childcare drives many women from the workforce, prevents families from having sufficient resources to attain economic security and discourages young parents from furthering their education. While those earning poverty wages are given some relief through the state childcare assistance program many households earning slightly more cannot afford the costs of childcare, which allows them to work. With many children in Norwich being raised by single parents, the needs for accessible and affordable childcare are even more urgent. The City of Norwich will continue to address the issues of cost and access in Program Year One. A childcare assistance program will provide some financial relief to eligible parents while funding to the Norwich Recreation Department will allow that agency to extend its hours in the morning and afternoon to make it more accessible to working people as will scholarships to summer day camp.

The City of Norwich is addressing the food insecurity needs of its residents that are exacerbated by low wages and the rising cost of food. The cost of food continues to rise. The cost of many staples such as fresh produce and fish is out of reach for low and moderate-income people. The rising cost of fuel compounds the rising cost of food and creates a great need for food pantry assistance. As with childcare assistance, the state and federal governments fail to acknowledge the assistance needs of working people who earn wages above the poverty guidelines set down by the federal government but do live in poverty, unable to meet their basic needs. The federal poverty guidelines being outdated and unrealistic, gap-funding programs are essential to filling in to assist people in meeting their basic needs. Local food pantries are uniformly reporting an upsurge in demand during this recession, with a majority of users being working people.

The City of Norwich is addressing the language needs of its immigrant population who cannot properly integrate into the community and attain economic stability without adequate skills in the English language. The only affordable educational resource for adult learners of English as a Second Language is the Norwich Adult Ed program and the Literacy Volunteers program. These programs are complementary, with one offering grammar instruction and the other offering conversational practice. Norwich Adult Education currently has a waiting list in the hundreds. It is not acceptable for people to have to wait long periods of time on a wait list for such essential services. Therefore, these programs will receive funding to continue their services. Madonna Place will continue to partner with Norwich Adult Education to offer an innovative program that provides on-site childcare to those that need English language instruction. Norwich Adult Education will send a certified teacher to Madonna Place. Madonna Place provides childcare during the hours of instruction, allowing parents who cannot arrange care to access educational services.

Norwich is addressing the issue of homelessness through its supportive housing program and Norwich Hospitality Center which addresses overflow winter shelter needs during the winter months.

General Questions

1. Describe the geographic areas of the jurisdiction (including areas of low income families and/or racial/minority concentration) in which assistance will be directed during the next year. Where appropriate, the jurisdiction should estimate the percentage of funds the jurisdiction plans to dedicate to target areas.

2. Describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.

3. Describe actions that will take place during the next year to address obstacles to meeting underserved needs.

4. Identify the federal, state, and local resources expected to be made available to address the needs identified in the plan. Federal resources should include Section 8 funds made available to the jurisdiction, Low-Income Housing Tax Credits, and competitive McKinney-Vento Homeless Assistance Act funds expected to be available to address priority needs and specific objectives identified in the strategic plan.

Program Year 1 Action Plan General Questions response:

According to the American Community Survey of the U.S. Census statistics, the City of Norwich has a population of 37,923, a 5% increase from the 2000 Census and a poverty rate of 11.6% for families and 15.6% for individuals. However, there is evidence to indicate that these statistics may underestimate both the general population and the poverty rate. Recent waves of foreign immigrants to the City have arrived within the past decade to work at the local Mohegan Sun and Foxwoods Casinos. Many of the new residents have limited English language proficiency and engage in living practices that violate local zoning ordinances, making it likely that households would underreport the number of residents. Sharing of beds in shifts known as "hotbedding" is a common practice among casino workers who earn low wages. Poverty rates among children, as reported by the Norwich Public Schools, indicate that 69.3% of Norwich public school students qualify for Federal programs for free and reduced price lunch. Out of the nine Norwich elementary schools, six qualify for CDBG assistance under "limited clientele" because 51% or more of students at those schools participate in the free or reduced price lunch programs at those schools. Poverty rates for children appear to be substantially higher than the ACS-reported 22.8% poverty rate for individuals under the age of 18. In PY 36, the City plans to invest $12,500 to provide school uniforms for income eligible and homeless students to meet school dress codes.

The Norwich Housing Authority owns and administers almost 700 units of public housing in the City of Norwich. The Housing Authority has long relied on CDBG funds to perform building maintenance. The lack of Federal and State funds for public housing maintenance pressures the Housing Authority to raise rents to meet maintenance needs. With many residents making less than $12,000 per year, the Housing Authority acknowledges that raising rents would result in higher homeless rates. In past years, the Office of Community Development awarded substantial funds to the Housing Authority for property maintenance. In PY 36, the Program will award $100,000 to the Norwich Housing Authority to continue bathroom rehabilitation and energy efficiency upgrades at Rosewood Manor, a state elderly/ handicapped facility for an additional 27 units.

Four of the City's census tracts qualify as low and moderate-income tracts. Significant local, Federal and State dollars have been allocated to the alleviation of blight in these census tracts. In PY 36, the CDBG program will continue to operate a Housing Rehabilitation Program that addresses the need to improve substandard housing. The Social Service Programs will focus on allowing Norwich families to meet their basic needs for food, childcare and education. Infrastructure projects will focus on maintaining important buildings that serve low and moderate-income people, installing sidewalks that allow low income workers a safe walk to work and creating new affordable housing units. The program allocations are as follows:

SOCIAL SERVICE PROGRAMS
Norwich Adult Education-$15,000
Norwich Human Services Food Pantry-$10,000
Norwich Human Services Employment & Education Program-$51,000
Norwich Human Services Hospitality Center-$29,500
Norwich Human Services Supportive Housing for Homeless-$15,000
Norwich Human Services Childcare Assistance Program-$15,000
Norwich Recreation Summer Day Camp Scholarshipss-$20,000
NAACP Summer Learn Program-$7,000
Big Brothers/Big Sisters-$4,000
Literacy Volunteers-$10,000
Norwich Public Schools Uniform Assistance Program-$12,500
Women's Center-$5,000

HOUSING AND INFRASTRUCTURE PROGRAMS
Norwich Housing Authority Rosewood Manor Rehab -$100,000
Norwich Fire Department-Greenville Firehouse-$34,000
Habitat for Humanity-$30,000
Norwich Human Resources/ADA Compliance-$2,000
Taftville Fire Department-$48,000
Norwich Redevelopment Agency-Reid and Hughes-$100,000
Norwich Department of Public Works Sidewalks-$156,776
Norwich Property Rehabilitation Program-$300,000
Administration-$218,000

Obstacles to economic success involve an inability on the part of low and moderate-income people to access education and save money for housing due to the high cost of basic needs such as utility bills, childcare and food. The situation is worse for single parents, who often fall well below the town's median income. Where the income is sufficient to buy a home, other obstacles such as accumulated debt and the lack of the required down payment prevent those who want to own homes and could make the mortgage payments from becoming qualified.

The job-training program will be continued this year to serve students training for higher wage jobs such as registered nurses. The program has successfully trained health care workers on the lower tiers of the profession, pulling people out of fast food service jobs. The program will continue this training and offer assistance for higher levels of training at the local community college. The average age of RN students at the local community college is 30 and many are single parents. The local hospital offers salaries in the $60,000 range for new graduates, offering these students a way into the middle class.

The City currently administers a Property Rehabilitation Program which focuses on maintaining the housing stock, ensuring properties meet building code requirements and are lead-safe. These funds are available to low- and moderate- income owner-occupants as deferred loans. The Program now requires that beneficiaries repay the rehabilitation loan to the City. Investor owners, single-family owners and senior citizens have varying lengths of time to complete repayment.

The City of Norwich received $ 50,310 dollars from the federal grant "Stewart McKinney Education of Homeless Youth and Children" in 2007-8. These funds served 145-150 students. 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 Section 8 vouchers for Norwich residents in the past year.

Managing the Process

1. Identify the lead agency, entity, and agencies responsible for administering programs covered by the consolidated plan.

2. Identify the significant aspects of the process by which the plan was developed, and the agencies, groups, organizations, and others who participated in the process.

3. Describe actions that will take place during the next year to enhance coordination between public and private housing, health, and social service agencies.

Program Year 1 Action Plan Managing the Process response:

The City of Norwich Community Development Office serves as the lead agency in coordinating the consultation, planning and administration of the Community Development Block Grant. The Director of the Department of Human Services reporting to the City Manager oversees the activities of the Office of Community Development. The preparation of the Consolidated Plan is the result of the collaboration of public agencies, housing and community development groups, social service providers, faith-based organizations and interested citizens.

As the lead agency, the CD Office organized meetings, public hearings and consultations with housing providers and others involved with housing and community development issues, reviewed existing plans and documents, outlined needs and priorities in the City and consulted with specific social service agencies regarding job training needs, elderly needs, homeless needs, and mechanisms for economic empowerment of low and moderate income residents. Due to the loss of senior staff a consultant was retained to assist the CD Office compile the Consolidated Plan and the Action Plan to meet filing deadlines. The Citizens Advisory Committee (CDAC) assisted the Community Development Office in the process. The Citizens Advisory Committee is a seven-person committee comprised of citizen volunteers, many of who are active in real estate and non-profit work. The CDAC worked diligently with the community and the CD Office to determine and establish priorities for funding for the fourth year of the Consolidated Plan. The CDAC plays a key on-going role as a liaison between the City administration, the City Council and the community.

Local non-profits serving children and families, provided input on the needs of families with children. Local childcare providers contributed information regarding the ability of Norwich clients to meet their obligations to pay for the childcare needed to allow adults to work and the economic ramifications of being unable to pay for that care. The prevalence of working women and single mothers requires that programs serving children must be more affordable and more accessible during working hours in order to serve families where there is no at-home caregiver. The City invests in a summer recreation program, for example, that is inaccessible to many working families due to the late start and early dismissal of that program. The CDAC therefore recommended funding to extend the hours of that program to meet the needs of working people. Childcare is an economic, as well as a social issue, as the earning potential of adults, especially women, is seriously hampered by their inability to access affordable daycare for their children. Even when families with children and single mothers are able to find childcare, the debilitating cost of unsubsidized childcare prevents those families from achieving economic stability.

Norwich Adult Education reported that English as a Second Language instruction is grossly underfunded, given the needs of the large immigrant community in Norwich. The agency reported that lack of funding and adequate space meant that hundreds languished on waiting lists for English instruction. Without adequate language skills, job opportunities are seriously restricted. It is therefore of great strategic importance to a poverty elimination strategy that able -bodies adults with the ability to work be assisted with language skills so they can access better economic opportunities.

The City continues to work with SECTPOH (Southeastern Connecticut Partnership on Housing and Homelessness) to ensure the needs of the region are being met. This group addresses the housing, health and social service needs of the homeless and those at risk of homelessness in the region. The CD Office will continue to work with this group, as needed, and receive updates from the Norwich Department of Human Services regarding any changes in the Continuum's direction.

The Norwich Department of Human Services (NHS), a municipal department, administers the Job Training, Homeless Services and Childcare Assistance components of the program. The Office of Community Development administers the English literacy grants to Adult Education English as a Second Language program and Literacy Volunteers. Social workers at NHS coordinate with Three Rivers Community College

and other providers of education services in the medical arts to provide assistance to qualified students to receive training. The program provides training in medium and well-paid jobs in the medical arts, depending on the student's academic abilities. A local shortage of medical professionals assures that those completing the program will be successful at gaining employment.

The Norwich Office of Community Development is well aware of the need for energy efficiency upgrades at public housing and public buildings. The Board of Education has reported a tripling of energy costs over the past five years and the Housing Authority reports that most of their buildings were built with inadequate insulation. The Norwich Office of Community Development received a peer excellence award in Spring, 2008 from the Connecticut Community Development Association for its new energy efficiency program. This emphasis on energy efficiency is incorporated, to the extent possible, into physical projects that benefit low and moderate-income people.

Citizen Participation

1. Provide a summary of the citizen participation process.
2. Provide a summary of citizen comments or views on the plan.
3. Provide a summary of efforts made to broaden public participation in the development of the consolidated plan, including outreach to minorities and non-English speaking persons, as well as persons with disabilities.
4. Provide a written explanation of comments not accepted and the reasons why these comments were not accepted.

*Please note that Citizen Comments and Responses may be included as additional files within the CPMP Tool.

Program Year 1 Action Plan Citizen Participation response:

The Office of Community Development staff confers with City agencies, non-profits and other entities throughout the year to educate those entities about which activities the community needs are CDBG-eligible. On January 8, 2010, the Office of Community Development published an RFP for proposals. Proposals were due March 26, 2010. The CD staff was available to meet with applicants needing technical assistance during the process.

After the proposals were received, they were distributed to members of the Community Development Advisory Committee. That committee held a public hearing for social service applicants on March 31, 2010 and a public hearing for infrastructure applicants on April 7, 2010. The Community Development Advisory Committee held public hearings and meetings with applicants on April 19 and 26, 2010. The CDAC then met and held hearings on May 5, 10 and 17, 2010 to vote on its funding recommendations to the City Council. The minutes of the public hearings and CDAC meeting are included in the appendix.

As required, a notice of the CDAC recommendations was published on May 18, 2010 and again on May 28, 2010 and was subject to a 30-day public comment period. In addition to the Community Development Advisory Committee there was a public hearing at the City Council meeting on June 7, 2010. The City Council voted on the recommendations of the CDAC at its meeting on July 6, 2010.

All the meetings mentioned above were publicly noticed. All meeting are also noticed in the local newspaper, *The Norwich Bulletin*. Council meetings, including the public hearing can be accessed via cable television and agendas are available via the City website. (Copies of all public notices are attached in the appendix).

Institutional Structure

1. Describe actions that will take place during the next year to develop institutional structure.

Program Year 1 Action Plan Institutional Structure response:

The City's Office of Community Development serves as the Lead Agency for administration of the Community Development Block Grant Program. The Office of Community Development acts under the leadership of the Director of the Department of Human Services, who serves as program coordinator for the CDBG program.

A Rehabilitation Specialist on staff at the Office of Community Development directs *the Property Rehabilitation Program* with administrative support from the Program Assistant and the office secretary.

Norwich Human Services takes responsibility for administering the funds for staffing of the temporary winter shelter for the homeless. Norwich Human Services has been doing this work for many years and has social workers and administrators that specialize in working with the homeless population. Norwich Human Services has also administered a successful job-training program called *Norwich Works* that will be continued this year and augmented to add training in non-health related fields. The Office of Community Development partners with Norwich Human Services and Three Rivers Community College to administer the professional component of the expanded job-training program.

Norwich Human Services also assists in the administration of the *Childcare Assistance Program*. A staff member at Norwich Human Services that specializes in childcare will use this program for families that do not qualify or are receiving inadequate assistance from other programs. The staff worker at Norwich Human Services is experienced in qualifying families for aid programs by documenting income and eligibility. Parents will be referred to the program from childcare providers, schools, local hospitals and pediatricians. The public awareness campaign about the program's availability will be undertaken by the Office of Community Development.

The Office of Community Development will oversee the bid process for all construction projects not done by the Norwich Housing Authority. The Norwich Housing Authority oversees their own bid process and has staff trained to conduct fair and open bidding in accordance with all federal and state requirements. The Norwich Housing Authority will provide the Office of Community Development with copies of bid notices, bid sheets,

employee interviews and other required materials. The Office of Community Development will have access to job sites on demand for inspection. Invoices will be sent to the Office of Community Development for payment.

Subgrantees that are social service providers including NAACP, Women's Center, Big Brother/Big Sister, Norwich Recreation Department and Literacy Volunteers administer their own programs. These social service agencies are instructed on the income-eligibility and residency requirements that their beneficiaries must provide. They are instructed on the recordkeeping requirements of the Office of Community Development and are monitored by the Office of Community Development through quarterly reports and on-site visits.

The Office of Community Development uses professional engineers at Norwich Public Works and Norwich Public Utilities to perform project oversight on construction jobs. The Norwich Purchasing Agent oversees the bid process and attends contract signings to make sure contractors meet bond and insurance requirements. The Norwich Corporation Counsel of the law firm Brown Jacobson approve all legal documents.

Monitoring

1. Describe actions that will take place during the next year to monitor its housing and community development projects and ensure long-term compliance with program requirements and comprehensive planning requirements.

Program Year 1 Action Plan Monitoring response:

The Office of Community Development will hold a formal training on recordkeeping and client eligibility requirements for all social service subrecipients and administrators in September 2010.

The City of Norwich handles all infrastructure projects not administered by the Norwich Housing Authority. The Office of Community Development performs on-site employee interviews with construction personnel to ensure that contractors are adhering to the requirements of the Davis-Bacon Act. The Purchasing Agent collaborates with the Office of Community Development regarding the bidding process for non-Housing Authority infrastructure jobs. The Office of Community Development requests income information on clients served by infrastructure programs and such information is kept at the Office of Community Development. Homeless individuals are presumed to be low-income.

The City of Norwich Office of Community Development will continue to monitor all programs. All social service subrecipients are required to submit quarterly reports to the Office of Community Development and submit to at least one on-site visit per year. During the on-site visit, a CD staff member will conduct a questionnaire regarding performance measures and will review financial records. All clients receiving direct assistance will be required to submit income information as per program guidelines. Clients of subrecipients will submit this information to the subrecipients who will certify that at least 51% of the population they serve are low or moderate-income.

Property owners will certify that they will not exceed the applicable fair market rents for the period of time required by regulation for units rehabilitated with Norwich Property Rehab funds. Specific monitoring for lead-based paint compliance will continue in the Property Rehab Program. Section 504 Handicapped Accessibility will be monitored through individual inspections by the Community Development Office and the Housing Department. Adherence to Davis Bacon wage requirements will be assured through on-site visits to any CDBG funded construction project by a member of the Community Development Office or the Norwich Housing Authority. The Community Development Office will seek authorization from the State Historic Commission whenever work on a historic structure is contemplated. Environmental review will be performed on all projects, as applicable, by the Community Development Office in concert with the Planning Director and the Fire Marshall. Further monitoring procedures will be developed in conjunction with the initiation of new programs, as required by HUD.

Lead-based Paint

1. Describe the actions that will take place during the next year to evaluate and reduce the number of housing units containing lead-based paint hazards in order to increase the inventory of lead-safe housing available to extremely low-income, low-income, and moderate-income families, and how the plan for the reduction of lead-based hazards is related to the extent of lead poisoning and hazards.

Program Year 1 Action Plan Lead-based Paint response:

The City will continue to address Lead Based Paint, as well as other environmental concerns, through its Property Rehabilitation Program, which recently received a 1.6 million dollar grant for reduction of lead based paint hazard in residential properties from HUD's Office of Healthy Homes. The Office of Community Development will administer this grant over the next three-year period.

The City currently provides temporary relocation for clients whose properties are in the process of having lead hazards addressed and other services as required. The Uncas Health District will continue to provide lead screenings in conjunction with United Community and Family Services, a non-profit clinic. The Community Development Office will proactively seek assistance from other agencies to ensure that lead-based paint continues to be addressed in the community.

The 1.6 million dollar lead hazard reduction grant will result in the Norwich property Rehab Program increasing its volume of lead safe housing unit production by 30% annually. An additional staff member that specializes full time in community outreach for the lead hazard reduction program will implement an extensive outreach and education program about lead hazard reduction and the availability of funds for rehabilitation. This outreach will specifically target families with young children and the minority community.

HOUSING

Specific Housing Objectives

*Please also refer to the Housing Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve during the next year.

2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Program Year 1 Action Plan Specific Objectives response:

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 10 housing units and associated project delivery costs (partial salary and fringe benefits for Rehab/Lead Officer, Secretary and Program Assistant.) The Lead Hazard Reduction Program will make approximately 100 units lead-safe. The program requires rents to remain accessible to low and moderate-income renters after completion of rehabilitation. The City of Norwich has altered its repayment terms for the Rehabilitation loans, transforming the funds from forgivable loans to no-interest loans. The Program altered its terms in 2008-9 so that homeowners with zero equity could access the program. Previously, 20% equity was required. The former equity requirement is too restrictive, especially given the decreased property values in the current economic environment. The Property Rehab Program will also set aside a small fund for emergency repairs for senior citizens on fixed incomes who must repair or replace boilers during the winter months. The Office of Community Development currently has an application pending with the Department of Community Development to capitalize the owner-occupant segment of the Property Rehabilitation Program with HOME funds.

The City of Norwich is also administering a $867,000 Neighborhood Stabilization Program for foreclosed homes in the target neighborhoods of Greeneville and Downtown Norwich. The City is working with two local non-profit housing developers ECHO and NeighborWorks to produce 12 new housing units in formerly foreclosed residential properties in the target neighborhoods. Over 50% of those units will be restricted to housing residents whose income does not exceed 50% of the Area Median Income. The housing partners will work closely with the TVCCA family shelter, transitional living facilities and Norwich Human Services to identify eligible tenants.

The City component of the Neighborhood Stabilization Program will involve a downpayment assistance program for eligible homebuyers to purchase foreclosed homes in the target neighborhoods. Those homebuyers will be eligible for Neighborhood Stabilization Program Property Repair funds to further facilitate their occupancy of a foreclosed home.

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.

The City of Norwich continues to support efforts in the State legislature that incentivize affordable housing in Connecticut, including the HOMEConnecticut Program that offers incentives to towns to build affordable housing. Norwich has an abundance of affordable housing but believes that affordable housing should be widely available throughout the state. Norwich concentrates on rehabilitating its housing stock, 90% of which was built before 1989.

Needs of Public Housing

1. Describe the manner in which the plan of the jurisdiction will help address the needs of public housing and activities it will undertake during the next year to encourage public housing residents to become more involved in management and participate in homeownership. .

2. If the public housing agency is designated as "troubled" by HUD or otherwise is performing poorly, the jurisdiction shall describe the manner in which it will provide financial or other assistance in improving its operations to remove such designation during the next year.

Program Year 1 Action Plan Public Housing Strategy response:

For 2010-11 the Office of Community Development will invest $100,000 in rehabilitation of bathrooms at Norwich Housing Authority's Rosewood Manor. This complex is 110-unit low-income State Elderly/Disabled public housing complex. This activity serves the national objective of serving low-mod housing 24 CFR 570.208 (3). This is the third year that CDBG funds have been allocated to upgrade this housing.

Rosewood Manor is located at 335 Hamilton Avenue in Norwich, CT. The units were constructed in 1970 and in 1980. The Norwich Housing Authority must upgrade the bathrooms at the facility due to deterioration of the walls from moisture. The existing gypsum board must be repaired/replaced and a new acrylic tub, grab bars and updated energy efficient plumbing fixtures installed.

The provision of maintenance costs for this facility allows the Norwich Housing Authority to maintain low rents for residents who may be displaced or rendered homeless if they cannot afford public housing units. This is a State, not a federal, public housing facility and therefore does not receive adequate funds for maintenance.

At Rosewood Manor, 39% of the households have an annual income of less than $10,000. 65% have annual incomes less than $15,000 and 80% have annual incomes less than $20,000. Under federal guidelines, these individuals are regarded as extremely low income. The Cty is very much in need of affordable housing and consequently, it is imperative that existing resources are preserved and kept as affordable to those with very few resources.

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.

Barriers to Affordable Housing

1. Describe the actions that will take place during the next year to remove barriers to affordable housing.

Program Year 1 Action Plan Barriers to Affordable Housing response:

High state wide housing prices and low wages conspire to create a situation where housing choice is impaired. Insofar as high housing prices are a function of inadequate supply, the City of Norwich has taken significant steps to increase the supply of affordable housing. In 2006-7, eighty-three units of affordable housing were created through City-supported projects at the Wauregan Hotel and through City Sponsored rehabilitation work at blighted properties on Chestnut Street. The City contributed $120,000 of HUD grant funds to the ECHO rehabilitation projects on Mechanic Street and Mount Pleasant Street. Those projects rehabilitated 15 units of affordable housing for ownership.

In 2010-11, the Norwich Property Rehab Program will make10 housing units lead safe and rehabilitate 10 housing units. In 2010-11, the Norwich Neighborhood Stabilization Program will create 11 new units of affordable rental housing in previously abandoned and foreclosed properties.

Over half of those units are restricted to low-income people. Low wages impair housing choice. Low-wage workers will simply have less choice in housing. 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.

The City of Norwich also refers homeowners having difficult paying adjustable rate mortgages to a HUD approved housing counseling service at Catholic Charities.

HOME/ American Dream Down payment Initiative (ADDI)

1. Describe other forms of investment not described in § 92.205(b).

2. If the participating jurisdiction (PJ) will use HOME or ADDI funds for homebuyers, it must state the guidelines for resale or recapture, as required in § 92.254 of the HOME rule.

3. If the PJ will use HOME funds to refinance existing debt secured by multifamily housing that is that is being rehabilitated with HOME funds, it must state its refinancing guidelines required under § 92.206(b). The guidelines shall describe the conditions under which the PJ will refinance existing debt. At a minimum these guidelines must:

a. Demonstrate that rehabilitation is the primary eligible activity and ensure that this requirement is met by establishing a minimum level of rehabilitation per unit or a required ratio between rehabilitation and refinancing.
b. Require a review of management practices to demonstrate that disinvestments in the property has not occurred; that the long-term needs of the project can be met; and that the feasibility of serving the targeted population over an extended affordability period can be demonstrated.
c. State whether the new investment is being made to maintain current affordable units, create additional affordable units, or both.
d. Specify the required period of affordability, whether it is the minimum 15 years or longer.
e. Specify whether the investment of HOME funds may be jurisdiction-wide or limited to a specific geographic area, such as a neighborhood identified in a neighborhood revitalization strategy under 24 CFR 91.215(e)(2) or a Federally designated Empowerment Zone or Enterprise Community.
f. State that HOME funds cannot be used to refinance multifamily loans made or insured by any federal program, including CDBG.

4. If the PJ is going to receive American Dream Down payment Initiative (ADDI) funds, please complete the following narratives:
   a. Describe the planned use of the ADDI funds.
   b. Describe the PJ's plan for conducting targeted outreach to residents and tenants of public housing and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide down payment assistance for such residents, tenants, and families.
   c. Describe the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers.

Program Year 1 Action Plan HOME/ADDI response:

HOMELESS

Specific Homeless Prevention Elements

*Please also refer to the Homeless Needs Table in the Needs.xls workbook.

1. Sources of Funds—Identify the private and public resources that the jurisdiction expects to receive during the next year to address homeless needs and to prevent homelessness. These include the McKinney-Vento Homeless Assistance Act programs, other special federal, state and local and private funds targeted to homeless individuals and families with children, especially the chronically homeless, the HUD formula programs, and any publicly-owned land or property. Please describe, briefly, the jurisdiction's plan for the investment and use of funds directed toward homelessness.

2. Homelessness—In a narrative, describe how the action plan will address the specific objectives of the Strategic Plan and, ultimately, the priority needs identified. Please also identify potential obstacles to completing these action steps.

3. Chronic homelessness—The jurisdiction must describe the specific planned action steps it will take over the next year aimed at eliminating chronic homelessness by 2012. Again, please identify barriers to achieving this.

4. Homelessness Prevention—The jurisdiction must describe its planned action steps over the next year to address the individual and families with children at imminent risk of becoming homeless.

5. Discharge Coordination Policy—Explain planned activities to implement a cohesive, community-wide Discharge Coordination Policy, and how, in the coming year, the community will move toward such a policy.

Program Year 1 Action Plan Special Needs response:

1. Source of Funds
The Director of Norwich Human Services and her assistant, who are both municipal employees paid by local taxes, are on the Executive Committee of the Southeastern Connecticut Regional Partnership to End Homelessness. This group is responsible for the drafting and implementing of the region's Ten Year Plan to End Homelessness. The group is also responsible for submitting the region's Continuum of Care Application to HUD for funds to address homeless prevention and supportive Housing. HUD awards an average of approximately $1 million dollars annually to the various non-profits and municipal agencies listed in the Continuum of Care application for serving residents in the Norwich-New London area.

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. Currently, the combined services provide 36 beds of supportive housing in the City of Norwich and 123 beds for transitional 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. Emergency rental assistance, a security deposit assistance program for homeless families, support of a winter shelter and case management services for homeless will be provided. The partners of the Continuum of Care also receive funding from the State of Connecticut Mental Health and Addiction Services, Federal PATH Funds, grants from private entities such as Pfizer, Dime Bank, People's Bank, local churches and private fundraisers.

In 2008-9, the City of Norwich received approximately $50, 000 from the federal grant "Stewart McKinney Education of Homeless Youth and Children". The Norwich Public Schools uses the McKinney-Vento assistance for transportation to the school of origin, the staff salary for a paraprofessional who helps homeless children and 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.

The City of Norwich is committed to providing affordable and supportive housing for its residents in need through city departments, agencies and local non-profit agencies.

The Reliance House is a local non-profit organization that provides 36 units of temporary supported housing for the homeless. It has received Community Development Block Grant funds in the past through the City of Norwich for a homeless shelter .

The Thames River Family Program, jointly funded by HUD and the state, provides 24 units of supported housing for homeless women and children. The jurisdiction supports the project and has provided funds for salaries, architectural costs and a youth services coordinator in previous years.

The Martin House provides housing for mentally ill and dually diagnosed individuals. The city provides funding for client management and livability programming which teaches clients to become self-sufficient.

The Flora O'Neil Apartments provides 6 transitional living apartments for formerly homeless women. The Katie Blair House offers two-year supportive housing for formerly homeless women.

2 & 3 Homelessness and Chronic Homelessness

The Community Development Block Grant will fund operational costs at the emergency winter shelter. The winter shelter is essential to keeping homeless adults safe throughout the winter months. The Community Care team, a consortium of caseworkers and volunteers, work with homeless individuals at the winter shelter in an effort to assist their securing permanent housing, disability benefits or other care they may need. Caseworkers at the winter shelter typically locate permanent housing for the majority of people using the shelter annually. However, the winter shelter continues to service the same number of homeless individuals each year as new homeless individuals come to the shelter, replacing those that have found housing.

CDBG funds will be used to pay a nurse caseworker assist chronically homeless individuals apply for SSI benefits and to pay for 3 months of emergency housing when it is appropriate.

The TVCCA family shelter provides homeless families with the security deposit and 2 months rents they need to attain housing. Families will be pre-screened by a social work to ensure that they can maintain the housing they will acquire.

4 Homelessness Prevention

Several members of the Continuum of Care provide Homeless Prevention Services. 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 and Norwich Human Services provide emergency rental assistance. Mortgage assistance is provided by Catholic Charities, Child and Family Agency, Dime Bank, Liberty Bank, TVCCA and the Salvation Army. Bethsaida Inc., Catholic Charities, DCF, Norwich Human Services, Reliance House, Salvation Army, Sound Community Services, SMHA and TVCCA give utility assistance. Legal Assistance is provided by The Women's Center, Connecticut AIDS Legal Network and Connecticut Legal Services. Counseling and Advocacy are provided by Bethsaida Inc., Catholic Charities, DCFMartin House, Norwich Human Services, Reliance House, Salvation Army, Sound Community Services, SMHA, Stonington Institute, TVCCA, TRFP, Veterans Center and the Women's Center. Federal grant funds that provide emergency funds for food and shelter are managed by the local chapter of the United Way. The Alliance for Living provides security deposits, utilities assistance, counseling and rental assistance for people with HIV and AIDS.

CDBG funds will be used to pay for emergency rental assistance and security deposits in an effort to prevent homelessness.

5 Discharge Planning

Formal discharge protocols are in effect for foster care, mental health care and incarceration. A health care discharge protocol is in development. A Chafee Plan has been written by the State of CT to outline the state's plan for implementing the Foster Care Independence Act of 1999. A Community Housing Assistance Program provides discharged youth with a subsidy to cover living expenses. With few exceptions, foster care programs do not discharge youth to emergency shelters, the streets or McKinney-Vento funded beds.

The State of Connecticut Department of Mental Health and Addiction Services (DMHAS) have policies in place that ensure every attempt is made to verify discharge housing arrangements. Clients shall not be directly discharged by an inpatient facility to an emergency shelter or the street. No patient shall be discharged from a DMHAS facility without documented evidence that discharge and aftercare plans have been made an integral part of the treatment plan.

The Department of Corrections completes an Offender Accountability Plan for each inmate. A standardized discharge plan is completed with inmates at the end of the sentence, identifying housing, identification and community resource needs. With few exceptions, the Department does not discharge youth to emergency shelters, the streets or McKinney-Vento funded beds.

Emergency Shelter Grants (ESG)

(States only) Describe the process for awarding grants to State recipients, and a description of how the allocation will be made available to units of local government.

Program Year 1 Action Plan ESG response:

COMMUNITY DEVELOPMENT

Community Development

*Please also refer to the Community Development Table in the Needs.xls workbook.

1. Identify the jurisdiction's priority non-housing community development needs eligible for assistance by CDBG eligibility category specified in the Community Development Needs Table (formerly Table 2B), public facilities, public improvements, public services and economic development.

2. Identify specific long-term and short-term community development objectives (including economic development activities that create jobs), developed in accordance with the statutory goals described in section 24 CFR 91.1 and the primary objective of the CDBG program to provide decent housing and a suitable living environment and expand economic opportunities, principally for low- and moderate-income persons.
   *Note: Each specific objective developed to address a priority need, must be identified by number and contain proposed accomplishments, the time period (i.e., one, two, three, or more years), and annual program year numeric goals the jurisdiction hopes to achieve in quantitative terms, or in other measurable terms as identified and defined by the jurisdiction.

Program Year 1 Action Plan Community Development response:

Norwich's high priority, non-housing community development needs center around promoting sustainability. This refers to financial and housing sustainability through rehab and energy efficiency on the capital improvement side. The social side of the program works to eradicate the causes of poverty. Lack of education and opportunities undermines personal self-sufficiency. Therefore, the jurisdiction is investing significant resources in job training, English language training and programs that allow working families to keep more of the money they earn to support their basic needs. Currently, working families with children and immigrants are high-risk categories for poverty. Working families who do not earn sufficient wages to cover basic expenses such as the child care, housing and food find that they are ineligible for most assistance programs due to having wages above income limits set too low by state and federal programs. This "forgotten" or "gap" group earns too much to be assisted by state and federal programs but not enough to achieve stability. The needs of this working class or working poor group, are being almost completely un-served, and are emerging as a high priority community development need. The emergence of numerous single-parent households contributes to this emergency.

Norwich includes training for higher-paid professional jobs in addition to its vocational training courses. Many low and moderate-income people are capable of achieving greater earnings through more sophisticated education but cannot pay for that education. Therefore, the Community Development Office will invest in bringing workers into middle-class wage jobs and not just into subsistence level jobs. Vocational training will still be available to those who are best served by that type of training. The Office of Community Development will continue to expand its job skills training program by determining which positions are most needed in the local economy and which provide career ladders into financial security. The Office of Community Development also supports job training through an educational program in lead-safe construction work practices funded by the Lead Hazard Control Grant.

Achieving energy efficiency in buildings that serve the educational and housing needs of low and moderate-income individuals is a high priority that will achieve cost-savings for those individuals.

• **Job Training** - Obtain training for individuals as CNAs where they will make a living wage. Many individuals that have used this program are leaving work in fast -food establishments. The majority of participants have been parents of young children. The program will assist several students in becoming registered nurses, a well-paid skill in high demand in the region. In the future, the program hopes to expand to address other well-paid skills such as auto and computer repair and other areas identified as high-need. A course in lead safe work practices for the construction trade will also be supported by the Office of Community Development.

• **Child Care Assistance**- Eligible parents who are having great difficulties paying for the costs of necessary childcare will receive assistance of up to $1500 per family.

• **Public Housing Improvements**- Bathroom Rehabilitation will take place at Rosewood Manor, a public housing complex with over 100 units.

• **Energy Efficiency**- Norwich Public Schools, with the technical help of Norwich Public Utilities, will continue their energy efficiency upgrade program for eligible schools where over 51% of the children receive free/reduced lunch services.

• **English as a Second Language**- Adult Education and Literacy Volunteers will both receive funding to increase the level of service offered to those in need of English language skills. Currently, Adult Education has a waiting list of over 100 individuals that need English language instructed but cannot attain it due to insufficient funding of Norwich Adult Ed. Until individuals attain proficiency in English, the likelihood of escaping poverty is low. This year, Madonna Place will partner with Norwich Adult Education to provide access to ESL classes for parents lacking childcare. An ESL certified teacher employed by Adult Ed will go to Madonna Place, where free childcare will be offered. Parents can take the English class at Madonna Place and benefit from free educational and childcare services at the same time. This will allow people who need English instruction but cannot access it due to childcare concerns to take their class.

• **Homeless Services**- Funding for the winter homeless shelter will provide homeless adults with shelter and supportive services from November, 2010 to April, 2011. Norwich will also provide significant funding for housing supports to prevent homelessness and

assist the chronically homeless with disability applications with the federal government. This year, the office of Community Development will support a security deposit program for homeless families.

• **Public Safety** – A major employer, the Mohegan Sun casino is on route 32, a road that lacks sidewalks for much of the stretch of road from downtown Norwich to the casino. Low-income workers employed at the casino regularly walk in the road and at least one fatality has been reported. The Norwich Public Works Department will use CDBG funds to continue a sidewalk program on this road.

Antipoverty Strategy

1. Describe the actions that will take place during the next year to reduce the number of poverty level families.

Program Year 1 Action Plan Antipoverty Strategy response:

The causes of poverty in our region are due in large part to a national trend that has displaced well paid technology and manufacturing jobs from the United States to the developing world and replaced these good jobs with low skilled, poorly paid service jobs. The United States trade policy as well as a national reluctance to provide free access to education and health care or enact laws that require employers to pay living wages leaves the local worker, like his counterparts throughout the United States, in a precarious situation that is difficult to remedy at the local level. Nevertheless, the Office of Community Development and its non-profit partners in Norwich and Southeastern Connecticut are tackling poverty one family at a time through CDBG and other programs.

In program year 36, the Office of Community Development is making a significant investment in job training, education, energy efficiency measures designed to reduce utility bills for low-income people and childcare assistance. We are also making significant investments to assist homeless working families to regain housing.

The housing crisis has resulted in a high number of foreclosures that has disadvantaged renters and homeowners alike. The Norwich Office of Community Development is responding to this situation by administering a Neighborhood Assistance Program that will result in 11 new rental units in formerly abandoned and foreclosed properties. The Office has also eliminated the equity requirement for homeowners to participate in the Norwich Property Rehab Program. Formerly, homeowners who lacked 20% equity in their property could not enter the program. Currently, no equity is requires and even a homeowner with negative equity may be granted participation in the program. This allows struggling homeowners who cannot attain credit or afford home equity loans to maintain their properties in habitable condition. Without this program, many homeowners would be unable to sustain homeownership. Supporting continued homeownership is a powerful way to combat poverty.

Childcare is a debilitating expense for young families that can exceed the cost of state college. It is a cost for which no financing is available and typically is payable at the beginning end of a person's career when they have less earning potential. It is an expense that discourages women from working and gaining job skills. It prevents young

parents from furthering their education, as students are not eligible to participate in the state sponsored childcare assistance program. Even for higher earners, it decimates income, discouraging homeownership and saving. The duration of the full-time expense is from birth to age 6 for each child and continues on in an abbreviated form until puberty. The burden of childcare expenses that cause working people to deal with issues of poverty and prevent impoverished people from improving their economic situation can easily burden a worker for over a decade. As with most of the issues that the social service portion of the grant addresses, these issues should be addressed by a coherent national policy on the federal level. This policy is unfortunately non-existent and so block grant programs are the only resource available to ease the burden somewhat of these poverty-inducing conditions. The Norwich Office of Community Development has a Childcare Assistance Program in an effort to enable parents to improve their family's living conditions somewhat.

The Office of Community Development will continue to invest in job training and education, a powerful tool against poverty. The components of the education and job training programs range from investment in English language skills to job training in the health sciences and other skilled trades. A local shortage of health care workers means that those trained in that area will be able to secure gainful employment and improve their financial situation. The Office of Community Development confers extensively with industry leaders and human service professionals to identify those trades with employment and earning potential.. The Office of Community Development will continue to research which jobs are in demand in the region when expanding its job training program in the future.

Investment in Norwich Public Housing will have a direct financial benefit for low-income residents of public housing residents that pay their own utility bills. The rise in oil and gas prices has made it difficult for low-income people to pay their utility bills, which in some cases can exceed the cost of rent. For a third year in a row, the Office of Community Development is making a significant contribution to aproject that will reduce energy consumption of low-income people.

Norwich is a member of the Southeastern Connecticut Enterprise Region (Secter), an organization that maintains an office in New London. Secter provides technical assistance to entrepreneurs and operates a revolving loan fund where business owners can attain below-market rate loans.

Norwich Human Services, a municipal agency, offers free tax filing assistance for low and moderate–income families and is an official VITA site. NHS and several area non-profits also offer assistance to prevent eviction, including landlord-tenant mediation, emergency rent assistance and utility assistance.

United Community and Family Services in Norwich offers a range of medical services to uninsured individuals and those insured through Medicaid. Free OB-GYN services, including mammography, are offered to uninsured women. Foster Care Support, child abuse prevention programs, and pediatric and adult primary care services are available at the clinic.

NON-HOMELESS SPECIAL NEEDS HOUSING

Non-homeless Special Needs (91.220 (c) and (e))

*Please also refer to the Non-homeless Special Needs Table in the Needs.xls workbook.

1. Describe the priorities and specific objectives the jurisdiction hopes to achieve for the period covered by the Action Plan.

2. Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by this Action Plan.

Program Year 1 Action Plan Specific Objectives response:

Housing Opportunities for People with AIDS

*Please also refer to the HOPWA Table in the Needs.xls workbook.

1. Provide a Brief description of the organization, the area of service, the name of the program contacts, and a broad overview of the range/ type of housing activities to be done during the next year.

2. Report on the actions taken during the year that addressed the special needs of persons who are not homeless but require supportive housing, and assistance for persons who are homeless.

3. Evaluate the progress in meeting its specific objective of providing affordable housing, including a comparison of actual outputs and outcomes to proposed goals and progress made on the other planned actions indicated in the strategic and action plans. The evaluation can address any related program adjustments or future plans.

4. Report on annual HOPWA output goals for the number of households assisted during the year in: (1) short-term rent, mortgage and utility payments to avoid homelessness; (2) rental assistance programs; and (3) in housing facilities, such as community residences and SRO dwellings, where funds are used to develop and/or operate these facilities. Include any assessment of client outcomes for achieving housing stability, reduced risks of homelessness and improved access to care.

5. Report on the use of committed leveraging from other public and private resources that helped to address needs identified in the plan.

6. Provide an analysis of the extent to which HOPWA funds were distributed among different categories of housing needs consistent with the geographic distribution plans identified in its approved Consolidated Plan.

7. Describe any barriers (including non-regulatory) encountered, actions in response to barriers, and recommendations for program improvement.

8. Please describe the expected trends facing the community in meeting the needs

of persons living with HIV/AIDS and provide additional information regarding the administration of services to people with HIV/AIDS.

9. Please note any evaluations, studies or other assessments that will be conducted on the local HOPWA program during the next year.

Program Year 1 Action Plan HOPWA response:

Specific HOPWA Objectives

Describe how Federal, State, and local public and private sector resources that are reasonably expected to be available will be used to address identified needs for the period covered by the Action Plan.

Program Year 1 Specific HOPWA Objectives response:

Other Narrative

Include any Action Plan information that was not covered by a narrative in any other section.

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Human Services Food Pantries**			
Description:	**IDIS Project #:**	1	**UOG Code:**	UOG Code

Provide nutritional food items not normally available through the central food pantry to eight participating Norwich food pantries.

Location:
80 Broadway, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:
Funding will assist eight Norwich food pantries obtain nutritional food items not normally available from their suppliers to meet a basic need of their low income clients.

Expected Completion Date:
8/31/2011

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☑ Affordability
- ☐ Sustainability

Specific Objectives
1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

01 People	**Proposed**	4600		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
4,600 persons to be served	# of persons served	

05 Public Services (General) 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$10,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	4600		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Works Employment and Education Program**			
Description:	**IDIS Project #:**	2	**UOG Code:**	UOG Code

An education and job training program that provides tuition assistance and case management services to low and moderate-income individuals pursuing technical skills in health related and other fields.

Location:

80 Broadway, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:

An education and job training program that provides tuition assistance and case management services to low and moderate-income individuals pursuing technical skills in health related and other fields.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Specific Objectives

Outcome Categories
- ☐ Availability/Accessibility
- ☑ Affordability
- ☐ Sustainability

1. Improve economic opportunities for low-income persons
2.
3.

Project-level Accomplishments

01 People	Proposed	150		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
150 people screened; 20 certified nurse assistants;5	# of persons served	

05H Employment Training 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$51,000		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
01 People	Proposed Units	150		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Hospitality Center**				
Description:		**IDIS Project #:**	3	**UOG Code:**	UOG Code

Funding for an overflow winter shelter for homeless men and women including case management services.

Location:

Buckingham Memorial Bldg. Main Street, Norwich, CT 06360

Priority Need Category

Select one: Homeless/HIV/AIDS

Explanation:

Funding for an overflow winter shelter for homeless men and women including case management services.

Expected Completion Date:

8/31/2011

Objective Category
- (•) Decent Housing
- ( ) Suitable Living Environment
- ( ) Economic Opportunity

Outcome Categories
- [x] Availability/Accessibility
- [ ] Affordability
- [x] Sustainability

Specific Objectives

1. Increase the number of homeless persons moving into permanent housing
2. End chronic homelessness
3.

Project-level Accomplishments

01 People	**Proposed**	60		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
60 persons to be served	# of persons served	

03T Operating Costs of Homeless/AIDS Patients Programs	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$29,500		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	60		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Childcare Assistance Program**			
Description:	**IDIS Project #:**	4	**UOG Code:**	UOG Code

The program provides financial assistance for childcare for low and moderate-income Norwich residents.

Location:

80 Broadway, Norwich, CT 06360

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Priority Need Category

Select one: Economic Development

Explanation:

The program provides financial assistance for childcare for low and moderate-income Norwich residents.

Specific Objectives

1. Improve economic opportunities for low-income persons
2.
3.

Project-level Accomplishments

04 Households	Proposed	30		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
30 households served	# of households served	

05L Child Care Services 570.201(e) | Matrix Codes

Matrix Codes | Matrix Codes

Matrix Codes | Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$15,000		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
04 Households	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units	30		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0 Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Recreation Dept. Summer Program**		
Description:	**IDIS Project #:** 5	**UOG Code:**	UOG Code

Scholarship funds to allow low income working households to send their children to an affordable recreation based summer program including lengthening the camping day.

Location:

75 Mohegan Road, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:

Scholarship funds to allow low income working households to send their children to an affordable recreation based summer program including lengthening the camping day.

Expected Completion Date: 8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Specific Objectives
1. Improve economic opportunities for low-income persons
2. Improve the services for low/mod income persons
3.

Project-level Accomplishments

04 Households	Proposed	40		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
60 households to be served	# of households served	

05 Public Services (General) 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$20,000		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
04 Households	Proposed Units	60		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**NAACP Summer Learn & Jam Program**			
Description:	**IDIS Project #:**	6	**UOG Code:**	UOG Code

A summer program for middle and high school age minority and at-risk youth to explore educational, life skills and career skills.

Location:

262 Main Street, Norwich, CT 06360

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☑ Affordability
- ☐ Sustainability

Priority Need Category

Select one: Public Services

Explanation:

A summer program for middle and high school age minority and at-risk youth to explore educational, life skills and career skills.

Specific Objectives

1. Improve the services for low/mod income persons
2. Improve economic opportunities for low-income persons
3.

Project-level Accomplishments

01 People	**Proposed**	60		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	**Performance Measure**	**Actual Outcome**
60 persons to be served	# of persons served	

05D Youth Services 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$7,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	60		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

Grantee Name: **NORWICH, CONNECTICUT**

CPMP Version 2.0

Project Name:	**Literacy Volunteers**			
Description:	**IDIS Project #:**	7	**UOG Code:**	UOG Code

Provide basic literacy tutoring and english as a second language services.

Location:

Otis Library, 261 Main Street, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:

Provide basic literacy tutoring and english as a second language services.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Specific Objectives

1. Improve the services for low/mod income persons
2. Improve economic opportunities for low-income persons
3.

Project-level Accomplishments

01 People	**Proposed**	175		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
175 persons to be served	# of persons served	

05 Public Services (General) 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$10,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	175		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Adult Education ESL Program**			
Description:	**IDIS Project #:**	**8**	**UOG Code:**	UOG Code

The program offers essential English language instruction for the large immigrant population in Norwich. Classes will be offered at the Norwich Adult Education Center and at Madonna Place where child care services will be provided.

Location:

182 Cedar Street and 240 Main Street, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:

The program offers essential English language instruction for the large immigrant population in Norwich. Classes will be offered at the Norwich Adult Education Center and at Madonna Place where child care services will be provided.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Specific Objectives

1. Improve the services for low/mod income persons
2. Improve economic opportunities for low-income persons
3.

Project-level Accomplishments

01 People	**Proposed**	40		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	**Performance Measure**	**Actual Outcome**
40 persons to be served	# of persons served	

05 Public Services (General) 570.201(e) | Matrix Codes

Matrix Codes | Matrix Codes

Matrix Codes | Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$15,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	40		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Women's Center of Southeastern CT**				
Description:		**IDIS Project #:**	9	**UOG Code:**	UOG Code

Women's Center provides crisis intervention and advocacy services for victims of domestic violence.

Location:

Enter location, address, zip codes, census tracks, or other elements that will help to identify the location of the project.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Priority Need Category

Select one: Public Services

Explanation:

Women's Center provides crisis intervention and advocacy services for victims of domestic violence.

Specific Objectives

1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

01 People	Proposed	1700		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
1700 persons to be served including 25 at emergency	# of persons served	

05G Battered and Abused Spouses 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$5,000		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
01 People	Proposed Units	1700		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Supportive Housing Services for the Homeless**			
Description:	**IDIS Project #:**	**10**	**UOG Code:**	UOG Code

Provide supportive housing services for the homeless and those at risk of becoming homeless.

Location:

80 Broadway, Norwich, Ct 06360

Priority Need Category

Select one: Homeless/HIV/AIDS

Explanation:

Provide supportive housing services for the homeless and those at risk of becoming homeless.

Expected Completion Date:

8/31/2011

Objective Category
- (•) Decent Housing
- ( ) Suitable Living Environment
- ( ) Economic Opportunity

Outcome Categories
- [x] Availability/Accessibility
- [ ] Affordability
- [ ] Sustainability

Specific Objectives

1. End chronic homelessness
2.
3.

Project-level Accomplishments

01 People	**Proposed**	15		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
15 persons to be served	# of persons served	

05 Public Services (General) 570.201(e)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$15,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
01 People	**Proposed Units**	15		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Community Development Administration**		
Description:	**IDIS Project #:** 11	**UOG Code:**	UOG Code

General administration of community development program including staff salaries, supplies, rent and marketing materials for the Community Development Office.

Location:

23 Union Street, Norwich, CT 06360

Priority Need Category

Select one: Planning/Administration

Explanation:

General administration of community development program including reporting and monitoring. Budget includes staff salaries, supplies, rent and marketing materials for the Community Development Office.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ○ Economic Opportunity

Specific Objectives

Outcome Categories
- ☐ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

1
2
3

Project-level Accomplishments

Accompl. Type:		Accompl. Type:	
Proposed		**Proposed**	
Underway		**Underway**	
Complete		**Complete**	
Accompl. Type:		Accompl. Type:	
Proposed		**Proposed**	
Underway		**Underway**	
Complete		**Complete**	
Accompl. Type:		Accompl. Type:	
Proposed		**Proposed**	
Underway		**Underway**	
Complete		**Complete**	

Proposed Outcome	**Performance Measure**	**Actual Outcome**

21A General Program Administration 570.206	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$218,200	Fund Source:	**Proposed Amt.**	
	Actual Amount			**Actual Amount**	
Fund Source:	**Proposed Amt.**		Fund Source:	**Proposed Amt.**	
	Actual Amount			**Actual Amount**	
Accompl. Type:	**Proposed Units**		Accompl. Type:	**Proposed Units**	
	Actual Units			**Actual Units**	
Accompl. Type:	**Proposed Units**		Accompl. Type:	**Proposed Units**	
	Actual Units			**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Name:	**Norwich Property Rehabilitation Program**		
	IDIS Project #: 12	**UOG Code:**	UOG Code

tion:
provides no interest loans to income eligible homeowners to correct code compliance, structural, roof, windows, fficiency upgrades and lead paint remediation repairs, and associated project delivery costs (partial salary and nefits for Rehab/Lead Officer, Secretary and Program Assistant).

n:
n Street, Norwich, CT

Priority Need Category

Select one: Owner Occupied Housing

Explanation:
Program provides no interest loans to income eligible homeowners to correct code compliance, structural, roof, windows, energy efficiency upgrades and lead paint remediation repairs, and associated project delivery costs (partial salary and fringe benefits for Rehab/Lead Officer, Secretary and Program Assistant).

ed Completion Date:
011

ctive Category
cent Housing
itable Living Environment
onomic Opportunity

ome Categories
ailability/Accessibility
fordability
ustainability

Specific Objectives

1 Improve the quality of owner housing
2 Improve the quality of affordable rental housing
3 Improve access to affordable rental housing

Accomplishments

10 Housing Units	Proposed	10	Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	

Proposed Outcome	Performance Measure	Actual Outcome
ab 10 housing units	# of housing units	

Rehab; Single-Unit Residential 570.202 — Matrix Codes
Rehab; Multi-Unit Residential 570.202 — Matrix Codes
ix Codes — Matrix Codes

CDBG	Proposed Amt.	$300,000	Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
Fund Source:	Proposed Amt.		Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
10 Housing Units	Proposed Units	10	Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	
Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Housing Authority Rosewood Manor Rehab- Phase III**			
Description:	**IDIS Project #:**	**13**	**UOG Code:**	UOG Code

The Housing Authority will renovate bathrooms including energy efficiency upgrades in 27 units. This is Phase III of this project.

Location:

335 Hamilton Avenue, Norwich, CT 06360

Priority Need Category

Select one: Rental Housing

Explanation:

The Housing Authority will renovate bathrooms including energy efficiency upgrades in 27 units. This is Phase III of this project.

Expected Completion Date:

8/311/2010

Objective Category
- (•) Decent Housing
- ( ) Suitable Living Environment
- ( ) Economic Opportunity

Outcome Categories
- [ ] Availability/Accessibility
- [ ] Affordability
- [x] Sustainability

Specific Objectives

1. Improve the quality of affordable rental housing
2.
3.

Project-level Accomplishments

10 Housing Units	**Proposed**	27		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	**Performance Measure**	**Actual Outcome**
upgrade 27 bathroom units	# of housing units	

14C Public Housing Modernization 570.202		Matrix Codes	
Matrix Codes		Matrix Codes	
Matrix Codes		Matrix Codes	

Program Year 1

CDBG	**Proposed Amt.**	$100,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
10 Housing Units	**Proposed Units**	27		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Public Works Sidewalks - West Thames Street**			
Description:	**IDIS Project #:**	**14**	**UOG Code:**	UOG Code

Installation of sidewalks and curbing on heavily trafficked West Thames Street (Route 32) will allow low-income workers to walk safely to major area employers and upgrade a low-income census tract.

Location:

West Thames Street, Norwich, Ct 06360

Priority Need Category

Select one: Infrastructure

Explanation:

Installation of sidewalks and curbing on heavily trafficked West Thames Street (Route 32) will allow low-income workers to walk safely to major area employers and upgrade a low-income census tract.

Expected Completion Date:

8/31/2011

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Specific Objectives

1. Improve quality / increase quantity of public improvements for lower income persons
2.
3.

Project-level Accomplishments

11 Public Facilities	**Proposed**	1292 lf		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
1292 lf of sidewalk and curbing	linear feet	

03L Sidewalks 570.201(c)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$156,776		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
11 Public Facilitie	**Proposed Units**	1292 lf		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

CPMP Version 2.0 Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Big Brothers/Big Sisters**			
Description:	**IDIS Project #:**	**15**	**UOG Code:**	UOG Code

Program matches an at-risk child identified by the Norwich School System with a caring adult mentor.

Location:
Norwich elementary & middle schools, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:
Program matches an at-risk child identified by the Norwich School System with a caring adult mentor.

Expected Completion Date:
8/31/2011

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

Specific Objectives
1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

01 People	Proposed	60		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
60 children served	# of children served	

05D Youth Services 570.201(e) | Matrix Codes

Matrix Codes | Matrix Codes

Matrix Codes | Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$4,000		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
01 People	Proposed Units	60		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Public Schools - School Uniform Assistance Program**				
Description:		**IDIS Project #:**	**16**	**UOG Code:**	UOG Code

Provide school uniforms for income eligible and homeless students to meet school dress code.

Location:

Norwich public schools, Norwich, CT 06360

Priority Need Category

Select one: Public Services

Explanation:

Provide school uniforms for income eligible and homeless students to meet school dress code.

Expected Completion Date:

6/31/2011

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☑ Affordability
- ☐ Sustainability

Specific Objectives

1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

01 People	Proposed	650		Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	
Accompl. Type:	Proposed			Accompl. Type:	Proposed	
	Underway				Underway	
	Complete				Complete	

Proposed Outcome	Performance Measure	Actual Outcome
Assist 650 students with school uniforms	# of students	

05D Youth Services 570.201(e) | Matrix Codes

Matrix Codes | Matrix Codes

Matrix Codes | Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$12,500		Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
Fund Source:	Proposed Amt.			Fund Source:	Proposed Amt.	
	Actual Amount				Actual Amount	
01 People	Proposed Units	650		Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	
Accompl. Type:	Proposed Units			Accompl. Type:	Proposed Units	
	Actual Units				Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Norwich Fire Department - Greeneville Firehouse**			
Description:	**IDIS Project #:**	**17**	**UOG Code:**	UOG Code

Renovate Greeneville Firehouse for energy efficiency upgrades.

Location:
446 North Main Street, Norwich, CT 06360

Priority Need Category

Select one: Public Facilities

Explanation:
Renovate Greeneville Firehouse for energy efficiency upgrades.

Expected Completion Date:
8/31/2010

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☐ Affordability
- ☑ Sustainability

Specific Objectives
1. Improve quality / increase quantity of neighborhood facilities for low-income persons
2.
3.

Project-level Accomplishments

11 Public Facilities	Proposed	1	Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	

Proposed Outcome	Performance Measure	Actual Outcome
upgrade Greeneville Firehouse	# of facilities improved	

030 Fire Stations/Equipment 570.201(c) | Matrix Codes
Matrix Codes | Matrix Codes
Matrix Codes | Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$34,000	Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
Fund Source:	Proposed Amt.		Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
11 Public Facilities	Proposed Units	1	Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	
Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	

CPMP Version 2.0

Grantee Name: **NORWICH, CONNECTICUT**

Project Name:	**Habitat for Humanity Southern CT. Homes**			
Description:	**IDIS Project #:**	**18**	**UOG Code:**	UOG Code

Develop two single family homes for sale to low income families earning less than 50% of area median income.

Location:

Downtown & Greenville, Norwich, CT 06360

Priority Need Category

Select one: Owner Occupied Housing

Explanation:

Develop two single family homes for sale to low income families earning less than 50% of area median income.

Expected Completion Date:

8/31/2011

Objective Category
- (•) Decent Housing
- ( ) Suitable Living Environment
- ( ) Economic Opportunity

Outcome Categories
- [ ] Availability/Accessibility
- [x] Affordability
- [ ] Sustainability

Specific Objectives

1. Increase the availability of affordable owner housing
2. Improve the quality of owner housing
3.

Project-level Accomplishments

10 Housing Units	**Proposed**	2		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
build & sell two new homes	# of housing units	

13 Direct Homeownership Assistance 570.201(n) — Matrix Codes

Matrix Codes — Matrix Codes

Matrix Codes — Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$30,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Other	**Proposed Amt.**	$220,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
10 Housing Units	**Proposed Units**	2		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

Grantee Name: **NORWICH, CONNECTICUT**

CPMP Version 2.0

Project Name:	**Norwich Human Resources - ADA Compliance**			
Description:	**IDIS Project #:**	**19**	**UOG Code:**	UOG Code

Purchase an assistive listening device for use at City Council meetings to allow full participation of hearing impaired citizens in municipal affairs.

Location:

80 Broadway, Norwich, CT 06360

Priority Need Category

Select one: Non-homeless Special Needs

Explanation:

Purchase an assistive listening device for use at City Council meetings to allow full participation of hearing impaired citizens in municipal affairs.

Expected Completion Date:

8/31/2010

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Specific Objectives

Outcome Categories
- ☑ Availability/Accessibility
- ☐ Affordability
- ☐ Sustainability

1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

11 Public Facilities	**Proposed**	1		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
purchase one listening device	# of devices	

03 Public Facilities and Improvements (General) 570.201(c)	Matrix Codes
Matrix Codes	Matrix Codes
Matrix Codes	Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$2,000	Fund Source:	**Proposed Amt.**	
	Actual Amount			**Actual Amount**	
Fund Source:	**Proposed Amt.**		Fund Source:	**Proposed Amt.**	
	Actual Amount			**Actual Amount**	
11 Public Facilitie	**Proposed Units**	1	Accompl. Type:	**Proposed Units**	
	Actual Units			**Actual Units**	
Accompl. Type:	**Proposed Units**		Accompl. Type:	**Proposed Units**	
	Actual Units			**Actual Units**	

Grantee Name: **NORWICH, CONNECTICUT**

CPMP Version 2.0

Project Name:	**Taftville Fire Dept. - Roof Replacement**		
Description:	**IDIS Project #:** 20	**UOG Code:**	UOG Code

Replace the roof section over the office area of the Taftville Firestation.

Location:
Taftville, Norwich, CT 06360

Priority Need Category

Select one: Public Facilities

Explanation:
Replace the roof section over the office area of the Taftville Firestation.

Expected Completion Date:
8/31/2010

Objective Category
- ○ Decent Housing
- ◉ Suitable Living Environment
- ○ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☐ Affordability
- ☑ Sustainability

Specific Objectives
1. Improve the services for low/mod income persons
2.
3.

Project-level Accomplishments

11 Public Facilities	Proposed	1	Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	
Accompl. Type:	Proposed		Accompl. Type:	Proposed	
	Underway			Underway	
	Complete			Complete	

Proposed Outcome	Performance Measure	Actual Outcome
complete partial roof replacement	roof replacement	

030 Fire Stations/Equipment 570.201(c) | Matrix Codes
Matrix Codes | Matrix Codes
Matrix Codes | Matrix Codes

Program Year 1

CDBG	Proposed Amt.	$48,000	Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
Fund Source:	Proposed Amt.		Fund Source:	Proposed Amt.	
	Actual Amount			Actual Amount	
11 Public Facilities	Proposed Units	1	Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	
Accompl. Type:	Proposed Units		Accompl. Type:	Proposed Units	
	Actual Units			Actual Units	

Grantee Name: **NORWICH, CONNECTICUT**

CPMP Version 2.0

Project Name:	**Norwich Redevelopment Agency - Reid & Hughes**			
Description:		**IDIS Project #:**	**21**	**UOG Code:** UOG Code

Repair a portion of the roof system on the historic Reid & Hughes building in order to prevent structural deterioration while redevelopment of the property is being solicited.

Location:
200 Main Street, Norwich, CT 06360

Expected Completion Date:
8/31/2010

Objective Category
- ○ Decent Housing
- ○ Suitable Living Environment
- ◉ Economic Opportunity

Outcome Categories
- ☐ Availability/Accessibility
- ☐ Affordability
- ☑ Sustainability

Priority Need Category

Select one: Economic Development

Explanation:
Repair a portion of the roof system on the historic Reid & Hughes building in order to prevent structural deterioration while redevelopment of the property is being solicited.

Specific Objectives

1. Improve economic opportunities for low-income persons
2.
3.

Project-level Accomplishments

Other	**Proposed**	1		Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	
Accompl. Type:	**Proposed**			Accompl. Type:	**Proposed**	
	Underway				**Underway**	
	Complete				**Complete**	

Proposed Outcome	Performance Measure	Actual Outcome
complete roof repair	complete roof repair	

07 Urban Renewal Completion 570.201(h) — Matrix Codes

16B Non-Residential Historic Preservation 570.202(d) — Matrix Codes

Matrix Codes — Matrix Codes

Program Year 1

CDBG	**Proposed Amt.**	$100,000		Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Fund Source:	**Proposed Amt.**			Fund Source:	**Proposed Amt.**	
	Actual Amount				**Actual Amount**	
Other	**Proposed Units**	1		Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	
Accompl. Type:	**Proposed Units**			Accompl. Type:	**Proposed Units**	
	Actual Units				**Actual Units**	

Section VI – Application For Assistance SF-424

SF 424

The SF 424 is part of the CPMP Annual Action Plan. SF 424 form fields are included in this document. Grantee information is linked from the 1CPMP.xls document of the CPMP tool.

Complete the fillable fields (blue cells) in the table below. The other items are pre-filled with values from the Grantee Information Worksheet.

Date Submitted	City of Norwich	**Type of Submission**	
Date Received by state	State Tax ID 533083-000	**Application**	**Pre-application**
Date Received by HUD	Federal Tax ID 06-6001888	☐ Construction	☐ Construction
		xNon Construction	☐ Non Construction

Applicant Information		
City of Norwich, Connecticut		UOG Code: 060677747
100 Broadway, City Manager's Office		Organizational DUNS: 06-067-7747
Street Address Line 2		Organizational Unit: Municipality
Norwich	CT	Department
)6360	Country U.S.A.	Division
Employer Identification Number (EIN):		County: New London
06-6001888		Program Year Start Date (09/2010)
Applicant Type:		**Specify Other Type if necessary:**
Municipality		Specify Other Type
Program Funding		**U.S. Department of Housing and Urban Development**

CDBG entitlement grant for 2010-2011 in the amount of $1,091,004 for the benefit of low and moderate income people through a variety of housing, community development and social service programs.

Community Development Block Grant		14.218 Entitlement Grant
CDBG Project Titles: various social services, public housing, property rehab, public works programs		Description of Areas Affected by CDBG Project(s) : City of Norwich
$CDBG Grant Amount: $1,091,004	$Additional HUD Grant(s) Leveraged	Describe
$Additional Federal Funds Leveraged		$Additional State Funds Leveraged
$Locally Leveraged Funds		$Grantee Funds Leveraged
$Anticipated Program Income		Other (Describe)
Total Funds Leveraged for CDBG-based Project(s)		

Home Investment Partnerships Program		14.239 HOME
HOME Project Titles		Description of Areas Affected by HOME Project(s)
$HOME Grant Amount	$Additional HUD Grant(s) Leveraged	Describe
$Additional Federal Funds Leveraged		$Additional State Funds Leveraged
$Locally Leveraged Funds		$Grantee Funds Leveraged

$Anticipated Program Income	Other (Describe)
Total Funds Leveraged for HOME-based Project(s)	

Housing Opportunities for People with AIDS		14.241 HOPWA
HOPWA Project Titles		Description of Areas Affected by HOPWA Project(s)
$HOPWA Grant Amount	$Additional HUD Grant(s) Leveraged	Describe
$Additional Federal Funds Leveraged		$Additional State Funds Leveraged
$Locally Leveraged Funds		$Grantee Funds Leveraged
$Anticipated Program Income		Other (Describe)
Total Funds Leveraged for HOPWA-based Project(s)		

Emergency Shelter Grants Program		14.231 ESG
ESG Project Titles		Description of Areas Affected by ESG Project(s)
$ESG Grant Amount	$Additional HUD Grant(s) Leveraged	Describe
$Additional Federal Funds Leveraged		$Additional State Funds Leveraged
$Locally Leveraged Funds		$Grantee Funds Leveraged
$Anticipated Program Income		Other (Describe)
Total Funds Leveraged for ESG-based Project(s)		

Congressional Districts of:		Is application subject to review by state Executive Order 12372 Process?	
2nd	2nd		
Is the applicant delinquent on any federal debt? If "Yes" please include an additional document explaining the situation.		☐ Yes	This application was made available to the state EO 12372 process for review on DATE
		xNo	Program is not covered by EO 12372
☐ Yes	XNo	☐ N/A	Program has not been selected by the state for review

Person to be contacted regarding this application		
First Name Beverly	Middle Initial J.	Last Name Goulet
Title Director of Human Services	Phone 860 823-3781	Fax 860 823-3793
eMail bgoulet@cityof norwich.org	Grantee Website www.norwichct.org	Other Contact
Signature of Authorized Representative Alan H. Bergren, City Manager		Date Signed 7/9/10

Section VII – Certifications

CPMP Non-State Grantee Certifications

Many elements of this document may be completed electronically, however a signature must be manually applied and the document must be submitted in paper form to the Field Office.

☐ **This certification does not apply.**
☒ **This certification is applicable.**

NON-STATE GOVERNMENT CERTIFICATIONS

In accordance with the applicable statutes and the regulations governing the consolidated plan regulations, the jurisdiction certifies that:

Affirmatively Further Fair Housing -- The jurisdiction will affirmatively further fair housing, which means it will conduct an analysis of impediments to fair housing choice within the jurisdiction, take appropriate actions to overcome the effects of any impediments identified through that analysis, and maintain records reflecting that analysis and actions in this regard.

Anti-displacement and Relocation Plan -- It will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended, and implementing regulations at 49 CFR 24; and it has in effect and is following a residential antidisplacement and relocation assistance plan required under section 104(d) of the Housing and Community Development Act of 1974, as amended, in connection with any activity assisted with funding under the CDBG or HOME programs.

Drug Free Workplace -- It will or will continue to provide a drug-free workplace by:

1. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
2. Establishing an ongoing drug-free awareness program to inform employees about –
   a. The dangers of drug abuse in the workplace;
   b. The grantee's policy of maintaining a drug-free workplace;
   c. Any available drug counseling, rehabilitation, and employee assistance programs; and
   d. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
3. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph 1;
4. Notifying the employee in the statement required by paragraph 1 that, as a condition of employment under the grant, the employee will –
   a. Abide by the terms of the statement; and
   b. Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;
5. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph 4(b) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;
6. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph 4(b), with respect to any employee who is so convicted –
   a. Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or
   b. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;
7. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs 1, 2, 3, 4, 5 and 6.

Anti-Lobbying -- To the best of the jurisdiction's knowledge and belief:

8. No Federal appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement;
9. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, it will complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions; and
10. It will require that the language of paragraph 1 and 2 of this anti-lobbying certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.

Authority of Jurisdiction -- The consolidated plan is authorized under State and local law (as applicable) and the jurisdiction possesses the legal authority to carry out the programs for which it is seeking funding, in accordance with applicable HUD regulations.

Consistency with plan -- The housing activities to be undertaken with CDBG, HOME, ESG, and HOPWA funds are consistent with the strategic plan.

Section 3 -- It will comply with section 3 of the Housing and Urban Development Act of 1968, and implementing regulations at 24 CFR Part 135.

Alan H. Bergren

Signature/Authorized Official

7/9/10

Date

Alan H. Bergren

Name

City Manager, City of Norwich

Title

City Hall, 100 Broadway

Address

Norwich, CT 06360

City/State/Zip

860 823-3747

Telephone Number

☐ This certification does not apply.
☒ This certification is applicable.

Specific CDBG Certifications

The Entitlement Community certifies that:

Citizen Participation -- It is in full compliance and following a detailed citizen participation plan that satisfies the requirements of 24 CFR 91.105.

Community Development Plan -- Its consolidated housing and community development plan identifies community development and housing needs and specifies both short-term and long-term community development objectives that provide decent housing, expand economic opportunities primarily for persons of low and moderate income. (See CFR 24 570.2 and CFR 24 part 570)

Following a Plan -- It is following a current consolidated plan (or Comprehensive Housing Affordability Strategy) that has been approved by HUD.

Use of Funds -- It has complied with the following criteria:

11. Maximum Feasible Priority - With respect to activities expected to be assisted with CDBG funds, it certifies that it has developed its Action Plan so as to give maximum feasible priority to activities which benefit low and moderate income families or aid in the prevention or elimination of slums or blight. The Action Plan may also include activities which the grantee certifies are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community, and other financial resources are not available);

12. Overall Benefit - The aggregate use of CDBG funds including section 108 guaranteed loans during program year(s) 2008, 2009, 2010, (a period specified by the grantee consisting of one, two, or three specific consecutive program years), shall principally benefit persons of low and moderate income in a manner that ensures that at least 70 percent of the amount is expended for activities that benefit such persons during the designated period;

13. Special Assessments - It will not attempt to recover any capital costs of public improvements assisted with CDBG funds including Section 108 loan guaranteed funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements.

    However, if CDBG funds are used to pay the proportion of a fee or assessment that relates to the capital costs of public improvements (assisted in part with CDBG funds) financed from other revenue sources, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds.

    The jurisdiction will not attempt to recover any capital costs of public improvements assisted with CDBG funds, including Section 108, unless CDBG funds are used to pay the proportion of fee or assessment attributable to the capital costs of public improvements financed from other revenue sources. In this case, an assessment or charge may be made against the property with respect to the public improvements financed by a source other than CDBG funds. Also, in the case of properties owned and occupied by moderate-income (not low-income) families, an assessment or charge may be made against the property for public improvements financed by a source other than CDBG funds if the jurisdiction certifies that it lacks CDBG funds to cover the assessment.

Excessive Force -- It has adopted and is enforcing:

14. A policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and

15. A policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within its jurisdiction;

Compliance With Anti-discrimination laws -- The grant will be conducted and administered in conformity with title VI of the Civil Rights Act of 1964 (42 USC 2000d), the Fair Housing Act (42 USC 3601-3619), and implementing regulations.

Lead-Based Paint -- Its activities concerning lead-based paint will comply with the requirements of part 35, subparts A, B, J, K and R, of title 24;

Compliance with Laws -- It will comply with applicable laws.

Alan H. Bergren

Signature/Authorized Official

7/9/10

Date

Alan H. Bergren

Name

City Manager, City of Norwich

Title

City Hall, 100 Broadway

Address

Norwich, CT 06360

City/State/Zip

860 823-3747

Telephone Number

☐ This certification does not apply.
☒ This certification is applicable.

OPTIONAL CERTIFICATION
CDBG

Submit the following certification only when one or more of the activities in the action plan are designed to meet other community development needs having a particular urgency as specified in 24 CFR 570.208(c):

The grantee hereby certifies that the Annual Plan includes one or more specifically identified CDBG-assisted activities, which are designed to meet other community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and other financial resources are not available to meet such needs.

Allan H. Bergren

Signature/Authorized Official

7/9/10

Date

Alan H. Bergren

Name

City Manager, City of Norwich

Title

City Hall, 100 Broadway

Address

Norwich, CT 06360

City/State/Zip

860 823-3747

Telephone Number

☒ This certification does not apply.
☐ This certification is applicable.

Specific HOME Certifications

The HOME participating jurisdiction certifies that:

Tenant Based Rental Assistance -- If the participating jurisdiction intends to provide tenant-based rental assistance:

The use of HOME funds for tenant-based rental assistance is an essential element of the participating jurisdiction's consolidated plan for expanding the supply, affordability, and availability of decent, safe, sanitary, and affordable housing.

Eligible Activities and Costs -- it is using and will use HOME funds for eligible activities and costs, as described in 24 CFR § 92.205 through 92.209 and that it is not using and will not use HOME funds for prohibited activities, as described in § 92.214.

Appropriate Financial Assistance -- before committing any funds to a project, it will evaluate the project in accordance with the guidelines that it adopts for this purpose and will not invest any more HOME funds in combination with other Federal assistance than is necessary to provide affordable housing;

Signature/Authorized Official

Date

Name

Title

Address

City/State/Zip

Telephone Number

☒ **This certification does not apply.**
☐ **This certification is applicable.**

HOPWA Certifications

The HOPWA grantee certifies that:

Activities -- Activities funded under the program will meet urgent needs that are not being met by available public and private sources.

Building -- Any building or structure assisted under that program shall be operated for the purpose specified in the plan:

1. For at least 10 years in the case of assistance involving new construction, substantial rehabilitation, or acquisition of a facility,

2. For at least 3 years in the case of assistance involving non-substantial rehabilitation or repair of a building or structure.

Signature/Authorized Official

Date

Name

Title

Address

City/State/Zip

Telephone Number

☒ **This certification does not apply.**
☐ **This certification is applicable.**

ESG Certifications

I, , Chief Executive Officer of **Error! Not a valid link.**, certify that the local government will ensure the provision of the matching supplemental funds required by the regulation at 24 *CFR* 576.51. I have attached to this certification a description of the sources and amounts of such supplemental funds.

I further certify that the local government will comply with:

1. The requirements of 24 *CFR* 576.53 concerning the continued use of buildings for which Emergency Shelter Grants are used for rehabilitation or conversion of buildings for use as emergency shelters for the homeless; or when funds are used solely for operating costs or essential services.

2. The building standards requirement of 24 *CFR* 576.55.

3. The requirements of 24 *CFR* 576.56, concerning assurances on services and other assistance to the homeless.

4. The requirements of 24 *CFR* 576.57, other appropriate provisions of 24 *CFR* Part 576, and other applicable federal laws concerning nondiscrimination and equal opportunity.

5. The requirements of 24 *CFR* 576.59(b) concerning the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970.

6. The requirement of 24 *CFR* 576.59 concerning minimizing the displacement of persons as a result of a project assisted with these funds.

7. The requirements of 24 *CFR* Part 24 concerning the Drug Free Workplace Act of 1988.

8. The requirements of 24 *CFR* 576.56(a) and 576.65(b) that grantees develop and implement procedures to ensure the confidentiality of records pertaining to any individual provided family violence prevention or treatment services under any project assisted with ESG funds and that the address or location of any family violence shelter project will not be made public, except with written authorization of the person or persons responsible for the operation of such shelter.

9. The requirement that recipients involve themselves, to the maximum extent practicable and where appropriate, homeless individuals and families in policymaking, renovating, maintaining, and operating facilities assisted under the ESG program, and in providing services for occupants of these facilities as provided by 24 *CFR* 76.56.

10. The requirements of 24 *CFR* 576.57(e) dealing with the provisions of, and regulations and procedures applicable with respect to the environmental review responsibilities under the National Environmental Policy Act of 1969 and related

authorities as specified in 24 *CFR* Part 58.

11. The requirements of 24 *CFR* 576.21(a)(4) providing that the funding of homeless prevention activities for families that have received eviction notices or notices of termination of utility services will meet the requirements that: (A) the inability of the family to make the required payments must be the result of a sudden reduction in income; (B) the assistance must be necessary to avoid eviction of the family or termination of the services to the family; (C) there must be a reasonable prospect that the family will be able to resume payments within a reasonable period of time; and (D) the assistance must not supplant funding for preexisting homeless prevention activities from any other source.

12. The new requirement of the McKinney-Vento Act (42 *USC* 11362) to develop and implement, to the maximum extent practicable and where appropriate, policies and protocols for the discharge of persons from publicly funded institutions or systems of care (such as health care facilities, foster care or other youth facilities, or correction programs and institutions) in order to prevent such discharge from immediately resulting in homelessness for such persons. I further understand that state and local governments are primarily responsible for the care of these individuals, and that ESG funds are not to be used to assist such persons in place of state and local resources.

13. HUD's standards for participation in a local Homeless Management Information System (HMIS) and the collection and reporting of client-level information.

I further certify that the submission of a completed and approved Consolidated Plan with its certifications, which act as the application for an Emergency Shelter Grant, is authorized under state and/or local law, and that the local government possesses legal authority to carry out grant activities in accordance with the applicable laws and regulations of the U. S. Department of Housing and Urban Development.

Signature/Authorized Official

Date

Name

Title

Address

City/State/Zip

Telephone Number

☐ This certification does not apply.
☒ This certification is applicable.

APPENDIX TO CERTIFICATIONS

Instructions Concerning Lobbying and Drug-Free Workplace Requirements

Lobbying Certification
This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than $10,000 and not more than $100,000 for each such failure.

Drug-Free Workplace Certification

1. By signing and/or submitting this application or grant agreement, the grantee is providing the certification.
2. The certification is a material representation of fact upon which reliance is placed when the agency awards the grant. If it is later determined that the grantee knowingly rendered a false certification, or otherwise violates the requirements of the Drug-Free Workplace Act, HUD, in addition to any other remedies available to the Federal Government, may take action authorized under the Drug-Free Workplace Act.
3. Workplaces under grants, for grantees other than individuals, need not be identified on the certification. If known, they may be identified in the grant application. If the grantee does not identify the workplaces at the time of application, or upon award, if there is no application, the grantee must keep the identity of the workplace(s) on file in its office and make the information available for Federal inspection. Failure to identify all known workplaces constitutes a violation of the grantee's drug-free workplace requirements.
4. Workplace identifications must include the actual address of buildings (or parts of buildings) or other sites where work under the grant takes place. Categorical descriptions may be used (e.g., all vehicles of a mass transit authority or State highway department while in operation, State employees in each local unemployment office, performers in concert halls or radio stations).
5. If the workplace identified to the agency changes during the performance of the grant, the grantee shall inform the agency of the change(s), if it previously identified the workplaces in question (see paragraph three).
6. The grantee may insert in the space provided below the site(s) for the performance of work done in connection with the specific grant: Place of Performance (Street address, city, county, state, zip code) Check if there are workplaces on file that are not identified here. The certification with regard to the drug-free workplace is required by 24 CFR part 21.

Place Name	Street	City	County	State	Zip
23 Union Street		Norwich	New London	CT	06360
100 Broadway		Norwich	New London	CT	06360

7. Definitions of terms in the Nonprocurement Suspension and Debarment common rule and Drug-Free Workplace common rule apply to this certification. Grantees' attention is called, in particular, to the following definitions from these rules: "Controlled substance" means a controlled substance in Schedules I through V of the Controlled
Substances Act (21 U.S.C. 812) and as further defined by regulation (21 CFR 1308.11 through 1308.15); "Conviction" means a finding of guilt (including a plea of *nolo contendere*) or imposition of sentence, or both, by any judicial body charged with the responsibility to determine violations of the Federal or State criminal drug statutes; "Criminal drug statute" means a Federal or non-Federal criminal statute involving the manufacture, distribution, dispensing, use, or possession of any

controlled substance; "Employee" means the employee of a grantee directly engaged in the performance of work under a grant, including:

a. All "direct charge" employees;
b. all "indirect charge" employees unless their impact or involvement is insignificant to the performance of the grant; and
c. temporary personnel and consultants who are directly engaged in the performance of work under the grant and who are on the grantee's payroll. This definition does not include workers not on the payroll of the grantee (e.g., volunteers, even if used to meet a matching requirement; consultants or independent contractors not on the grantee's payroll; or employees of subrecipients or subcontractors in covered workplaces).

Note that by signing these certifications, certain documents must completed, in use, and on file for verification. These documents include:

1. Analysis of Impediments to Fair Housing
2. Citizen Participation Plan
3. Anti-displacement and Relocation Plan

Alan H. Bergren

Signature/Authorized Official

7/9/10

Date

Alan H. Bergren

Name

City Manager, City of Norwich

Title

City Hall, 100 Broadway

Address

Norwich, CT 06360

City/State/Zip

860 823-3747

Telephone Number

APPENDIX A

PUBLIC PARTICIPATION/CONSULTATION DOCUMENTATION

CITY OF NORWICH, CONNECTICUT
COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM
DEVELOPMENT OF FIVE YEAR CONSOLIDATED PLAN AND
THIRTY-SIXTH PROGRAM YEAR ACTION PLAN SCHEDULE
SEPTEMBER 1, 2010 – AUGUST 31, 2011

2010

January 8	CD Office provides notice to Department/Boards/Agencies Re: Application submissions. Publish Block Advertisement re: Application Availability
March 24	CDAC (Community Development Advisory Committee) Public Hearing on needs, goals & objectives for Consolidated Plan (faith based organizations)
March 26	Deadline for submission of proposals to CD Office
March 31	CDAC Public Hearing on needs, goals & objectives for Consolidated Plan (Social Service organizations)
April 7	CDAC Public Hearing on needs, goals & objectives for Consolidated Plan (Housing & Brownfield & Redevelopment
April 13	CDAC organizational Meeting
April 19 & 26	CDAC Public Hearing Meetings with applicants
May 5 & 10	CDAC public hearing/deliberations
May 25	CDAC review of Con Plan
May 28	Con Plan completed & posted on website for public review
May 28	Ad – Notice of Availability for Public Comment. Proposed Con Plan & Action Plan for Program Year 36
June 7	City Council holds public hearing on Proposed Con Plan & FY 36 Action Plan
June 28	End of 30-day comment period
July 6	City Council approves Final Con Plan and AA Plan and authorizes City Manager to submit to HUD (notification of funding decision to applicants)
July 16	City submits final ConPlan/AA plan to HUD
	CD Office begin preparation of Environmental Review
July 27	City Publishes Notice of Request for Release of Funds
August 14	City forwards Request of Release of Funds to HUD
September 1	PY 36 Program Year Begins

REQUEST FOR PROPOSALS

Community Development Block Grant (2010-11)

The City of Norwich Office of Community Development is accepting Community Development Block Grant applications for Program Year 36. Preliminary estimates indicate the amount of CDBG funding that will be available for Program Year 36 (9/1/10 –8/31/11) have not yet been provided by the U.S. Department of Housing and Urban Development. The anticipated amount will be approximately $1,003,051 or less. Funding is available for the following activities:

- Homeless Services
- ESL Education
- Arts Education
- Food Pantry Services
- Childcare Scholarships
- Brownfield Assessment and Cleanup Activities
- Housing Activities that benefit low and moderate-income populations
- Handicapped Accessibility
- Historic Restoration in a low-income census tract
- Construction and Development activities that will serve a population composed of at least 51% low and moderate-income people or a census tract that is documented to be low-income by the federal government. These activities include property acquisition, planning, construction, rehabilitation and remediation.
- Blight Elimination

Organizations that receive funding will be required to enter into a contractual agreement with the City of Norwich for the provision of services or activities stated in the application. All organizations that receive funding will also be required to comply with all reporting and monitoring requirements established by HUD.

Applications will be accepted **until 4:00 p.m. on Friday, March 26, 2010** at the Community Development Office, 23 Union St., Norwich, CT. Applicants must submit 1 original and 10 copies of their application. Copies can be double sided to conserve paper. **Please note that there are 2 different applications. The "Public Service" version should be used for programs benefiting low to moderate-income clientele. The "Construction" version should be used for public facilities improvements, rehabilitation and preservation activities.**

For more information and questions please contact the Community Development Office at 860-823-3770 or Jennifer Gottlieb at 860-823-3746. Applications are available at the Office of Community Development, 23 Union St., Norwich, CT or at the Community Development's department page online at:
http://www.norwichct.org (under "departments")

Only fully completed applications with all required documentation will be considered for funding.

Equal Opportunity/Affirmative Action

ENFIELD

Police: Mom left kids in car while tanning

Police say a 28-year-old mother left her two young children in her car in freezing temperatures while she went tanning in a salon.

Candy Ann Rock, of Enfield, was charged Monday with reckless endangerment and risk of injury to children shortly after the incident at an Enfield parking lot.

Enfield Police Chief Carl Sferrazza told the Journal Inquirer that Rock left her two children — ages 3 and just under 1 year — in the parked car, which was not running, for about 18 minutes during her tanning session. He says it was about 28 degrees at the time.

Rock posted $5,000 bail and is due in Enfield Superior Court on Feb. 9. She declined comment Thursday. The children were not harmed.

Police notified child welfare officials, who are investigating.

— From wire reports

TRUMBULL

Man charged with running over wife in pickup truck

The Associated Press

A Connecticut man has been charged with running over his wife with his pickup truck during a fight outside their Trumbull home.

Forty-four-year-old David Chi was arraigned in Bridgeport Superior Court on Wednesday on first-degree assault and other charges. He posted $250,000 bail and is due back in court Jan. 27.

Police say Chi's wife is recovering from non-life-threatening injuries at St. Vincent's Medical Center in Bridgeport. Officers say she suffered numerous cuts on her hands and legs that are consistent with tires tearing her skin.

Authorities say she may have avoided more serious injuries because she was lying in the snow when she was run over Tuesday afternoon.

A phone listing for Chi is disconnected. His lawyer did not immediately return a phone message.

REQUEST FOR PROPOSALS

Community Development Block Grant (2010-11)

The City of Norwich Office of Community Development is accepting Community Development Block Grant applications for Program Year 36. Preliminary estimates indicate the amount of CDBG funding that will be available for Program Year 36 (9/1/10 –8/31/11) have not yet been provided by the U.S. Department of Housing and Urban Development. The anticipated amount will be approximately $1,003,051 or less. Funding is available for the following activities:

- Homeless Services
- ESL Education
- Arts Education
- Food Pantry Services
- Childcare Scholarships
- Brownfield Assessment and Cleanup Activities
- Housing Activities that benefit low and moderate-income populations
- Handicapped Accessibility
- Historic Restoration in a low-income census tract
- Construction and Development activities that will serve a population composed of at least 51% low and moderate-income people or a census tract that is documented to be low-income by the federal government. These activities include property acquisition, planning, construction, rehabilitation, and remediation.
- Blight Elimination

Organizations that receive funding will be required to enter into a contractual agreement with the City of Norwich for the provision of services or activities stated in the application. All organizations that receive funding will also be required to comply with all reporting and monitoring requirements established by HUD.

Applications will be accepted **until 4:00 p.m. on Friday, March 26, 2010** at the Community Development Office, 23 Union St., Norwich, CT. Applicants must submit 1 original and 10 copies of their application. Copies can be double sided to conserve paper. **Please note that there are 2 different applications. The "Public Service" version should be used for programs benefiting low to moderate-income clientele. The "Construction" version should be used for public facilities improvements, rehabilitation and preservation activities.**

For more information and questions, please contact the Community Development Office at 860-823-3770 or Jennifer Gottlieb at 860-823-3746. Applications are available at the Office of Community Development, 23 Union St., Norwich, CT or at the Community Development's department page online at: http://www.norwichct.org (under "departments")

Only fully completed applications with all required documentation will be considered for funding.

Equal Opportunity/Affirmative Action

53304

ROBBERY

FROM B1

lighting someone's hair on fire, Smith said. He was on probation at the time of the robbery.

Rodriguez claimed he was the lookout for the two other men, Carlos Lopez, 20, and a 17-year-old. Lopez is serving a 54-month sentence and the 17-year-old is serving a 23-month sentence in connection with the incident.

Defense attorney Jeremiah Donovan said Rodriguez was redeemable and, despite a rough upbringing, had time to switch his path in life for his new child.

"What kind of future does this child have if you don't get your act together? None," Judge Susan B. Handy said.

Reona Dyess-Dunham
The Drop-in Learning Center
45 Broad Street, Annex
New London, CT 06320

Robert Farwell
Otis Library
2-6 Cliff St.
Norwich, CT. 06360

Steve Eaton
Taftville Lions Club
P.O. Box 315
Taftville, CT 06380

Joanne Forson
N.F.A. Foundation
321 Broadway
Norwich, CT 06360

Sue Caplet
Reliance House
40 Broadway
Norwich, CT 06360

SJ Williams
Art Reach
401 West. Thames St. Unit 702
Norwich, CT. 06360

Centro De La Communidad
109 Blinman Street
New London, CT 06320

Susan Townsley
Literacy Volunteers
106 Truman Street
New London, CT 06320

Mr. Patrick McCormack
Uncas Health District
372 W. Main St.
Norwich, CT. 06360

Ms. Claire Silva
Bethsaida Community
P.O. Box 913
Norwich, CT. 06360

Thomas Hyland
Thames River Family Program
One Thames River Place
Norwich, CT. 06360

Garfield Rucker
Martin Luther King Center
21 Fairmont St.
Norwich, CT. 06360

Richard Caron
Connecticut Pardon Team
307 Main Street
Norwich, CT 06360

Joanne Drag
Norwich Housing Authority
10 Westwood Park
Norwich, CT 06360

Marcelyn Dallis-Jones
Artworks
49 Church Street
Norwich, CT 06360

Mr. David Burnette
Reliance House
40 Broadway
Norwich, CT. 06360

Mike Van
Reliance House
40 Broadway
Norwich, CT 06360

Lori Rygielski
UCS/Seniors Helping Seniors
47 Town Street
Norwich, CT 06360

Ellen Frost
Rose City Renaissance
85 Potash Hill Road
Baltic, CT 06330

Sofee Noblick
Dangerous Building Comm.
43 Twelfth Street
Norwich, CT 06360

Catherine Zeiner
Women's Center
16 Jay Street
Norwich, CT 06360

Mr. Edward Martin
Laurel Hill Fire Dept.
509 Laurel Hill Ave.
Norwich, CT. 06360

Garfield Rucker
Martin Luther King Center
83 Spring Street
Norwich, CT 06360

Bob Mills
NCDC
75 Main Street
Norwich, CT 06360

Ms. Nancy Gentes
Madonna Place
240 Main Street
Norwich, CT. 06360

Ms. Jacqueline Owens
Sheila Hayes
NAACP
P.O. Box 24
Norwich, CT. 06360

Deborah Monahan
TVCCA
One Sylvandale Road
Jewett City, CT 06351

Mary Berry
Cheryl Eagan
Norwich Adult Education
182 Cedar Street
Norwich, CT 06360

Mr. Charles Seeman
United Community Services
P.O. Box 428
34 East Town St.
Norwich, CT. 06360

Chelsea Gardens Foundation
P.O. Box 810
Norwich, CT. 06360

ge City Land Trust
). Box 1191
lw CT. 06360

. Thomas Hyland
rtln House
I West Thames Bldg. #700
rwich, CT. 06360

in Heffernan
igrated Day Charter School
Thermos Ave.
rwich, CT. 06360

by Dolliver
/ of Norwich Board of Ed
Town Street
rwich, CT 06360

Tom Marien
rwich Redevelopment Agency
I New London Turnpike
rwich CT. 06360

of Kenneth Scandariato
rwich Fire Department
North Thames Street
rwich, CT 06360

Alan Bergren
/ Manager's Office

er Davis
nning Department

otain Christian Camuti
vation Army
! Main Street, P.O. Box 707
rwich, CT 06360

er I rom
yor's Office

Occum Fire Dept.
44 Taftville/Occum Road
Norwich, CT 06360

Charles Whitty
Norwich Housing Authority
10 Westwood Park
Norwich, CT. 06360

Joe Ruffo
Finance Office

Janice Thompson
Norwich Human Services

Mr. Jim Troeger
Building & Housing Department

Joseph Loyacano
Department of Public Works

Norwich Youth and Family
Services

Mike Wolak
Norwich Senior Center

Tony Petros
AHEPA 110
380 Hamilton Avenue
Norwich, CT 06360

Jennifer Gottlieb
Norwich Redevelopment Agency
City Manager's Office

Brett Bernadini
The Spirit of Broadway Theater
32 Chestnut Street
Norwich, CT 06360

Beverly Goulet
Norwich Human Services

Brigid Marks
Personnel Department

Chief Louis Fusaro
Norwich Police Department

Sandi Greenhalgh
City Clerk's Office

Teresa Hanlon
Department of Public Works

Donna Ralston
Assessor's Office

Lou DePina
Recreation Department
75 Mohegan Park Road
Norwich, CT 06360

Lee-Ann Gomes
Norwich Human Services

Sherry Filiatreault
Norwich Human Services

CITY OF NORWICH
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
CONSTRUCTION PROJECTS

36th PROGRAM YEAR • SEPTEMBER 1, 2010 – AUGUST 31, 2011

DUE: FRIDAY, MARCH 26, 2010 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

Office of Community Development
23 Union Street, 2nd floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:
jelazhari@cityofnorwich.org (Assistant City Manager) (tel. 860-823-3746)
sgoldman@cityofnorwich.org (Program Assistant)
lsmith@cityofnorwich.org (Department Secretary)

PART I: GENERAL INFORMATION

AGENCY: _____

ADDRESS: _____

_____

E-MAIL: _____

EXECUTIVE DIRECTOR: _____

CONTACT NAME & TITLE: _____

TELEPHONE: _____

AGENCY FISCAL YEAR: _____ **Begin** _____ **End**

PROJECT NAME: _____

CDBG REQUEST & AWARD AMOUNTS:

	REQUEST	AWARD
UPCOMING FISCAL YEAR 2010 (September 1, 2010 – August 31, 2011)	$_____	$_____
CURRENT FISCAL YEAR 2009: (September 1, 2009 – August 31, 2010)	$_____	$_____

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.

_____ _____

EXECUTIVE DIRECTOR/DEPT. HEAD **PRESIDENT, BOARD OF DIRECTORS**

_____ _____

DATE **DATE**

RT II: PROJECT INFORMATION

as ate a new document answering the following questions. In this new document, please utilize the section ider.. For example, when addressing section A2, please write: A2: Brief History, and then provide the response. u must answer all questions. If a question does not apply to your agency, please respond with "not applicable".

INTRODUCTION/AGENCY INFORMATION:

Brief history of your organization, including its mission
What are the hours of operation for your agency?
What is the total number of persons employed by your agency?
If there are 15 or more employees at your agency, please provide the name of the person responsible for compliance with Section 504 of Rehabilitation Act of 1973 - Nondiscrimination under Federal Programs.

STATEMENT OF NEED

Define the need to be addressed through your project and how it will address that need of the community.

PROJECT DESCRIPTION:

Provide a general description of the project for which you are requesting funding, including the /description of the activities to be performed.
Explain any temporary or permanent relocation of persons or businesses that may result from this project?

TARGET POPULATION/AREA OF BENEFIT

Identify and describe the target population *or* area of benefit, if it serves a low-income census tract.

IMPLEMENTATION SCHEDULE

What is the anticipated implementation schedule?

REDUCED FUNDING QUESTIONS

If the CDBG funding that you are requesting will leverage funding from another source, please note the amount l source of leveraged funding. Have these additional funds been secured at the time the application is made, if , what actions are you taking to apply for them?
If you do not receive the amount of funds requested from CDBG, how do you propose to administer and/or nplete the project in the manner presented?
What items would you reduce/eliminate from your budget if the City wanted to (only) partially fund your plication?

PROJECT FEASABILITY

Have any of the following pre-construction issues been investigated: architectural and engineering, design, vironmental assessment and lead-based paint assessment, if applicable? (lead-based paint assessments are plicable to structures built before 1978). Please provide the investigations, if available.
Have you obtained a cost estimate for this project? Please include the cost estimate, with the specification to the imating entity that the job will require the payment of prevailing (Davis Bacon) wages.
Can the project be completed within 2 years of receiving this grant?

LINKAGE TO CITY PLANS

Briefly discuss how your request addresses the City's Plan of Conservation and Development, Consolidated n priorities, or any other City development plan or formally stated goal.
If your project is linked to specific, adopted neighborhood revitalization zone plan or other ganized/recognized neighborhood planning or revitalization processes, please explain thoroughly how the project linked and how it meets or compliments the respective plan's goals.
D u have a letter of support from a City agency or commission? If yes, please attach.

COMMUNITY DEVELOPMENT NATIONAL OBJECTIVE

Does your project:

☐ Address the needs of low- and/or moderate-income residents?
(At least 51% of your clients must not exceed the income guidelines below or if your project is not client based it must be located in a census tract that is at least 51% low to moderate income)

OR

☐ Eliminate Slums or Blight?

OR

☐ Improve a Low-Income census tract?

2009 HUD INCOME LIMITS
New London County

# in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low Income	$16,900	$19,300	$21,750	$24,150	$26,100	$28,000	$29,950	$31,900
Very Low Income	$28,200	$32,200	$36,250	$40,250	$43,450	$46,700	$49,900	$53,150
Low/Mod Income	**$44,800**	**$51,200**	**$57,600**	**$64,000**	**$69,100**	**$74,250**	**$79,350**	**$84,500**

PART III: BUDGET INFORMATION

CONSTRUCTION BUDGET

Construction/Clean-up Costs $_____

Pre-Development Soft Costs:

Legal	$_____
Architectural & Engineering	$_____
Survey	$_____
Environmental testing	$_____

Estimated total soft costs $_____

Total Development Costs (construction & soft costs) $_____

Sources of Funds (list all sources of funding for this project including other government funds, agency cash, private funds, CDBG, etc.)

SOURCE	AMOUNT
_____	$_____
_____	$_____
_____	$_____
_____	$_____

PART IV: SUPPLEMENTAL INFORMATION: All agencies must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

EXHIBIT 1 Financial Statement and Audit

Describe the agency's fiscal management including disbursement methods, financial reporting, record keeping, accounting principles/procedures and audit requirements. Include a copy of the agency's last completed audit.

EXHIBIT 2 Insurance/Bond/Worker's Compensation

- State whether or not the agency has liability insurance coverage, in what amount and with what insuring agency.
- State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.
- State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.
- Provide a copy of your current insurance certificate, NOT YOUR POLICY.

EXHIBIT 3 Non-profit Determination

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service.

EXHIBIT 4 List of Board of Directors

A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body.

EXHIBIT 5 Organizational Chart

An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.

EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer

EXHIBIT 7 Conflict of Interest Disclosure

Form attached

COMMUNITY DEVELOPMENT BLOCK GRANT
CITY OF NORWICH, CONNECTICUT

APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member? ☐ Yes ☐ No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, or CDAC member

NORWICH COMMUNITY DEVELOPMENT BLOCK GRANT
APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member?

☐Yes ☐No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council person, or CDAC member

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member? ☐Yes ☐No

If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

Name of member	Name of City employee, Consultant, City Council member, CDAC member	Indicate type of tie (Family or Business)	If family, indicate relationship

NORWICH COMMUNITY DEVELOPMENT BLOCK GRANT
APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)?

Name of Applicant: _____

Signature of Applicant's Representative_____

Title_____ Date_____

HUD REGULATION REGARDING CONFLICT OF INTEREST
(NOT REQUIRED TO BE SUBMITTED WITH APPLICATION)

24 CFR § 570.611 Conflict of interest

(a) Applicability. (1) In the procurement of supplies, equipment, construction, and services by recipients and by subrecipients, the conflict of interest provisions in 24 CFR 85.36 and 24 CFR 84.42, respectively, shall apply. (2) In all cases not governed by 24 CFR 85.36 and 84.42, the provisions of this section shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance by the recipient or by its subrecipients to individuals, businesses, and other private entities under eligible activities that authorize such assistance (e.g., rehabilitation, preservation, and other improvements of private properties or facilities pursuant to Sec. 570.202; or grants, loans, and other assistance to businesses, individuals, and other private entities pursuant to Sec. 570.203, 570.204, 570.455, or 570.703(i)).

(b) Conflicts prohibited. The general rule is that no persons described in paragraph (c) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decisionmaking process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract, or agreement with respect to a CDBG-assisted activity, or with respect to the proceeds of the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one year thereafter. For the UDAG program, the above restrictions shall apply to all activities that are a part of the UDAG project, and shall cover any such financial interest or benefit during, or at any time after, such person's tenure.

(c) Persons covered. The conflict of interest provisions of paragraph (b) of this section apply to any person who is an employee, agent, consultant, officer, or elected official or appointed official of the recipient, or of any designated public agencies, or of subrecipients that are receiving funds under this part.

(d) Exceptions. Upon the written request of the recipient, HUD may grant an exception to the provisions of paragraph (b) of this section on a case-by-case basis when it has satisfactorily met the threshold requirements of (d)(1) of this section, taking into account the cumulative effects of paragraph (d)(2) of this section.

(1) Threshold requirements. HUD will consider an exception only after the recipient has provided the following documentation:

(i) A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made; and

(ii) An opinion of the recipient's attorney that the interest for which the exception is sought would not violate State or local law.

(3) **Factors to be considered for exceptions.** In determining whether to grant a requested exception r the recipient has satisfactorily met the requirements of paragraph (d)(1) of this section, HUD ll conclude that such an exception will serve to further the purposes of the Act and the effective nd efficient administration of the recipient's program or project, taking into account the cumulative ffect of the following factors, as applicable:

(i) Whether the exception would provide a significant cost benefit or an essential degree of expertise to the program or project that would otherwise not be available;

(ii) Whether an opportunity was provided for open competitive bidding or negotiation;

(iii) Whether the person affected is a member of a group or class of low- or moderate-income persons intended to be the beneficiaries of the assisted activity, and the exception will permit such person to receive generally the same interests or benefits as are being made available or provided to the group or class;

(iv) Whether the affected person has withdrawn from his or her functions or responsibilities, or the decisionmaking process with respect to the specific assisted activity in question;

(v) Whether the interest or benefit was present before the affected person was in a position as described in paragraph (b) of this section.

(vi) Whether undue hardship will result either to the recipient or the person affected when weighed against the public interest served by avoiding the prohibited conflict; and

(vii) Any other relevant considerations.

CITY OF NORWICH
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
SOCIAL SERVICES

36th PROGRAM YEAR • SEPTEMBER 1, 2010 – AUGUST 31, 2011

DUE: FRIDAY, MARCH 26, 2010 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

Office of Community Development
23 Union Street, 2nd floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:
jelazhari@cityofnorwich.org (Assistant City Manager) (tel. 860-823-3746)
sgoldman@cityofnorwich.org (Program Assistant)
lsmith@cityofnorwich.org (Department Secretary)

PART I: GENERAL INFORMATION

AGENCY: _____

ADDRESS: _____

_____

E-MAIL: _____

EXECUTIVE DIRECTOR: _____

CONTACT NAME AND TITLE: _____

TELEPHONE: _____

AGENCY FISCAL YEAR: _____ **Begin** _____ **End**

PROGRAM OR PROJECT NAME: _____

CDBG REQUEST & AWARD AMOUNTS:

	REQUEST	AWARD
UPCOMING FISCAL YEAR 2010: (September 1, 2010 - August 31, 2011)	$_____	$_____
CURRENT FISCAL YEAR 2009: (September 1, 2009 – August 31, 2010)	$_____	$_____

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.

_____ _____

EXECUTIVE DIRECTOR **PRESIDENT, BOARD OF DIRECTORS**

_____ _____

DATE **DATE**

PART II: PROGRAM INFORMATION

Please create a new document answering the following questions (A thru F). In this new document, please utilize the section headers to write your narrative. You must answer all questions. If a question does not apply to your agency, please respond with "not applicable".

A. INTRODUCTION/AGENCY INFORMATION

1. Brief history of your organization, including its mission
2. What are the hours of operation for your agency?
3. What is the total number of persons employed by your agency?
4. If there are 15 or more employees at your agency, please provide the name of the person responsible for compliance with Section 504 of Rehabilitation Act of 1973 - Nondiscrimination under Federal Programs.

B. STATEMENT OF NEED

1. Define the problem or need to be addressed through your program and provide evidence to support the need.
2. Are the services you provide provided by other agencies serving Norwich? Please explain.
3. Describe how the program will address the needs of the community..
4. Does your program have a waiting list? If yes, how many people are on the waiting list?

C. PROGRAM DESCRIPTION

1. Provide a general description of the program for which you are requesting funding.
2. What are the hours of operation of your program, if applicable.
3. Are you requesting, as all or part of your CDBG funding request, funds for agency employees. If yes, please specify the percentage of grant funds that are requested that will be used for salaries. And of the total number of employees at your agency, how many are or will be employed under the program for which you are requesting funds?
4. Identify the specific activities and/or services to be provided. For each activity or service, provide:
   a. Location of services
   b. Frequency of services (i.e. 3 times a week for 10 weeks, 7/1/09-9/01/09)
   c. Hours of operation (for the proposed program only)
   d. The anticipated number of persons (or families) to be served.
5. Detail specific outcomes that will occur as a result of your program.

   For example: "*With improved access to job training programs 50 individuals will have received training in the medical field and will now be qualified to apply and be hired for better paying jobs. The success of this program will be measured by pre and post training questionnaires.*"

E. REDUCED FUNDING QUESTIONS

1. If the CDBG funding that you are requesting will leverage funding from another source, please note the amount and source of leveraged funding. Have these additional funds been secured at the time the application is made, if not, what actions are you taking to apply for them?
2. If you do not receive the amount of funds requested from CDBG, how do you propose to administer and/or complete the project in the manner presented and how will this affect your service population?
3. What items would you reduce/eliminate from your budget if the City wanted to (only) partially fund your application?

F. OTHER

1. List other agencies that provide similar services and identify those with which you collaborate.
2. Is your request for continuation of a previously-funded CDBG program? If yes, indicate why you are requesting funds for the continuation of your program or service.
3. Is your request for CDBG funds for a new program or service?
4. If the answer to both of the two previous questions is no, indicate why you are requesting that CDBG funds replace your existing resources and specify what those resources are/were.

ADDRESSING THE NATIONAL OBJECTIVE

Does your program serve:

☐ Address the needs of low- and/or moderate-income residents (see income chart below)? AND/OR
☐ Seniors; severely disabled adults; homeless; battered spouses; abused/neglected children and youth; illiterate adults; migrant farm workers, persons living with HIV/AIDS and persons who use food banks or meals programs.

PROGRAM BENEFICIARY STATISTICS:

INDIVIDUALS SERVED	Prior Year FY07 - 08	Current Year FY08 - 09	Anticipated FY09- 10
Total # of unduplicated individuals served by your program.			
# of Norwich residents			
# of residents from other towns			
# of Norwich residents that meet HUD Income Guidelines (see below)			

2009 HUD INCOME LIMITS
New London County

# in Household	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Extremely Low Income	$16,900	$19,300	$21,750	$24,150	$26,100	$28,000	$29,950	$31,900
Very Low Income	$28,200	$32,200	$36,250	$40,250	$43,450	$46,700	$49,900	$53,150
Low/Mod Income	$44,800	$51,200	$57,600	$64,000	$69,100	$74,250	$79,350	$84,500

STAFFING RESOURCES: Identify every person involved in the implementation and administration of the program. Use the chart below and additional sheets if necessary.

Position/Title	Salary Range	CDBG Portion of Salary	Full-time or Part-time?

PART III: BUDGET INFORMATION

A. AGENCY FINANCIAL DATA

SUPPORT & REVENUE	CURRENT FY 09-10	ANTICIPATED FY 10-11
Program fees		
Other Grants including foundations		
Donations		
CDBG		
General Fund		
State & Federal Grants		
Other Revenue (specify)		
TOTAL REVENUE		
EXPENSES	**CURRENT FY 09-10**	**ANTICIPATED FY 10-11**
Salaries		
Employee Benefits		
Payroll Taxes		
Professional Fees & Services		
Operations / Phones /Postage		
Insurance (other)		
Equipment Rental & Maintenance, Acquisition		
Printing & Publication		
Travel / Conferences/Conventions		
Legal Fees		
Vehicle-Lease / Repair		
Other expenses (specify)		
TOTAL EXPENSES		
BALANCE (total revenue less expenses)		

B. PROGRAM FINANCIAL DATA

SUPPORT & REVENUE	TOTAL AGENCY BUDGET	PROPOSED CDBG PRGRAM BUDGET	% OF TOTAL AGENCY BUDGET
Program Fees			
Other Grants, including foundations			
Donations			
CDBG			
General Fund			
State Government			
Federal Government			
Other Revenue (specify)			
TOTAL REVENUE			

EXPENSES	TOTAL AGENCY BUDGET	PROPOSED CDBG PROGRAM BUDGET	% OF TOTAL AGENCY BUDGET
Salaries			
Employee Benefits			
Payroll Taxes			
Professional Services (including accounts and attorneys)			
General Operations & Supplies (incl. Printing)			
Travel / Conferences			
Vehicle Expense			
Other Expenses (specify)			
TOTAL EXPENSES			
BALANCE (Total revenue less expenses)			

PART IV: SUPPLEMENTAL INFORMATION: All agencies (except City of Norwich Agencies) must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

EXHIBIT 1 Financial Statement and Audit

Describe the agency's fiscal management including disbursement methods, financial reporting, record keeping, accounting principles/procedures and audit requirements. Include a copy of the agency's last completed audit.

EXHIBIT 2 Insurance/Bond/Worker's Compensation

- State whether or not the agency has liability insurance coverage, in what amount and with what insuring agency.
- State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.
- State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.
- Provide a copy of your current insurance certificate, NOT YOUR POLICY.

EXHIBIT 3 Non-profit Determination

Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service.

EXHIBIT 4 List of Board of Directors

A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body.

EXHIBIT 5 Organizational Chart

An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.

EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer

EXHIBIT 7 Conflict of Interest Disclosure

Form attached.

COMMUNITY DEVELOPMENT BLOCK GRANT
CITY OF NORWICH, CONNECTICUT

APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member? ☐ Yes ☐ No

If yes, lease list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council member, or CDAC member	

COMMUNITY DEVELOPMENT BLOCK GRANT
CITY OF NORWICH, CONNECTICUT

APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member? ☐Yes ☐No

If yes, please list the name(s) and information requested below:

Name of person	Job Title of person	Indicate City employee, consultant, City Council person, or CDAC member

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member? ☐Yes ☐No

If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

Name of member	Name of City employee, Consultant, City Council member, CDAC member	Indicate type of tie (Family or Business)	If family, indicate relationship

NORWICH COMMUNITY DEVELOPMENT BLOCK GRANT
APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2010-11 PROGRAM YEAR

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)?

Name of Applicant: _____

Signature of Applicant's Representative _____

Title _____ Date _____

HUD REGULATION REGARDING CONFLICT OF INTEREST
(NOT REQUIRED TO BE SUBMITTED WITH APPLICATION)

24 CFR § 570.611 Conflict of interest

(a) Applicability. (1) In the procurement of supplies, equipment, construction, and services by recipients and by subrecipients, the conflict of interest provisions in 24 CFR 85.36 and 24 CFR 84.42, respectively, shall apply. (2) In all cases not governed by 24 CFR 85.36 and 84.42, the provisions of this section shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance by the recipient or by its subrecipients to individuals, businesses, and other private entities under eligible activities that authorize such assistance (e.g., rehabilitation, preservation, and other improvements of private properties or facilities pursuant to Sec. 570.202; or grants, loans, and other assistance to businesses, individuals, and other private entities pursuant to Sec. 570.203, 570.204, 570.455, or 570.703(i)).

(b) Conflicts prohibited. The general rule is that no persons described in paragraph (c) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decisionmaking process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract, or agreement with respect to a CDBG-assisted activity, or with respect to the proceeds of the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one year thereafter. For the UDAG program, the above restrictions shall apply to all activities that are a part of the UDAG project, and shall cover any such financial interest or benefit during, or at any time after, such person's tenure.

(c) Persons covered. The conflict of interest provisions of paragraph (b) of this section apply to any person who is an employee, agent, consultant, officer, or elected official or appointed official of the recipient, or of any designated public agencies, or of subrecipients that are receiving funds under this part.

(d) Exceptions. Upon the written request of the recipient, HUD may grant an exception to the provisions of paragraph (b) of this section on a case-by-case basis when it has satisfactorily met the threshold requirements of (d)(1) of this section, taking into account the cumulative effects of paragraph (d)(2) of this section.

(1) Threshold requirements. HUD will consider an exception only after the recipient has provided the following documentation:

(i) A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made; and

(ii) An opinion of the recipient's attorney that the interest for which the exception is sought would not violate State or local law.

(2) Factors to be considered for exceptions. In determining whether to grant a requested exception after the recipient has satisfactorily met the requirements of paragraph (d)(1) of this section, HUD shall conclude that such an exception will serve to further the purposes of the Act and the effective

efficient administration of the recipient's program or project, taking into account the cumulative effect of the following factors, as applicable:

(i) Whether the exception would provide a significant cost benefit or an essential degree of expertise to the program or project that would otherwise not be available;

(ii) Whether an opportunity was provided for open competitive bidding or negotiation;

(iii) Whether the person affected is a member of a group or class of low- or moderate-income persons intended to be the beneficiaries of the assisted activity, and the exception will permit such person to receive generally the same interests or benefits as are being made available or provided to the group or class;

(iv) Whether the affected person has withdrawn from his or her functions or responsibilities, or the decisionmaking process with respect to the specific assisted activity in question;

(v) Whether the interest or benefit was present before the affected person was in a position as described in paragraph (b) of this section.

(vi) Whether undue hardship will result either to the recipient or the person affected when weighed against the public interest served by avoiding the prohibited conflict; and

(vii) Any other relevant considerations.

March 16, 2010

"Faith based"

Dear Sir/Madame:

Dear Sir/Madame:

The City of Norwich Office of Community Development is charged by the Department of Housing and Urban Development to formulate a five year plan outlining the most pressing Community Development priorities facing Norwich and its residents for the upcoming period 2010-2015. Your input is requested as a leader of a faith based group in Norwich or that may have Norwich members. As a community and spiritual leader, you are uniquely knowledgeable about the challenges facing your members. The City of Norwich requests that you attend a hearing on **WEDNESDAY, MARCH 24, 2010, ROOM 335, 3-5 before the Community Development Advisory Committee** to give testimony about these needs and suggestions for how the City can address them through the Community Development program. Community Development funds cannot be used to benefit religious organizations for religious activities but may be used for activities open to the public at religious institutions. Community Development funds are also used on a variety of social service programs. Your perspective on social service needs in the community is requested. These needs may be related to social services, healthcare, housing, legal assistance or other matters.

Please RSVP to the Office of the City Manager, (860) 823-3750 regarding your attendance at the hearing and thank you for your service to Norwich residents.

Sincerely,

Jennifer Gottlieb

Cc: Members of the *Community Development Advisory Committee*, Mayor Peter Nystrom, City Manager Alan H. Bergren, Members of the Norwich City Council, Norwich Office of Community Development, Philip Michalowski

March 16, 2010

Dear Sir/Madame:

The City of Norwich Office of Community Development is charged by the Department of Housing and Urban Development to formulate a five year plan outlining the most pressing Community Development priorities facing Norwich and its residents for the upcoming period 2010-2015. Your input is requested as a leader of a **HOUSING/BROWNFIELD/REDEVELOPMENT** group in Norwich. As a community housing/redevelopment leader, you are uniquely knowledgeable what Norwich needs to do to improve housing opportunities and improve the physical environment. The City of Norwich requests that you attend a hearing on **WEDNESDAY, MARCH 31, 2010, ROOM 335, 3-5 before the Community Development Advisory Committee** to give testimony about these needs and suggestions for how the City can address them through the Community Development program. Community Development funds are used on a variety of social service programs. Your perspective on social service needs in the community is requested.

Please RSVP to the Office of the City Manager, (860) 823-3750 regarding your attendance at the hearing and thank you for your service to Norwich residents. As the list for parties giving testimony on the issue of housing is so extensive, we ask you to write a short narrative of your comments for submission. This written testimony will assist the greatly in the five year plan process and will be posted as part of the record of comments.

Sincerely,

Jennifer Gottlieb

Cc: Members of the *Community Development Advisory Committee*, Mayor Peter Nystrom, City Manager Alan H. Bergren, Members of the Norwich City Council, Norwich Office of Community Development, Philip Michalowski

March 16, 2010

Dear Sir/Madame:

The City of Norwich Office of Community Development is charged by the Department of Housing and Urban Development to formulate a five year plan outlining the most pressing Community Development priorities facing Norwich and its residents for the upcoming period 2010-2015. Your input is requested as a leader of a **SOCIAL SERVICE** group in Norwich or that may have Norwich members. As a community social service leader, you are uniquely knowledgeable about the challenges facing your clients. The City of Norwich requests that you attend a hearing on **WEDNESDAY, MARCH 31, 2010, ROOM 335, 3-5 before the Community Development Advisory Committee** to give testimony about these needs and suggestions for how the City can address them through the Community Development program. Community Development funds are used on a variety of social service programs. Your perspective on social service needs in the community is requested.

As the list for parties giving testimony on the issue of social services is so extensive, we ask you to write a short narrative of your comments for submission. This written testimony will assist the greatly in the five year plan process and will be posted as part of the record of comments.

Please RSVP to the Office of the City Manager, (860) 823-3750 regarding your attendance at the hearing and thank you for your service to Norwich residents.

Sincerely,

Jennifer Gottlieb

Cc: Members of the *Community Development Advisory Committee*, Mayor Peter Nystrom, City Manager Alan H. Bergren, Members of the Norwich City Council, Norwich Office of Community Development, Philip Michalowski

CDAC – FAITH BASED FIVE YEAR PLAN HEARING
Draft Minutes
March 24, 2010
City Hall, 100 Broadway, Norwich, CT
Room 335

Committee Members in Attendance:
Demo Angelopolous
Les King
Edward Derr
Lynn Norris
Red McKeon

Others in Attendance:
A.C.M. Jennifer Gottlieb
Mary Pimeault – St Joseph Church
Reverend Jean Chery – Family Church of God
Reverend Gregory Perry – Greeneville Congregational Church
Alice Harding – Christ Episcopal Church
Cynthia Adams – Christ Episcopal Church
Reverend Olivio Aubin – First Haitian Baptist Church of Norwich
Sister Cynthia Jean-Mary - First Haitian Baptist Church of Norwich
Reverend Willie Wilder – Refuge House of Prayer
Mrs. Willie Wilder – Refuge House of Prayer

Les King called the public hearing to order at 3:00 p.m.

Jen Gottlieb made the opening remarks and the following people made comments:

Mary Pineault (St. Joseph Church):
- Norwich needs more and improved senior housing. Seniors need to get out of their houses more.
- AHEPA senior housing is located on Hamilton Avenue and has inadequate transportation to needed services for seniors such as grocery stores, etc.
- there is a need for more good low-income housing. Blighted buildings should be demolished and decent affordable housing built.
- the Senior Center should have weekend hours.
- the medical van that visits the homeless shelter should also visit the Senior Center or other Senior gathering places.
- Grocery shopping assistance for Seniors is needed. RSVP provides this service.
- There is no room in Senior Housing and security is needed at Hamilton Avenue senior center.

Reverend Jean Chery (Family Church of God):

-Working with pro-bono Attorney Smith out of Hartford on immigration, housing, child support and a civics course every Saturday.
-Most of his congregation is 1st or 2nd generation Haitian.
Edward Derr asked if they were in touch with other immigrants. Reverend Chery replied that they did have a food pantry that served all.
-Jennifer Gottlieb asked if there was a trend in food pantry use.
-Reverend Chery said it was consistent. The food pantry is open 1x per week from 10:30-11:30a.m.
-Lynn Norris asked what questions they ask food pantry users.
-Identification is asked for.
-Edward Derr asked how they planned to use the academic tutor.
-Reverend Chery replied that the after school children are alone and have no place to be and new immigrant children do not speak English.
-Ed Derr asked if they had been in touch with the school system about the tutoring program.
-No contact has been made yet.
-Ed Derr asked if they had been seeing people making wrong decisions.
-Rev. Jean Chery replied that he is the president of the Youth Organization and he sees people preoccupied with making money and not getting an education.
-Lynn Norris asked if adults also have language barriers. Rev. Chery replied that they do and they use Adult Education.
-Demo A. asked about the housing product re-use store and mentioned that Habitat for Humanity also runs such a store in Salem on Route 85.

Reverend Perry(Greeneville Congregational Church):
-The current economic environment hurts all segments of society and increases the demand for services at a time of fewer resources. Their greatest resource is a good work ethic, faith and hope.
-Knowing where help and resources are is essential to community and church leaders.
-There is a need for a categorized resource listing that is useful for all service providers that they can use. For example, where are tutoring, English classes, used clothing, mental health, health services, etc. There should be a guide so there is no duplication and systems are efficient.
-The Norwich Judo club had 3 Olympians, but can no longer use public school facilities. This hurt the club. They should be able to use Norwich Public Schools and/or public buildings. There is a need for judo, wrestling, toddler programs, etc. for youth and there needs to be public space available for these programs. If private space has to be rented an affordable service can't be provided.
-Jennifer Gottlieb suggested that the summary may be that public space for youth rec. services may be an important need and the YMCA project may relate to this. Reverend Perry agreed.
-Professional clergy also needs the service guide book as mentioned before.
-Edward Derr mentioned the 60-70% free/reduced lunch population and such a guide should be available beyond the internet. Jen Gottlieb suggested the City should print it and hand it out to the clergy, at library, day care, senior center, etc.

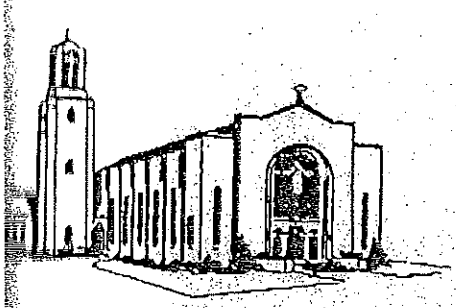
Alice Harding/Cynthia Adams(Christ Episcopal Church of Norwich):
-Requires money for food, toiletries. They can help only one in 6 who ask.
-Angel ministries program can buy $30 weekly food basket and 150 boxes were sold last month. They distribute these one time monthly. They are starting a food pantry, but need increased funding. This is a big need in this town.
-Interfaith community meals take place two Thursdays a month, but the biggest and most important ministry and program is the Angel Food Pantry. Angel Food Ministries is a large national program that they participate in. People knock on the door and ask for food during the week. Food is a huge need.
-Jen Gottlieb mentioned that the library is a good place to leave information. Ed Derr agreed and also the school central offices.
-There is lead paint in the church.

Reverend Olivia Aubin/Sister Cynthia Jean Mary(First Haitian Baptist Church of Norwich):
-ESL classes are needed. They had to cut one class. They have the use of one literacy volunteer person on Saturdays.
-Homeownership counselor/credit restoration services are needed. Also funds to assist homeowners to pay utilities to avoid shut offs.
-They would like to sponsor speakers to speak at the health run food bank Fridays at the church.
-Immigration assistance is needed and assistance to retrieve essential documents from Haiti for administrative needs.
-There is a need for access to job training.
- They have had a budget of $7000 to accomplish all of these things, but they anticipate the need will be much greater because the earthquake increased immigration.
-Demo Angelopolous asked if they have seen an influx of immigrants yet. There has been preparation for this influx, but the approval process for a Visa is long (3 or more months)
-Les King asked if the money for services come from the congregation.
-Ed Derr asked if they directed people to Adult Ed. Sister Jean Marie says they have used this, but that there is a large need for ESL and job training beyond what funding is available for. Job training participants need other support while studying such as child care. Poverty is an endless circle if whole support is not provided.
-Les King suggested ESL be a pre-requisite if it is an issue. Rev.Aubin stressed that ESL is so important because communication is a basis for people doing anything constructive. Without ESL they can't achieve anything. Les King asked the % of the congregation in need of ESL services. Rev. Aubin replied 100%. The congregation consists of about 150 members.
-Lynn Norris stated that the same issues are repeated over and over, childcare and language. She asked if the members could join forces to help themselves more.
-Sister Jean Marie stated that it is a good idea. Care 4 Kids cut their budget and will no longer approve childcare applications for people that are not currently receiving state assistance. Jen Gottlieb stated that they also won't pay if you are attending college.

Reverend & Mrs. Willie Wilder (Refuge House of Prayer):

-Rev. Wilder is concerned about the YMCA and recreation. Young people don't have anywhere to go. The youth are aimless without the YMCA and the type of programs it supports and they become destructive if they have no guidance.
-Jen Gottlieb mentioned that Luis DePina is heading up the effort to do something with the YMCA. There is a committee he heads up. Ed Derr questioned at what age do the problems start and what types of programs are needed i.e. tutoring, homework assistance, swimming, etc. Rev. Wilder believes 7 or 8 years old and those programs in addition to cooking, life skills.
-Lynn Norris states that she does an after school program which gives a snack and tutoring and believes that the need for this type of program far exceeds the 20 youths she is able to serve. She also asked if Rev. Wilder's congregation need ESL services. They do not.

Demo Angelopolous made a motion to adjourn at 4:45 p.m., second Lynn Norris, motion passed unanimously.



Sacred Heart Church
156 Providence Street
P. O. Box 208
Taftville, CT 06380

3.23.10

To FAX 860-885-2131

Jennifer Gottlieb

re five year plan.

Our Food Pantry, which receive some help from a neighboring Congregational Church, has shown increased activity this past year in view of the rise of unemployment and reduced benefits.

Also on the increase are requests for financial assistance for fuel, rent and utilities.

Msgr. Henry Archambault
Pastor

CDAC ConPlan Public Hearing Minutes
Social Service Agencies
March 31st – 3:00 pm
Norwich City Hall - Room 335

Committee Members: Les King, Edward A. Derr, Robert McKeon, and Lynn Norris

Service Organizations/Persons in Attendance: Deborah Monahan (TVCCA), Tom Hyland (Martin House/Thames River Community Service), Jim Landherr (NFA), Jackie Owens (NAACP), Shiela Hayes (Norwich Brand NAACP), Lisa Shippee

Deborah Monahan, Exec. Director TVCCA

Basic needs. Lisa Shippey oversees housing. Increase in assistance for housing, food and fuel assistance. TVCCA will take approx 10,000 apps county- wide, 23% of which are Norwich residents. Food stamps have been distributed.

Non-duplicative funding – gaps in services. TVCCA gets 10 million per year for energy assistance. FEMA also assists for utilities.

Return on investment for the city of Norwich.

Ex: Norwich gave $30k to get families out and into apartments, creating productive residents of society.

Most requesting assistance are first timers and newly unemployed. Not your typical client.

Lisa Shippee

TVCCA HPRP Homeless Prevention and Rapid Re-housing Program. There are 6 regions. We are the only region that does not receive municipal funds. Part of stimulus spending from Obama's plan. Two sources of funds: one to provide housing and the other to assist families to get back on their feet and into apartments, etc. Response request was overwhelming. Their contract states they need to service 30-40 households annually, over three-year period of approximately 113. The gap between unemployment benefits kicking in is where people need assistance. Eligibility is that they show there is or will be a way to sustain themselves. One time assistance is that they aren't to keep coming back for further requests. Money goes directly to payee, not the client. Average payout single/family was about $2800. They need to be able to sustain themselves after one time funding. Funds have gone for rent,

storage expenses, moving expenses, food, hotel nights, utilities. Maximum $2500 single families $4000. 600,000 New London and 400,000 to Windham.
Info line fielded 8,900 calls across state of CT, as this is primarily where initial contact for those in need begins.

Basic needs are on the rise, and funding is decreasing. Support Housing is a solution to homelessness. Ninety eight percent of Martin House residents have mental illness. Thames River Family Program is for single female parent families. Keeping the family unit together is key, regardless of medical/physical issues. Homeless prevention is strongly stressed. Within the first 6 months they used funds that were allocated for a three-year period. This grant was meant to go out ASAP as part of the Stimulus Plan and that is what TVCCA. Although an exorbitant number of families were assisted, there is still a large population of people needing basic needs assistance. The committee funding this program will not eliminate the situation, but will alleviate some financial burden and get these people back on their feet. Financial planning and teaching clients how to budget is shown/taught.

There is a definite distinction between TVCCA's Supportive Housing Program and HPRP. Supportive Housing clients are long term where as HPRP is just a quick fix. An assessment is done to determine if the client can support themselves going forward and are not cases such as substance abuse, psychological issues, etc. those people need case managers.

Most common HPRP client has exhausted every financial opportunity before coming in to request assistance.

Transportation is also a problem. The majority of the clients rely on public transportation, rides, etc. Lack of transportation can pose a problem being gainfully employed.

TVCCA works with many other agencies such as Madonna Place.

Jim Landherr/NFA
Two points are: economic development and thus creating jobs. Also mental health support needed. Day to day life is a struggle. The current mental health services provided by the city of Norwich is backed-up. Creating yet another "program" would be useless. Feels that small financial amounts are just a band-aid. We need to encourage education and being gainfully employed through economic development in the City. The area has lost unskilled jobs to overseas companies. Losing the manufacturing employee that focuses more on a trade/skill rather than the college route but works their ranks up through a company.

ESL: The schools see students coming from other districts that did not provide ESL services even so much as long as three years of being in another district. We are looking at approximately 30 different languages. Adult education is overwhelmed and can't accommodate all the requests. The intent is to set up the non-traditional class by doing it online with software that will teach conversational language.

It is their opinion that increasing funds to a larger sum, thereby eliminating the smaller groups requesting CDBG funds would be more effective.

Comment that students should not be allowed to drop out of traditional school and go to Adult Education. There is not enough structure in the Adult Education Program, mostly computer work, shortened hours. However, they still receive an actual "high school diploma". The student's ends up disadvantaged. A transfer to Adult Education does not constitute as a drop out for the departing school.

Shiela Hayes, NAACP
Specific agencies have been identified as those that should be eliminated from funding thereby increasing the funding to fewer, larger agencies getting a better result. These larger organizations need to work together and not pitted against each other. For example Deb Monahan does income tax assistance and there are parents that need to fill out the FASFA form for their child's education – she has grouped the service and the pilot a success. VITA site targets families $50k or less.

The organizations/programs specifically listed on Ms. Hayes memo is what NAACP is advocating to eliminate these little organizations. Last weeks' faith based meeting clearly exposed a duplication of services to the committee. These smaller organizations should be melded with a limited number of larger agencies. Doling out small amounts of funds is in essence watering down the effect and the net result is nil.

There is an obvious lack of communication amongst agencies to the point in which their very existence practically going backwards.

Norwich lacks a family and youth center now that the YMCA is closed. There are ample locations to have a family and youth center. NFA typically does not charge for use of their facility. It is cost prohibitive to use the public schools. Custodians need to be paid, lights are on, etc.

We are losing our youth because there is nothing here in Norwich to entice them to stay as part of the larger community.

Norwich is divided on what the priorities are. Also the Route 12 corridor needs some infrastructure modifications that will include new businesses to come in that can have 25+ employees. These potential businesses could guide our youth's education path, perhaps altering what public schools, NFA included, teach/train.

The application process would need to be altered to include what other minute agencies are going to collaborate with the larger agency to avoid duplication of services. There needs to be a way to measure the outcome, checks and balances. Strategies may need to be modified initially to attain overall goals, but eventually we hope to see the community at large move forward as a single entity.

MINUTES OF THE COMMUNITY DEVELOPMENT ADVISORY COMMITTEE
PUBLIC HEARING FOR CONPLAN
HOUSING/BROWNFIELD/REDEVELOPMENT
April 7, 2010
3:00 P.M.

Members Present: Vice-Chairperson Les King, Lynn Norris, Ed Derr

Others Present: Charles Whitty, Norwich Housing Authority; Patrick McCormack, Uncas Health District; Beverly Goulet, Linda Lee Smith

Vice-Chairperson Les King called the public hearing to order at 3:10 p.m. The CDAC committee wanted to see what the priorities are going to be over the next 5 years so they can be included with the 5 Year ConPlan.

Charles Whitty from the Norwich Housing Authority spoke and handed out a communication dated March 30, 2010 that he put together with statistics of their 5-year Capital Plan for Federal & State project. He stated they have 177 Federal properties, and they get a partial operating subsidy each year and the rest paid by the tenants and it's divided between 77 family units and 100 units for senior's handicapped, disabled individuals. One important thing is the age of the properties all of the 686 units of housing and only one has been built since 1990; many of them are 60 years old.

The Norwich Housing Authority receives approximately $211,905 each year for federal capital improvements. The number of federal units that need attention greatly exceeds anticipated capital funds for the 5-year period. Consequently most of the improvements listed in the plan with a nominal estimated cost will not be undertaken unless they receive additional funds from American Recovery & Reinvestment Act or CDBG. Their funds also cannot be commingled.

Public housing authorities do not receive annual capital funding for State housing projects. The only monies they have are the monies they get for rents. Rents are either established base rent or 30% of income minus certain deductions. The less income they have the less revenue they have to do anything.

The 5-year plan has to encompass the needs of the community as a whole. A good portion of their housing units are old properties. They were built in the 1948-1953, 1960-1970 and then building of public housing stopped. Their goal and objective is to try and maintain the properties they have and they appreciate the assistance that the Community Development Advisory Committee AND THE City Council have given in the past.

Of their 686 units, in the federal properties the waiting lists are very long. Oakwood Knoll has a three-year waiting list. The Federal elderly is well over a year wait list and it's popular because they don't pay any utilities. On the State properties the list has been building up but with no vacant units. The turnover rate has become very small, and the tenants don't have any options.

Pat McCormack from Uncas Health District wanted to make sure that he was in line with what the City has in mind for the 5 Year ConPlan. Education outreach has caused people to be more aware of their surroundings making sure children aren't put at risk. Uncas Health gets involved with children under the age of 6, and with issuing orders to correct the violations. Mr. McCormack said that there is lead in Norwich Housing Authority buildings but it meets standards. Uncas Health District gets involved with chipping of paint, paint complaints, and they can bring it into compliance without remediation.

Properties that are built before 1978 are going to have lead paint in them and there is a need to address and eliminate it. They haven't solved the problem of removing lead but these are steps in the right direction. The State is moving toward a healthy home procedure which is being done under the healthy homes and a positive thing. It forces inspectors to go into homes and look at all these issues at once including and dealing with the paint issue, basement asbestos on pipes, mold, moisture, breathing and asthma issues.

Mr. McCormack said presently they are complaint based, and if they are going to spend money to start moving in the direction it would be towards prevention and to follow up with illness, poisoning, and keeping children out of the hospitals.

There is a mandate to look for lead and they want to deal with the prevention but there is no funding. They do an Airs Program where they do an assessment at the request of the tenant/owner to see what may be causing some child to have asthma and work with the doctor on finding out if they are being seen more often than they should. They check with the school nurses to find out how their asthma levels are and if they are making referrals to the emergency room. They also talk to the parents on preventive measures.

Mr. McCormack said there is also a need for inspections prior on buildings being occupied. If there were any way to get the previous program up and running again Patrick McCormack would be completely in support of it. He said that

anywhere there is an older housing stock such as here in Norwich, and primarily landlords vs. tenants there is definitely lead.

Beverly Goulet said that the City is very lucky to have Patrick McCormack. He has done a wonderful job as the Uncas Health Director. The Housing Management team meets monthly to look at properties to make sure that they are on top of those not providing a good living space for their tenants.

Housing is an issue, as well as a combined sewer system, which they would like to see the need recognized and addressed. They are still finding connections into the rivers from old pipes that could be addressed if they could assess and identify them and issue an order to the owner to disable the pipe being used put a holding tank on the building.

Patrick McCormack is always concerned with buildings, warehouses and places that are public safety and environmental risks. He has worked with Fire Chief Scandariato and he maintains a list of the buildings to start the assessment process.

There was some concern over abandoned buildings becoming blighted if they are allowed to deteriorate. The strategy has to be with the public safety component and keeping people out of the building. To be able to secure the building, try and identify a developer and work with the current owner of the property or to the City to begin the process of at least removing the most identifiable hazards. This is what Chief Scandariato has been working to do. Clean up the building and make it a viable building. If they are going to make it a viable building they have to meet the code requirements, remove the material and bring it up to code.

The CDAC committee set up public hearing/deliberation meeting schedule as follows:

April 19, 2010 at 3:00 p.m.
April 26, 2010 at 3:00 p.m.
May 10, 2010 at 3:00 p.m.

The CD office just received the RFP's for the Consultant for the 5year ConPlan.

The public hearing closed at 4:35 p.m.

MINUTES OF THE COMMUNITY DEVELOPMENT ADVISORY COMMITTEE
April 13, 2010
3:00 P.M.

Members Present: Vice Chairperson Les King, John Mathieu, Red McKeon, Ed Derr, Lynn Norris, and Andreana Becker

Others Present: Beverly Goulet and Linda Lee Smith

Beverly Goulet gave a brief introduction to all the CDAC members that City Manager has assigned the administration of the CD office under her responsibility. She has been working very closely with the CD staff as to their priorities and making every effort to continue to get everything in order including all the reports.

Call to Order

The CDAC meeting was called to order at 3:02 p.m.

Vice Chairperson Les King stated that last year Annette D'Antuono was the chairperson and because of medical circumstances Les King had been the Vice chairperson. They needed to elect a chairperson.

John Mathieu made a motion to nominate Les King as the Chairman, and Lynn Norris seconded the motion. The motion carried unanimously.

Motion was made by Red McKeon and seconded by Lynn Norris to accept the minutes of the May 20, 2009 meeting. Motion carried unanimously.

Motion was made by Red McKeon and seconded by John Mathieu to accept the minutes of the May 27, 2009 meeting. Motion carried unanimously.

Motion was made by Red McKeon and seconded by John Mathieu to accept the minutes of January 15, 2010 as amended.

Old Business.

None

New Business

Committee members received their notebooks with a list of the applicants applying for PY 36 funding. Chairman Les King gave a brief overview on the projects.

CITY OF NORWICH
Office of Community Development

TO: CDAC Members

FROM: Les King, Chairman

DATE: April 14, 2010

SUBJECT: Public Hearing/Meeting Notice
Public Services

Please be advised there is a Community Development Advisory Committee Public Hearing scheduled for the purpose of explaining program requirements and receiving recommendations from the public on community needs and use of Community Development Block Grant (CDBG) funds for PY 36.

The Public Hearing on Public Services is scheduled for Monday April 19, 2010 at 3:00 p.m. in City Hall, 100 Broadway, Room 335, Norwich, Connecticut.

23 Union Street, Norwich, Connecticut 06360
Telephone (860) 823-3770 Fax (860) 823-3715

Beverly Goulet told the committee members that she is the Director of Human Services, and they have submitted applications for PY 36 as well as the Youth & Family and the Rose City Senior Center and obviously she has no part in the selection or decision making process in terms of any conflict. The CDAC are the ones that make the decisions.

Chairman Les King told the committee members when they review the applications pay attention to make sure they are eligible. The committee members had requested the condensed copy of the regulations for the Community Development projects.

Ed Derr told the committee members that Jennifer Gottlieb had sent him a copy of the Community Development Block Grant program information, which tells what is CDBG, what is low and moderate income requirements, administration participants, definitions and 5year consolidated plan and timeline. Chairman Les King said that there is other information if you got to the City's website under Community Development.

A review of the hearing dates are as follows: April 19, 2010, April 26, 2010 and May 10, 2010 at 3:00. The last meeting scheduled for May 10 was listed as Public Hearing/Deliberations only for anyone who couldn't make it to the two previous meetings. Another CDAC Public Hearing/Deliberations has been scheduled for Wednesday, May 5, 2010 3-5 p.m. for Public Hearing/Deliberations.

The letters did go out to the Public Service applicants for Monday, April 19, 2010 Public Hearing. They were emailed as well as regular mailed. The Community Facilities will be mailed and emailed out to everyone who applied for funding as well.

At the May 5, 2010 deliberations they will do the community facilities first and social services if there is time.

Bev Goulet had asked the committee members if a couple members wanted to look at the RFP's that came in for the Consultant to help write the 5 Year ConPlan they could go to the CD office and review them.

Adjournment

John Mathieu made a motion to adjourn. Red McKeon seconded the motion. The motion carried unanimously. The CDAC meeting ended at 3:43 p.m.

CITY OF NORWICH

Notice is hereby given that a Public Meeting/ Hearing will be held by the Community Development Advisory Committee for the purpose of explaining program requirements and receiving recommendations from the public on the use of Community Development Block Grant (CDBG) funds for Program Year 36.

PUBLIC MEETING/HEARING
NORWICH CITY HALL
Wednesday, May 5, 2010 at 3:00 p.m.
Public Hearing/Deliberations
Room 335, Norwich City Hall, 100 Broadway

It has been estimated that the City of Norwich will receive approximately $1,091,004 of Community Development Block Grant funds for fiscal year 2010-11 which will become available September 2010. **Further information is available at the Office of Community Development, 23 Union St., Norwich, CT. Telephone 823-3770**

CITY OF NORWICH
Office of Community Development

TO: CDAC Members

FROM: Les King, Chairman

DATE: April 20, 2010

SUBJECT: Public Hearing/Meeting Notice
Community Facilities

Please be advised there is a Community Development Advisory Committee Public Hearing scheduled for the purpose of explaining program requirements and receiving recommendations from the public on community needs and use of Community Development Block Grant (CDBG) funds for PY 36.

The Public Hearing on Community Facilities is scheduled for Monday, April 26, 2010 at 3:00 p.m. in City Hall, 100 Broadway, Room 335, Norwich, Connecticut.

23 Union Street, Norwich, Connecticut 06360
Telephone (860) 823-3770 Fax (860) 823-3715

CDAC PUBLIC HEARING MINUTES
PUBLIC FACILITIES
APRIL 26, 2010
3:00 P.M.
ROOM 335

Members Present: Chairman Les King, Lynn Norris, Demo Angelopoulos, Red McKeon, John Mathieu, and Ed Derr

Others Present: Beverly Goulet, Linda Lee Smith

Chairman Les King called the public hearing to order at 3:03 p.m.

Beverly Goulet introduced herself informing everyone that she has the responsibility to the administration of the CD office, and has no decision-making power for this funding. The decision is up to the CDAC.

Below are listed the names of the organizations, with who presented and the amount of funding requested for PY 36.

Disabilities Network of Eastern CT $11,400 – Cathy Ferry and Brynn Hickey
Thames River Family Program/Children's Center Renovation - $5,915 – Tom Hyland
Habitat for Humanity - $30,000 –Terri O'Rourke & Amy D'Amico
Norwich Arts Council – Karen Beasley and Peter Liebert

- Storefront Revitalization Donald Oats Theater - $24,876
- Floor Repairs Donald Oats Theatre - $6,665
- Assisted Listening System - $2,326

Taftville Fire Dept/Roof Replacement – Fire Chief Timothy Jencks and Shane Dupuis
Norwich Housing Authority - $100,000 – Charles Whitty, Steve Garstka, and Hector Baillargeon
Norwich Recreation Dept/YMCA Boiler Replacement - $250,000 – Luis DePina
Norwich Human Resources/ADA Compliance Assistive Living Device - $2,000 – Brigid Marks
Norwich Fire Dept. Greenville Fire Renovations - $34,000 – Fire Chief Scandariato

The next public hearing/meeting is scheduled for May 5, 2010 with a couple of remaining requests. Philip Michalowski, the Consultant that was selected to do the five-year ConPlan will bring the committee up to date on the ConPlan.

Motion was made by Lynn Norris seconded by John Mathieu to adjourn. The meeting ended at 5:33 p.m.

CITY OF NORWICH
Office of Community Development

TO: CDAC Members

FROM: Les King, Chairman

DATE: April 28, 2010

SUBJECT: Public Hearing/Deliberations Meeting Notice

Please be advised there is a Community Development Advisory Committee Public Hearing/Deliberations meeting scheduled for the purpose of explaining program requirements and receiving recommendations from the public on community needs and use of Community Development Block Grant (CDBG) funds for PY 36.

The Public Hearing/Deliberations meeting is scheduled for Wednesday, May 5, 2010 at 3:00 p.m. in City Hall, 100 Broadway, Room 210, Norwich, Connecticut.

AGENDA

1. Call to Order
2. Approval of Minutes (3/24/10, 4/7/10, 4/13/10)
3. Public Hearing
4. ConPlan Discussion
5. Deliberations
6. Other
7. Adjournment

23 Union Street, Norwich, Connecticut 06360
Telephone (860) 823-3770 Fax (860) 823-3715

CDAC PUBLIC HEARING MINUTES
PUBLIC FACILITIES
MAY 5, 2010
3:00 P.M.
ROOM 210

Members Present: Chairman Les King, Lynn Norris (in at 3:13 p.m.), Demo Angelopoulos, Red McKeon, John Mathieu, and Ed Derr

Others Present: Beverly Goulet, Susan Goldman, Linda Lee Smith

Chairman Les King called the public hearing to order at 3:05 p.m.

Motion was made by John Mathieu, seconded by Red McKeon to accept the minutes of the March 24, 2010 meeting. Motion carried unanimously.

Motion was made by John Mathieu, seconded by Red McKeon to accept the minutes of the April 7, 2010 as amended. All were in favor as amended.

Motion was made by John Mathieu, seconded by Demo Angelopoulos to accept the minutes of the April 13, 2010 meeting. Motion carried unanimously.

Public Hearing

Below are listed the names of the organizations who presented and the amount of funding requested for PY 36.

SCADDAltruism House Front Door Replacement - $8,000 – Jack (John) Malone
CD Office Rehabilitation Program - $300,000 – Wayne Sharkey
NHS/Senior Center - $50,400 - Janice Thompson
Redevelopment Agency/Reid and Hughes - $100,000 – Tom Marien

Philip Michalowski, from Milone and MacBroom the Consultant selected to do the Five-Year and Annual ConPlan gave a brief presentation. He handed out maps of Norwich target block groups with comparison low mod population. These maps will be submitted along with other information for the ConPlan. He has requested to meet again with the CDAC in a couple of weeks and will post a draft copy of the ConPlan.

He gave a brief overview of what the ConPlan is and explained that the stated goals and objectives serve as a guide during the annual allocation process. Part of it is to identify the eligible project activities form. This will go along with a narrative as well.

Philip Michalowski told the CDAC that the Property Rehab Program is a core activity of CDBG funding. Older communities rely on these funds to help maintain their housing stock. There were also Stimulus funds that were awarded for lead remediation.

Philip Michalowski said that the Draft ConPlan would be posted on the City's website. The Public Hearing for comment on the ConPlan and Annual Action Plan is scheduled for June 7, 2010. The Council could vote at the July 6, 2010 meeting and is due to HUD by July 16, 2010. The next CDAC meeting to review the Draft ConPlan scheduled for May 25, 2010 at 3:00 p.m.

Lynn Norris made a motion, seconded by John Mathieu to recapture unexpended funds totaling $91,972.64 as listed below: All were in favor.

CD Administration account	**$23,813.08**
Property Rehab	**$ 8,793.56**
26 Shipping Street Roof	**$50,000.00**
Reliance House	**$ 9,366.00**

These reallocated funds will be added to PY 36 funding, alleviating the need to do an additional recapture in the middle of the year with all the necessary public hearings and extra newspaper ad costs to be placed in the newspaper.

In the future the CDAC will plan on restructuring their meetings to having two daytime and one evening public hearings.

Motion was made by John Mathieu and seconded by Lynn Norris to adjourn. Motion carried unanimously. The CDAC meeting ended at 5:23 p.m.

CDAC MINUTES
DELIBERATIONS
MAY 10, 2010
3:00 P.M.
ROOM 335

Members Present: Chairman Les King, Lynn Norris, Demo Angelopoulos, Red McKeon, and Ed Derr

Others Present: Beverly Goulet, Susan Goldman, Linda Lee Smith

Chairman Les King called the public hearing to order at 3:07 p.m.

John Mathieu was away on vacation but emailed his recommendations to the committee. The committee will take his recommendations into consideration.

This year because of the state of the economy they didn't want budget line items and duplication of services. They wanted to help people with basic needs.

The total Public/Social Service Requests received totaled $484,042 and the maximum eligible is $217,000. The Construction Projects totaled $828,182 requests, and the Community Development/Administration totaled $218,000; and CD/Rehabilitation Program $300,000.

A motion was made by Demo Angelopoulos and seconded by Red McKeon to approve $218,200 for CD Administration. All were in favor.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris not to fund $10,000 to the Thames Valley Music School. All were in favor.

A motion was made by Red McKeon and seconded by Lynn Norris to fund the Norwich Adult Education ESL Class for $15,000. Motion carried with Ed Derr recusing himself because he works for the Norwich Public Schools.

A motion was made by Lynn Norris and seconded by Red McKeon not to fund the CT Legal Services, Inc. for $20,000. Motion carried unanimously. They have current grants and foundations of $3.7 million.

A motion was made by Lynn Norris made a motion and seconded by Demo Angelopoulos to fund the NHS/Food Pantry for $10,000. All were in favor.

There were other organizations that also wanted to administer food pantries. The committee would like to see all of the food pantries under the NHS umbrella and purchase their items together in order to take advantage of bulk rate pricing.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris to fund the NHS/Hospitality Center for $29,500; and if they have to adjust this amount because of other needs more relevant they could do so. All were in favor.

This program was funded last year. Cold New England weather makes this program a necessity. The CDAC was also concerned about it being a line item. The Connecticut Coalition on Homelessness awarded the Community Care Team as a model for the State. The committee would like a copy of a text report with statistics on how many people were served and how much money they've done.

A motion was made by Lynn Norris and seconded by Ed Derr to fund the Supportive Housing Program for $15,000. All were in favor.

The committee wanted to focus on basic needs of food and shelter. This program keeps people in housing and is a preventive measure to the Norwich Hospitality Center.

A motion was made by Lynn Norris and seconded by Red McKeon to fund the NHS Childcare Assistance Program for $15,000. All were in favor.

A motion was made by Lynn Norris and seconded by Demo Angelopoulos not to fund Reliance House Scholarship for $7,500. All were in favor.

This is duplication of services.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris not to fund the Katie Blair House for $10,000. All were in favor.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris not to fund the TVCCA Shelter for Homeless Client Rental Assistance for $30,000. All were in favor.

This is duplication of services but they did receive funds from PY 35 last year. This would have only helped ten families with $3,200 - $3,600 per family.

A motion was made by Red McKeon and seconded by Demo Angelopoulos to fund the Norwich Recreation Summer Day Camp Scholarships for $15,000. Motion carried unanimously. Lynn Norris briefly left the meeting. They are requesting $25,000. The total number of scholarships would be reduced but the committee could come back to give more funding later in the deliberations if there was more funding available.

A motion was made by Demo Angelopoulos and seconded by Ed Derr to fund the NAACP for $7,000. Motion carried unanimously. This funding goes directly to program and services.

A motion was made by Demo Angelopoulos and seconded by Red McKeon not to fund the Martin House for $6,889.00. All were in favor.
They had approved funding to the NHS/Food Pantry and this was another duplication request similar to NHS pantry and this would only help 12 residents.

A motion was made by Demo Angelopoulos and seconded by Red McKeon to fund the Women's Center $5,000. All were in favor.
The total amount they were requesting was $15,000. This $5,000 would at least help with the court advocate services.

A motion was made by Demo Angelopoulos and seconded by Red McKeon not to fund Big Brothers/Big Sisters for $4,000. All were in favor.
With the funding levels and all the PY 36 requests received discussion was not to fund the mentoring program, and they were not funded last year.

Lynn Norris returned.

A motion was made by Demo Angelopoulos and seconded by Red McKeon not to fund the NPS/Uniform Assistance for Homeless Families for $12,500. All were in favor including Lynn Norris, and Ed Derr recusing himself because he is employed by the Norwich Public Schools.
This is a very important program to put children in uniforms but not at this time.

A motion was made by Lynn Norris and seconded by Demo Angelopoulos to approve $10,000, not the $12,000 requested to fund Literacy Volunteers. All were in favor.
This program works in conjunction with the Adult Ed ESOL Program and not a duplication of services. It will provide services at different times and places, and it will also provide training for high school students.

A motion was made by Red McKeon and seconded by Lynn Norris not to fund the UCFS for $30,000. Motion carried unanimously.

There have been large budget cuts this year on the State and Federal levels and their entire funding is for salaries.

A motion was made by Les King and seconded by Demo Angelopoulos not to fund the NHS Senior Center for $50,400 and not to fund the Youth and Family $107,616. Motion was carried unanimously.

The CDAC decided not to fund these two applications because the City plans on cutting these paid positions. This was a very difficult decision for the committee to make especially for the Senior Center and the Youth and Family Program these are two items that they should be looking at but they need to stand behind their decision of not setting a precedent.

A motion was made by Lynn Norris and seconded by Demo Angelopoulos to fund NHS/Norwich Works for $51,000. All were in favor. The CDAC would like them to seek other EMT training that would be more reasonably priced.

They have a total of $44,500 left for Social Services and the maximum amount of is $217,000. They will talk about this at the next meeting May 17, 2010 at 3:00 p.m.

For the next deliberations meeting it was suggested to prioritize the construction applications using a ranking system like they had in the previous year. The CDAC compared their allocations with John Mathieu's recommendations that he had submitted while being away on vacation.

For next year they are going to want an update on all the organizations funded the previous year. A form could be done with how many have been served.

A motion was made by Red McKeon and seconded by Demo Angelopoulos to adjourn at 5:46 p.m. Motion carried unanimously.

CDAC MINUTES
DELIBERATIONS
MAY 17, 2010
3:00 P.M.
ROOM 210

Members Present: Chairman Les King, Demo Angelopoulos, Red McKeon, Ed Derr, and Lynn Norris

Others Present: Beverly Goulet, Susan Goldman, and Linda Lee Smith

Chairman Les King called the CDAC meeting to order at 3:10 p.m.

A motion was made by Red McKeon and seconded by Demo Angelopoulos to approve the minutes of the April 19, 2010 meeting. Motion carried unanimously.

The committee members used the ranking system used previously to prioritize the construction applications.

A motion was made by Demo Angelopoulos and seconded by Ed Derr to fund the Property Rehab Program $300,000. Motion carried unanimously.
This Rehab Program is a match for the $1.6 million in Lead Program funds.

A motion was made by Lynn Norris and seconded by Red McKeon to fund the Norwich Housing Authority $100,000. All were in favor.
This was a high priority City property project, and this will be the completion of the Rosewood Manor bathroom project. This will help eliminate the mold issue.

A motion was made by Red McKeon and seconded by Demo Angelopoulos to fund the Norwich Human Resources/ADA Compliance, Hearing Solutions totaling $2,000. Motion carried unanimously.
The City needs to be ADA Compliant and these hearing devices would be available for public Council meetings.

A motion was made by Red McKeon and seconded by Demo Angelopoulos to approve $48,000 for roof replacement at the Taftville Fire Department. Motion carried unanimously.
They had requested funding last year and the CDAC didn't have any money left to allocate to them. The City needs to take care of their volunteer fire departments as well as the paid fire departments.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris to fund the Norwich Fire Dept. for $34,000. Motion carried unanimously.
This is a continuation to bring the Greeneville Fire House up to code, and with these funds it will be close to completion. This is a basic necessity.

A motion was made by Lynn Norris seconded by Ed Derr to fund the Norwich Redevelopment Agency/Reid and Hughes Roof for $100,000. Motion carried unanimously.
We need to take care of our City properties and the roof needs to be sealed up and the building preserved.

A motion was made by Lynn Norris and seconded by Ed Derr not to fund the YMCA Boiler Replacement for $250,000 based upon too many unknowns, including its not a City owned building at this present time. Please reference the document that was received from HUD on this matter. Motion carried unanimously.
A suggestion was that the Norwich Recreation Dept. could try and get Home 108 funds.

A motion was made by Ed Derr and seconded by Red McKeon not to fund the Disabilities Network for $11,400. Motion carried unanimously.
Ramps are absolutely necessary but not for the amount of money for only three ramps.

A motion was made by Red McKeon and seconded by Lynn Norris not to fund SCADD/Altruism House Front Door Replacement for $8,000. Motion carried unanimously.
They can apply to the Property Rehab Program for funding.

A motion was made by Lynn Norris and seconded by Red McKeon not to fund the NAC/Storefront Revitalization at the Donald Oat Theatre for $24,876.00. Motion carried unanimously.
Motion to site the letter of guidance addressed to Beverly Goulet from Caroline Foley Carlson, Program Manager at HUD dated May 6, 2010.

A motion was made by Red McKeon and seconded by Lynn Norris not to fund the NAC/Floor Repairs at the Donald Oats Theatre for $6,665.00. Motion carried unanimously. Motion to site the qualifying statement of guidance addressed to Beverly Goulet from Caroline Foley Carlson, Program Manager at HUD dated May 6, 2010.

A motion was made by Lynn Norris and seconded by Demo Angelopoulos not to fund the NAC/Assistive Listening System for $2,326.00.
It is an ADA qualified project but it is the first device that would be used by paid patrons and not as a free community service.
Lynn Norris withdrew the motion and Demo Angelopoulos withdrew his second motion. Motion carried.
They wanted to come back to this project later.

A motion was made by Demo Angelopoulos and seconded by Red McKeon not to fund the Bethsaida Community Inc./Katie Blair House for $5,000. Motion carried unanimously.
This is a great program, but they can come to the Property Rehab Program and apply for funding.

A motion was made by Demo Angelopoulos and seconded by Ed Derr and to be consistent with the previous application and not fund the Thames River Family Program/Children's Center Renovation for $5,915.00. Motion carried unanimously.
They made a recommendation that they apply to the Property Rehab Program.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris to fund the Habitat for Humanity of Southeastern Connecticut for $30,000. Motion carried unanimously.
This would be for the acquisition of two properties in Norwich. This would be very beneficial and good use of the $30,000, and it would bring property taxes to the City.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris not to fund the NAC/Assistive Listening System for $2,326.00. Motion carried unanimously.
ADA Compliant is automatically eligible.

A motion was made by Lynn Norris and seconded by Demo Angelopoulos to fund Big Brothers and Big Sisters for $4,000. All were in favor, except with Red McKeon opposing. Passed 4-1.
The committee thought this was an excellent and valuable program.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris to fund the NPS Uniform Assistance for Homeless Families and fund it entirely for $12,500. Motion carried with Ed Derr recusing himself, he works for the Norwich Public Schools.

A motion was made by Ed Derr and seconded by Demo Angelopoulos to fund the Norwich Recreation – Summer Scholarship for $20,000 instead of the $15,000 originally deliberated on May 10, 2010. Motion carried unanimously.

A motion was made by Red McKeon and seconded by Lynn Norris to fund $156,776.00 to Norwich Dept. of Public Works for sidewalks. All were in favor.
This would complete the project for the sidewalks on West Thames Street to the Mohegan Casino.

Bev Goulet told the committee that the recaptured monies were going to the Council for approval. The allocations made will be pending approval of recaptured funds at the City Council meeting tonight. If the recaptured funds are not approved this evening they will call a special meeting.

A resolution on for tonight is the resolution for the 5 Year Consolidated Plan and Action Plan Public Hearing for June 7, 2010.

A motion was made by Demo Angelopoulos and seconded by Lynn Norris to adjourn. All were in favor. The meeting ended at 5:15 p.m.

CITY OF NORWICH

Notice of Availability for Public Comment Proposed Action Plan for Program Year 36 (2010-11)

The Community Development Advisory Committee, a citizen advisory group that makes recommendations to the Office of Community Development, has voted to fund the following projects for the upcoming program year 2010-11. These recommendations address the administration of the City's Community Development Block Grant (CDBG) Program funded by the Department of Housing and Urban Development (HUD).

2010-10 Funds available for allocation: $1,091,004
Recaptured Funds 91,972
Total Available Funding $1,182,976

The proposed projects are listed below:
Public Services:
1. NHS Food Pantry - $10,000
Funding is for community food pantries
2. Norwich Human Services/Norwich Works - $51,000
Job Training Programs including scholarships in health sciences.
3. Norwich Human Services/Hospitality Center - $29,500
Winter shelter for homeless individuals
4. Norwich Human Services/Childcare Assistance Program - $15,000
Financial Assistance for childcare costs for eligible parents.
5. Norwich Recreation Department-Summer Program - $10,000
Funding is to provide scholarships to low income working households for the summer program.
6. NAACP - $7,000
Funds will provide for the Summer Youth Learn and Jam Program
7. Literacy Volunteers - $10,000
Funding to provide literacy tutoring and English as a second language.
8. Norwich Adult Ed ESL Class- $15,000
Funding to provide essential English language instruction
9. Norwich Human Services Supportive Housing Services - $15,000
Funds to provide supportive housing services for homeless and those at risk of becoming homeless
10. Big Brothers/Big Sisters - $4,000
Funding is for a children's mentoring program
11. Norwich Public Schools – School Uniform Assistance Program - $12,500
Funds to provide school uniforms for income eligible and homeless students to meet dress code
12. Woman's Center - $5,000
Funds to provide for crisis intervention and advocacy services for victims of domestic violence

Public Facility Needs/Improvements
1. Norwich Housing Authority - $100,000
Funding will provide for Phase III Rosewood Manor Bathroom Renovations
2. Norwich Fire Department – Greeneville Renovation - $34,000
Funding provides for continuing renovations at Greeneville Fire Station
3. Habitat for Humanity of Southeastern Connecticut - $30,000
Funding will provide for the acquisition of two properties
4. Norwich Human Resources – ADA Compliance - $2,000
Purchase an assistive listening device for use at City Council meetings for hearing impaired persons
5. Taftville Fire Dept/Roof Replacement - $48,000
Funding to be used to replace the roof section over the office area of the Taftville Fire Station
6. Norwich Redevelopment Agency/Reid and Hughes - $100,000
Funding to repair a portion of the roof system
7. Norwich Public Works - $159,776
Route 32 Sidewalks – Thamesville

Rehabilitation and Preservation
1. Property Rehabilitation/Lead - $300,000
Rehabilitation of substandard housing

Planning and Administration
1. Community Development Administration - $218,200
Administration

Proposed Plan Availability Public Comment Period

This Proposed Plan is based on the community recommendations which the Community Development Advisory Committee heard at public hearings on April 19, 2010, April 26, 2010 and May 5, 2010, as well as staff recommendations. The Community Development Advisory Committee voted on the above recommendations on May 10, 2010 and May 17, 2010. These recommendations are available for review and public comment for a 30-day period beginning May 20, 2010 and ending June 28, 2010. All comments should be submitted to the Community Development Office, 23 Union Street, Norwich, CT 06360, tel. (860) 823-3770. All comments received will be taken into consideration

MORE LEGAL ADVERTISING

CDAC MINUTES
MAY 25, 2010
3:00 P.M.
ROOM 319

Members Present: Chairman Les King, Demo Angelopoulos, Red McKeon, Ed Derr, John Mathieu, and Lynn Norris

Others Present: Beverly Goulet, Susan Goldman, and Linda Lee Smith

Chairman Les King called the CDAC meeting to order at 3:07 p.m.

Philip Michalowski, the Consultant for the ConPlan handed out copies of the Draft (for Discussion Only) 5-Year Consolidated Plan and the Annual Action Plan. There are two review tasks. The draft copy is accurate enough to put out as a document for public review. He asked that the committee members get their comments on the draft Plan to Beverly Goulet by Thursday May 27, 2010 so that any corrections could be made and get it back to the City on Friday May 28, 2010. He wanted feedback on any large errors that were stated in the ConPlan so they could be corrected and modifications made so it could be put on the City's website for the 30 day comment period. If there are any areas that need to be elaborated on, or need to include other information, the 30-day comment period can be used to take care of those kinds of issues. The purpose of the ConPlan is beyond the allocation of CDBG funds. There are other programs that HUD offers that need to be consistent with the Consolidated Plan.

Philip Michalowski handed out a table with a list of what block grant funds can be used for and the funds that could be spent over the next five years. The ConPlan will be updated annually.

Any formal comments that are received will have to be responded to. The ConPlan Public Hearing is scheduled for June 7, 2010. The Council can modify the document based on the comments by July 6, 2010, and its due to HUD by July 16, 2010.

The next CDAC meeting will be Monday, June 14, 2010 at 3:00 p.m.

A motion was made by Red McKeon and seconded by Ed Derr to adjourn. All were in favor. The meeting ended at 4:08 p.m.

CITY OF NORWICH
NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that at a regular meeting of the Council of the City of Norwich held May 17, 2010, the following resolution was passed and a public hearing is set for June 7, 2010, 7:30 PM in Council Chambers:

WHEREAS, the City of Norwich is eligible to receive approximately $1,091,004 in Community Development Block Grant (CDBG) entitlement funds for the 2010 program year; and anticipates receiving and expending additional property rehabilitation program income funds;

WHEREAS, these funds extended under Title I of the Housing and Community Development Act of 1974, as amended in 1977, as well as other regulations promulgated by the Department of Housing and Urban Development; and

WHEREAS, the City's Community Development Advisory Committee will be adopting a preliminary plan for the allocation of the CDBG funds and forwarding its recommendations to Council; and

WHEREAS, the City will be submitting a Five Year Consolidated Plan and an Annual Action Plan; and

WHEREAS, in accordance with the City's citizen participation plan, a public hearing must be held for the purposes of receiving comments from the public on these preliminary plans and wishes to obtain citizen views on the City's priority housing and non-housing community development needs, social service needs, economic development needs, housing, crime prevention and fair housing issues affecting Norwich citizens;

NOW, THEREFORE, BE IT RESOLVED BY THE NORWICH CITY COUNCIL that a public hearing be scheduled on Monday, June 7, 2010 at 7:30 pm in the Council Chambers to receive public comment on the Preliminary Community Development Plan.

Copies of the proposed resolution is available for inspection and distribution in the Office of the City Clerk, 100 Broadway, Norwich, CT.

Dated at Norwich, CT this 18th day of May, 2010.

Sandra Greenhalgh
Town Clerk

NORWICH

Block grants topping $1 million earmarked

Biggest awards go for housing rehab, administration

By MICHAEL GANNON
mgannon@norwichbulletin.com
(860) 425-4231

The Community Development Advisory Committee is recommending more than $1 million in federal grants for city and community projects.

The two largest grants would go to the city for low-cost housing rehabilitation ($300,000), and to the city's Community Development Office ($208,200) for administrative costs.

School uniforms for needy children ($12,500), the Hospitality Center for the homeless ($29,500) and the Norwich Branch of the NAACP ($7,000) also are among the recommended recipients.

The numbers were finalized Monday night when the City Council approved including grant money from previous years that had been allocated but not spent. At a future date, the council must approve the list in its entirety.

Firehouse roof

Chief Timothy Jencks, of the Taftville Fire Department, said he is pleased with a recommendation of $48,000 to replace the roof at their firehouse.

"We're very grateful to have been chosen," Jencks said. "We've needed a new roof for a few years."

He said the new roof will help with a significant mold problem at the station. The city's department is in line for $40,000 to continue renovations at its Greeneville fire station.

The largest project conspicuous by its absence from the list was an application for $250,000 from the city's Recreation Department for a new boiler for the old YMCA building. Committee members lauded the effort and agreed with the need for the community center that Recreation Director Luis DePina would like to establish. But they didn't fund the request.

'We're very grateful to have been chosen. We've needed a new roof for a few years.'
Chief Timothy Jencks, Taftville Fire Department

"It's a program that doesn't exist in a building the city doesn't own," committee member Edward Derr said.

Also approved

Other applications approved by the Community Development Advisory Committee:
Norwich Redevelopment Agency, $100,000 for a new roof on the Reid & Hughes building.
Norwich Public Works Department, $156,776 for sidewalks along Route 32.
Norwich Recreation Department, $20,000 for summer camp scholarships.
Norwich Housing Authority, $100,000 for bathroom upgrades.
Habitat for Humanity, $30,000.
Norwich Human Services, $2,000.

decide if town er spring site

not accept ownership, the land could be sold or developed.

First Selectman Larry Groh said he considers the tract an asset to the town, but wants to give the public as much information as possible before a vote.

"It's a historic site and it should be preserved," he said, adding that the town attorney was reviewing the potential for liability issues associated with owning it.

CITY OF NORWICH
Office of Community Development

TO: CDAC Members

FROM: Les King, Chairman

DATE: June 24, 2010

SUBJECT: CDAC Meeting Notice

Please be advised there is a Community Development Advisory Committee meeting scheduled for Tuesday, June 29, 2010 at 4:30 p.m. in City Hall, 100 Broadway, Room 319, Norwich, Connecticut.

AGENDA

1. Call to Order
2. Determination of Quorum
3. Approval of Minutes (March 31, 2010, April 26, 2010, May 5, 2010, May 10, 2010, May 17, 2010, May 25, 2010
4. Old Business
   a. ConPlan
5. New Business
   a. Discussion on Future Meetings
6. Other
7. Adjournment

23 Union Street, Norwich, Connecticut 06360
Telephone (860) 823-3770 Fax (860) 823-3715

CITY OF NORWICH

Notice of Availability for Public Comment
Notice of Public Hearing
Proposed Consolidated Housing and Community Development Strategy and Plan

Overview/Public Hearing

On June 7, 2010 at 7:30 p.m. in the City Council Chambers, 100 Broadway, the City of Norwich will hold a public hearing to receive comments on its proposed Consolidated Housing and Community Strategy and Plan (Consolidated Plan) for Fiscal Years 2010-2014. This plan addresses the administration of the City Community Development Block Grant (CDBG) Program funded by the Department of Housing and Urban Development. (HUD) The function of the Consolidated Plan is threefold: it is a planning document, a strategy to be followed in administering HUD programs, and an application for federal funds.

Goals of Consolidated Plan

The goals of the Consolidated Plan are to develop viable urban communities by providing decent housing and a suitable living environment and expand economic opportunities for low-and moderate-income persons.

An Outline of the City's proposed Consolidated Plan follows:

I Introduction
- A. General Introduction
- B. Coordination/Management
- C. Citizen Participation/Consultation

II Housing and Community Development Needs
- A. Housing and Homeless Needs
- B. Housing Market Analysis
- C. Non-Housing and Community Development Needs

III Housing and Community Development Strategic Plan
- A. Strategy Area Description
- B. Housing and Community Development Objectives, Priorities and Strategies

Part IV, the Action Plan, contains the City's proposed projects, programs, and funding to be carried out with CDBG funds for Fiscal Year 2011, which begins September 1, 2010.

Sources:
Recaptured Funds $ 91,972
FY 2010 Grant Allocation $1,091,004
Funds Available for Allocation: $1,182,976

Public Facilities & Improvements	Amount	Description of Activity
Norwich Housing Authority	$100,000	Bathroom Renovations
Norwich Fire Department	$ 34,000	Greeneville Fire Renovations
Habitat for Humanity	$ 30,000	Acquisition Two Properties
Norwich Human Resources	$ 2,000	Assistive Listening Device
Taftville Fire Dept	$ 48,000	Roof Replacement
RDA/Reid and Hughes	$100,000	Roof Repairs
Norwich Public Works	$156,776	Route 32 Sidewalks
Public Services		
Norwich Human Services	$10,000	Food Pantry
Norwich Human Services	$51,000	Norwich Works Program
Norwich Human Services	$29,500	Hospitality Center
Norwich Human Services	$15,000	Childcare Program
Norwich Human Services	$15,000	Supportive Housing Services
Norwich Recreation Department	$20,000	Summer Scholarship Program
NAACP	$ 7,000	Summer Youth & Jam Program
Literacy Volunteers	$10,000	Literacy Tutoring
Norwich Adult Ed	$15,000	ESL Instruction
Big Brothers/Big Sisters	$ 4,000	Children's Mentoring Program
Norwich Public Schools	$12,500	Uniform Assistance Program
Women's Center	$ 5,000	Services for Domestic Violence
Rehabilitation and Preservation		
Norwich Community Development Office	$300,000	Property Rehabilitation Program
Planning and Administration		
Norwich Community Development Office	$218,200	CDBG Program Administration

Proposed Plan Availability/Public Comment Period

The proposed Consolidated Plan will be available for review and comment for a 30-day period beginning May 28, 2010 and ending June 28, 2010. All comments received by close of business on June 28, 2010 will be reviewed and taken into consideration by the Council for inclusion in the final document to be submitted to HUD. Copies of the proposed plan are available for review at the City Clerk's Office, the Norwich Public Library and the Office of Community Development and the City's website norwichct.org click Departments, then select Community Development.

Copies of the Plan can be obtained from the Office of Community Development. Comments can be made in person at the public hearing to be held on June 7, 2010 or in writing to the Office of Community Development, 23 Union Street, Norwich CT 06360 or phone (860) 823-3770.

3-1-10 P3:20 IN

Charles A. Nicholson
16 Allen Drive
Uncasville, CT 06382-1558

June 25, 2010

Office of Community Development
23 Union Street
Norwich, CT 06360

Dear Director of Community Development:

Thank you in advance for allowing me this opportunity to comment on the Consolidated Plan for Fiscal Years 2010-2014.

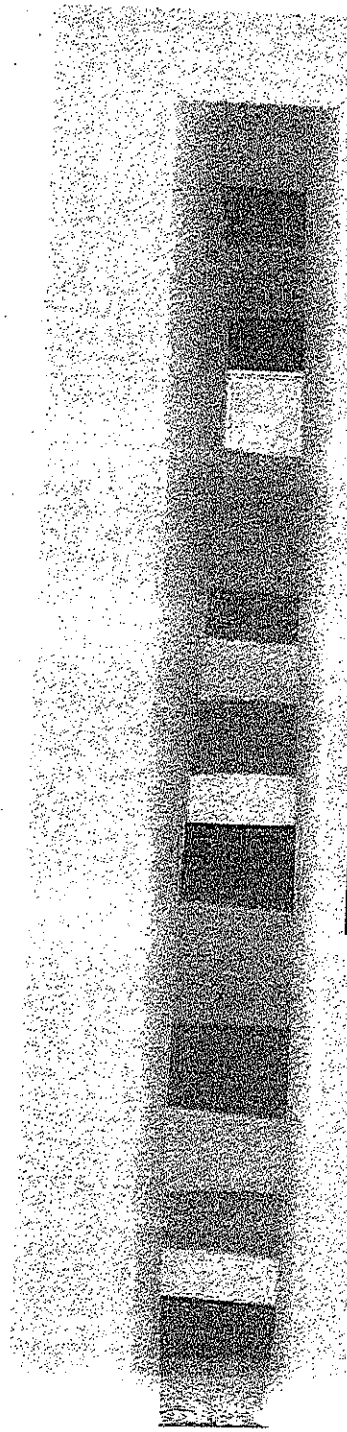
I would like to bring to your attention at least one downtown community multi-family housing project, previously approved for development, that could immediately benefit from the City CDBG Program. I believe the project cited in SDP #836 (approved 2/26/01) is a viable downtown housing project that is uniquely positioned for meeting the criteria as set forth in the City's various Downtown Neighborhood Revitalization Plans. For example, housing needs relative to affordable multi-family housing, located in strategic downtown incentive zones, would appear to be consistent with the Plan goals to continue developing the urban downtown community.

Specifically, for example, reintroducing the practice of providing granite curbing for sidewalk development activities would go a long way to jump-starting an approved downtown project long-stalled as consequent of the less-favorable economic conditions currently prevailing today.

Again, thank you for your time and consideration to including my comment in the final document to be submitted to HUD.

Sincerely,

Charles A. Nicholson



The Norwich Community Care Team's Hospitality Center

November 1, 2009 to April 1, 2010

2009-2010

Norwich Community Care Team

- Eastern Region Mental Health Board
- City of Norwich Human Services
- Reliance House
- Eastern Region Service Center
- Generations Health Clinic
- Southeastern Mental Health Authority
- Clergy Association
- St. Vincent DePaul Place
- Norwich Police Dept.
- William W. Backus Hospital
- State of Ct Dept. of Social Services
- Social Security Administration
- SCADD
- Martin House
- State of CT – Adult Probation
- Catholic Charities
- American Ambulance
- Stonington Institute

Groups who Cooked!!

- First Congregational
- Park Church
- Central Baptist Church
- Lee Memorial
- Christ Episcopal
- Celia Siefert and Friends
- Norwich Human Services
- Norwich Men's Group
- St. Mark's
- Malta
- Uncas Health District
- NFA Alumni
- NFA Basketball Team
- NFA Project Outreach
- ST. Pat's CCD Class
- Jillian Corbin and Friends
- Quinnebaug Valley
- Catholic Charities
- Frieda and Friends
- The Dime Bank

Revenue

- Carry over.....$399.00
- CDBG.....$29,500.00
- Dime Bank Foundation.....$5000.00
- SMHA.....$4000.00
- Putnam Savings Bank.....$2500.00
- Backus Hospital.....did not use....$2500.00
- Webster Bank Foundation.....$1500.00
- Congressman Courtney.....$1000.00
- Fundraisers
  - Spaghetti.....$1362.00
  - Bingo.....$540.00
  - Valentines day.....$101.25
- NAMI.....$300.00
- Other donations.....$2983.00

Total.....$49,185.25

Fund Raisers

- Nat'l Homeless Memorial Night Spaghetti Dinner …last year $733.81

Bingo

Valentines Day

Expenses

- Stipends.....$41,460
  - Employment program funding
- Supplies..... $614.25
- Food.....$350.93
- Misc.....$137.83
- Heat at St. V de P.....$4500.00

- TOTAL EXPENSES.....$47,063.01

Days Opened

	Days Open	Avg/Night	Hi/Low
Nov	30	13	20/19
Dec	31	12	16/8
Jan	31	14	20/10
Feb	28	14	18/10
March	31	9	14/5
Total	151	12	18/8

Costs

- $47,063.01 for 151 days = $311.67/day ..open more hours
  ($298.00/day last year)
- $41,460.00 for staffing from grant = $274.57/day
  - $44,280.00 last year = $283.85/day last year
- 12 guys per night= $25.97 per guy, per night
  Last year 18 guys per night = $16.55 per guy. per night
- Average stay per guy = 32 days
  - Last year, average stay per guy = 40 days
- Cost per guy per year = $831.04
  Last year cost per guy per year = $662.00

People

- 75 Screened for admittance
- 10 Not eligible
- 12 Ok, but did not stay
- 53 Actually stayed one night or more

- All stats based on the 53 who did stay

Gender

- 47 Male……Average Age 44…..88.6%
- 6 Female….Average Age 41……11.3%

Race

- 44 Caucasian 83%
- 7 Black 13%
- 1 Hispanic 2%
- 1 Amer Ind 2%

New Substance Abuse Policy

Implemented a new policy
to help people with addictions
to address their issue in a supported way

- SCADD Volunteers
- Guest speakers arranged by Stonington Institute

Substance Abuse & Mental Health Issues

- Only Substance Abuse.....21.....44.7%
- Only Mental Health.....6.....16.4%
- Both.....24.....28.3%

51 of 53 people with these issues.....96.2%

Target population for the HC

- Big push for detox and treatment this year

20 people entered detox/treatment (out of 45 that had that issue) = 44%

Social Security

- 3 People on Social Security
- 9 People pending social security
- 22 Enrolled in SOAR

Other characteristics

- Most chronically homeless
- 5 vets = 9.43%
- 4 with significant physical disabilities = 7.54%
- 7 on Probation = 13.2%
- 2 registered sex offenders = 3.7
- 1 non-English speaker

Housing Supports CDBG

- SOAR Contract.....$10,000.00
  - 22 cases
  - 1 grant this grant year
  - Cases held up at hearings
- Rents.....$5000.00
  - Paid rents for 13 people....average rent paid is 384.13
  - 4 rents paid to divert homelessness; 9 rents paid to help people leave shelter
- Total.....$15, 000.00

SOAR

- 15 cases
- 2 grants this season
- Tracy Gill !!

Medical Insurance

- 39 on SAGA medical
- 3 on Title 19
- 42 out of 53 have medical insurance
  = 79 %

- 2 more pending SAGA Medical

Housing

Based on 53 people

- Housed.....12.....22.6%
- Transitional living facility.....2.....3.7%

HOUSED...14 ..... 26.3%

- In sober living facility.....11.....20.7% of 53

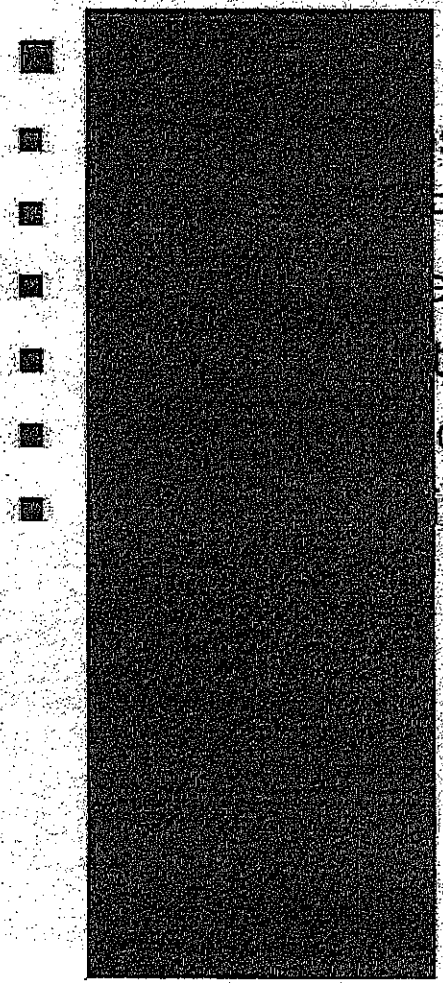
Housed or in sober living facility 25..... .....47% of 53

- In shelter.....2.....3.7%
- Inside.....7.....13.2%

- **TOTAL PEOPLE INSIDE.....34.....64%**

- Outside.....6.....11.3
- Jail.....2.....3.7
- Unknown.....11.....20.7

Employment and Training



s

Paul Place

e

tion

or

tute

.....$5000.00

.....$1000.00

.....$3000.00

.....$2500.00

.....$11,500.00

EMPLOYERS

- St. Vincent de Paul's Place
- Otis Library
- Norwich Hospitality Center
- Local Landlord
- Local Contractor

- Insurance/Liability issues

Employment and Training

- 10 people invited to participate
  - 10 wrote resumes
  - **9 completed CT Works portion**
  - 8 opened bank account
  - 3 exited from program before work assignment….2 alcohol related, 1 mh related
  - 7 placed at job sites….2 Otis, 2 St Vde P, 1 HC, 1 Eastern CT Contracting, 1 Les King
  - 1 exited from job…alcohol related
  - 6 completed work assignment….. 3 given extended hours
  - 5 housed during/after work
  - 1 maintained employment after program funds expired

Lessons Learned

- 4 out of 10 did not complete program
- Over zealousness
  - Substance abuse/mental health
  - Cash on hand

Next Year

- Continue our work on Supportive Housing
- Neighborhood Stabilization Program funding
- Tweak substance abuse policy
- Expand Employment and Training Program
- Increase daytime activities
- Intensify case management efforts
- Continue meeting throughout the summer

Employment and Training Committee of Norwich

Premise: It is vital to get homeless people employed so that they can afford some type of housing. Furthermore, homeless people often have little to do during their day and being idle can lead to lethargy, low self-esteem , loss of skills and lack of contacts.

Proposal: To expand on the pilot program begun in 2008-2009 to incrementally engage homeless people at the Norwich Hospitality Center in activity that will eventually move them towards full-time employment. The program would engage 10 people from the Hospitality Center to participate in this 6-week program.

Program Goals:

- To help fill some of the day with activity
- To help develop job skills
- To help develop good habits, such as showing up on time and being prepared to work
- To have a recent job history and the possibility of a letter of reference
- To improve self esteem and a feeling of contributing to community
- To inspire the business community to consider employing the homeless
- To develop hobbies and interests

Criteria for participant selection:

Participants would then be selected from the Norwich Hospitality Center, a winter emergency overflow shelter, who are unable to secure work through their own efforts. This group might include people who suffer from mild/moderate substance abuse or mental health issues, people with past legal charges, people with low-self esteem who have been away from the workforce for a sustained period. A level of motivation and commitment to the six-week program would be required. Participants would apply for the Employment and Training Program by completing an application

Participants would be asked to sign a work site agreement that spelled out their obligations for the program, type of compensation to be received, appropriate work-site behaviors, work/training schedule, and other salient details. The employer/worksite would also sign this document to ensure a greater understanding between the parties involved.

Phase I

During the first phase, participants would be expected to attend a three hour class each day, Monday through Friday. They would awake at the Hospitality Center, shower at the YMCA, have breakfast at the soup Kitchen and be ready to start their training class back in the Hospitality Center by 9:00 am.

They would participate in modules offered by team agencies such as the CT Works, Reliance House, Stonington Institute, and Norwich Human Services. These modules would include topics such as those listed below.

- Preparing to re-enter the world of work
- Customer service
- Completing Applications

- Resume writing
- Interviewing skills
- Job Retention
- Working with Authority
- Reading assessment
- Basic Computer Skills

Phase II
The second component of the pilot program would be subsidized work. Participants will interview competitively for the positions available in this program. People hired will then be placed on a job site. Past worksites have included the Otis Library, St. Vincent de Paul's Place Soup Kitchen, and the YMCA. Particular attention will be paid to developing sites that believe they will be able to hire the participant after the subsidized work works People would be paid minimum wage for their hours. The number of hours worked would be dependent on the needs of the individual worksite.

A support group would be held every Friday for the participants to review with their peers and employment staff the challenges for the week.

Phase III
A third phase of the program will be encouraging participants to volunteer. Volunteerism is a great way for our homeless people to give back to the community for shelter services they are receiving and to help de-stigmatize this population.

Funding sources include:
- Melville Charitable Trust
- Liberty Bank
- Chelsea Groton Bank
- Pfizers
- Stonington Institute
- Norwich Noontime Rotary Club
- Norwich Human Services

Budget Needs
- The coordination of services will be in-kind from Norwich Human Services
- The Phase I classes will be offered by a combination of agencies, including CT Works, Reliance House and Stonington Institute
- The program will purchase work clothes for the participants to help ensure appropriate dress.

Budget

	People	Days	Hours and Wages	
Phase I	10 people	3hrs /day for 5 days	90 hrs @ 8.00/hr	$1200.00
Phase II	10 people	5 day/wk at ave. of 4 hrs/day	120 hrs/wk for 5 wks @ 8.00/hr	$8000.00
Supports	bus tickets,	clothing	hair cuts,	$1000.00
Total				**$10,200.00**

~ Week 1 Job-Readiness Curriculum ~

I. Preparing to Re-Enter Workforce **(2 Hrs)**

A. Self-Assessment
- Identify Skills & Strengths (ie: transferable, job specific and self-management)

B. Maintaining Motivation and Positive Attitude

C. Job Searching/Resources to Finding Employment
- Networking
- Cold Contact/Phone Etiquette
- Analyzing/Reading a Job Ad for Skills and Info
- Researching Company

II. Applications **(3 Hrs)**

A. What Employers are Looking For

B. Info for Applications
- Addressing Criminal Records, Work History issues, etc
- Identifying Job Duties, Tool Knowledge, Training/Education
- Completion & Review of Mock Application

C. Online Applications- use CTWorks for simulated online application completion

III. Resumes (3 Hrs)

A. Overview of Purpose & Styles to best fit situations

B. Info Needed for Resume

C. Completion of Worksheet for Processing

IV. Interviewing (3 Hrs)

A. Grooming/Dressing for Interview
B. Types of Interviews/Strategies
C. Develop a "Two-Minute" Summary
D. Interview Q's Employer May Ask
E. Handling Sensitive Interview Questions re: records, reasons for leaving, etc.
F. Illegal Questions
G. Q's to Ask Employers
H. How to Follow-Up After Interview
I. Mock Interviewing

V. Job Retention **(2 Hrs)**

A. Employer Expectations

B. Job Survival and Success

C. Attitude on the Job
- Appropriate ways to handle difficult on-the-job situation

SAMPLE WORK SITES

St Vincent De Paul Place

Staff Support Description
For the Facility

This is a part time volunteer position for 18 hours per week, Monday through Friday. The Facilities Staff Support is responsible to the Director. She/he should work collaboratively with all staff to complete the kitchen work satisfactorily.

Hours: 12:30pm – 4:00pm Monday – Thursday; Friday 12:00pm – 4:00pm
Total: 18 hrs per week

The Facilities Staff Support is responsible for the following:

1. **Restrooms (3)**
   - Sweep, wash and disinfect floors.
   - Wash and disinfect sinks and toilets
   - Wash and disinfect shower
   - Restock restroom with soap toilet paper, and paper towels

2. **Office Area**
   - Vacuum floor
   - Dust and wipe down flat surfaces
   - Sweep, wash and disinfect bathroom floor
   - Wash and disinfect sink and toilet

3. **Dining Room**
   - Sweep/vacuum and mop floor
   - Return chairs to floor and disinfect tables
   - Disinfect handle rails, counter tops, milk machine and serving line
   - Vacuum rugs (if volunteer does not show for the day)
   - Monthly Maintenance: Dust fans and vents, vacuum out window sills, wash windows and other special projects as assigned.

3. **Kitchen/Pantry**
   - Sweep/vacuum and mop floor
   - Disinfect handles to refrig, stove, swing door and pantry door handle

4. **Special Projects**
   - As assigned by the Director or Administrative Assistant.

- **Please call if you will be absent from work.**
- **Volunteers cannot take anything from the kitchen, pantry, or refrigerator without the permission of the Director.**
- **Please check with the Director or Administrative Assistant if you need to be away from the building.**
- **Consult with your job coach for time off, holidays, etc. and please notify the Director or Administrative Assistant if there are any changes.**

Vincent De Paul Place

Staff Support Description

.This is a part time volunteer position for 18 hours per week, Monday through Friday. The Dining Room Staff Support is responsible to the Director and Administrative Assistant. She/he should work collaboratively with all staff to complete the pantry work satisfactorily. This position requires the physical ability to lift up to 40 pounds at a time.

Hours: 11:00am – 2:30pm Monday – Thursday; Friday 10:30am – 2:30pm
Total: 18 hrs per week

The Dining Room Staff Support is responsible for assisting the kitchen and dining room functions including, but not limited to the following:

1. Upon arrival, reorganize the dining room for lunch at 11:30am by washing tables, resetting chairs and picking up any spills. Wipe down counters and serving line.
2. Monitor people in the dining room by greeting them and attending to any inquiries. Refer people to appropriate staff for follow up when necessary.
3. Monitor tone in the dining room with a focus on the downstairs; redirect milieu if necessary and report any escalations or inappropriate conversations immediately to the Director or Administrative Assistant
4. Encourage people to pick up after themselves. Pick up trays and trash when necessary and assist the handicap when necessary.
5. Monitor the phone area- report any misuse to the Administrative Assistant or the Director
6. Monitor the shower area and laundry area. Report any misuse to staff.
7. Check the bathrooms every 30 minutes. Check for supplies and report any problems to a staff member.
8. At the end of the meal, wash tables, wipe down chairs and place chairs on top of the table.
9. Sweep Dining Room floors
10. Vacuum Rugs when the volunteer is not present

Special Projects

As assigned by the Director or Administrative Assistant.

- **Please call if you will be absent from work.**
- **Volunteers cannot take anything from the kitchen, pantry, or refrigerator without the permission of the Director.**
- **Please check with the Director or Administrative Assistant if you need to be away from the building. consult with your job coach for time off, holidays, etc. and please notify the Director or Administrative Assistant if there are any changes.**

Employment and Training Committee of Norwich

You are invited to participate in a 5 week program around employment and training. The training portion will be offered by the CT Dept of Labor and will last five days. The employment portion is a subsidizedt program where you will be an "employee at will" and will work at minimum wage ($8.00/hour) for 4 hours per day, five days per week for 4 weeks.

We expect that you will be interviewed for the available jobs on Friday, Feb. 13th beginning at 1:00pm.

You will be paid weekly and will have to sign a worksite agreement. The worksite agreement will stipulate some of the following:

You will complete all classes offered by DOL. The schedule is as follows:

Tues, Feb. 17th	Wed, Feb 18th	Thurs, Feb. 19th	Fri. Feb 20th
8:00-12:00	1:00 to 4:00	8:00-12:00	8:00-12:00
At Hospitality Cen.	At DOL	At Hospitality Cen.	At Hospitality Cen.
	12:30 pick up at SKit		

You must agree to open a bank account and save 30% of your income each week. Once the program has ended you will be allowed to withdraw these savings as you need them.

You must agree to show up to your worksite on time and prepared to work.

Other items stipulated in the worksite agreement that will be reviewed with you before starting work.

I agree to participate in the pilot employment and training program.

_____

Name date

Pre enrollment screening

Name _____ dob _____

Are you currently working: _____

Last job _____ date _____

Previous job _____ date _____

Previous job _____ date _____

Special skills/work training :

_____

_____

Barriers to employment:

_____

How long have you been in recovery; _____

Do you have two forms of ID; _____

Concerns or comments about the program

_____

_____

_____

_____

_____

Norwich Work and Training Committee

WORKSITE AGREEMENT

This agreement is between _____
worksite
and _____ under the auspices of the Norwich
participant

Work and Training Committee. The above named business agrees to provide up to _____hrs of work experience to the participant for a 3-4 week period between February 23 and March 20, 2009. The worksite will pay the participant minimum wage, $8.00/hr, for all hours completed out of grant funds garnered by the Committee. It is understood by both parties that this is a pilot work and training program and that no offer of employment is offered or implied by the signing of this agreement, outside the scope of this 5 week pilot.

The dates and hours of work for this agreement are as listed:

_____

_____

_____

_____

_____

_____

_____

The participant agrees to :

_____Show up on time, prepared to work according to the schedule above

_____Appear for work neat and clean, appropriately dressed for the assignment

_____Refrain from smoking, drinking, chewing tobacco and using inappropriate or foul language

_____Refrain from socializing with friends while on the job

_____Complete tasks assigned without assistance from non-employees of the site

_____Report any problems or issues arising on the job to his immediate supervisor

_____Interact in a socially acceptable way with patrons and staff of the business

_____Place 30% of his weekly income into a bank account and maintain these savings until the end of the program.

_____ _____

Worksite supervisor's signature date Participant's signature date

APPENDIX B

CPMP CONSOLIDATED PLAN MANAGEMENT PROCESS TABLES

Housing Needs Table

Grantee:

Only complete blue sections. Do NOT type in sections other than blue.

Housing Needs - Comprehensive Housing Affordability Strategy (CHAS) Data Housing Problems

			Current % of Households	Current Number of Households	3-5 Year Quantities												Priority Need?	Plan to Fund?	Fund Source	Households with a Disabled Member		Disproportionate Racial/ Ethnic Need?	# of Households in lead-Hazard Housing	Total Low Income HIV/ AIDS Population
					Year 1		Year 2		Year 3		Year 4*		Year 5*		Multi-Year									
					Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	% of Goal					% HSHLD	# HSHLD			
Household Income <=30% MFI	Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	737																	100%				
			Any housing problems	54.7	403											0	####						0			
			Cost Burden > 30%	54.1	399											0	####									
			Cost Burden >50%	38.7	285											0	####									
		Small Related	NUMBER OF HOUSEHOLDS	100%	555																					
			With Any Housing Problems	84.7	470	1		1		1		1		1		0	####									
			Cost Burden > 30%	82.9	460											0	####									
			Cost Burden >50%	57.7	320											0	####									
		Large Related	NUMBER OF HOUSEHOLDS	100%	104																					
			With Any Housing Problems	81.7	85	1		1		1		1		1		0	####									
			Cost Burden > 30%	81.7	85											0	####									
			Cost Burden >50%	48.1	50											0	####									
		All other hshold	NUMBER OF HOUSEHOLDS	100%	610																					
			With Any Housing Problems	77.9	475											0	####									
			Cost Burden > 30%	77.9	475											0	####									
			Cost Burden >50%	60.7	370											0	####									
	Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	370																					
			With Any Housing Problems	68.9	255											0	####									
			Cost Burden > 30%	68.9	255											0	####									
			Cost Burden >50%	40.5	150											0	####									
		Small Related	NUMBER OF HOUSEHOLDS	100%	63																					
			With Any Housing Problems	93.7	59	1		1		1		1		1		0	####									
			Cost Burden > 30%	93.7	59											0	####									
			Cost Burden >50%	69.8	44											0	####									
		Large Related	NUMBER OF HOUSEHOLDS	100%	23																					
			With Any Housing Problems	82.6	19	1		1		1		1		1		0	####									
			Cost Burden > 30%	82.6	19											0	####									
			Cost Burden >50%	65.2	15											0	####									
		All other hshold	NUMBER OF HOUSEHOLDS	100%	144																					
			With Any Housing Problems	90.3	130											0	####									
			Cost Burden > 30%	90.3	130											0	####									
			Cost Burden >50%	76.4	110											0	####									
		Elderly	NUMBER OF HOUSEHOLDS	100%	380																	100%				
			With Any Housing Problems	34.2	130											0	####						0			
			Cost Burden > 30%	34.2	130											0	####									
			Cost Burden >50%	6.6	25											0	####									

Household Income >30 to <=50% MFI	Renter	Small Related	NUMBER OF HOUSEHOLDS	100%	474																						
			With Any Housing Problems	51.5	244	1		1		1		1		1			0	####										
			Cost Burden > 30%	47.5	225												0	####										
			Cost Burden >50%	9.5	45												0	####										
		Large Related	NUMBER OF HOUSEHOLDS	100%	63																						
			With Any Housing Problems	52.4	33	1		1		1		1		1			0	####										
			Cost Burden > 30%	28.6	18												0	####										
			Cost Burden >50%	0.0	0												0	####										
		All other hshol	NUMBER OF HOUSEHOLDS	100%	425																						
			With Any Housing Problems	76.5	325												0	####										
			Cost Burden > 30%	74.1	315												0	####										
			Cost Burden >50%	20.0	85												0	####										
	Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	383																						
			With Any Housing Problems	39.9	153												0	####										
			Cost Burden > 30%	38.9	149												0	####										
			Cost Burden >50%	7.6	29												0	####										
		Small Related	NUMBER OF HOUSEHOLDS	100%	139																						
			With Any Housing Problems	74.8	104	1		1		1		1		1			0	####										
			Cost Burden > 30%	74.8	104												0	####										
			Cost Burden >50%	43.2	60												0	####										
		Large Related	NUMBER OF HOUSEHOLDS	100%	44																						
			With Any Housing Problems	100.0	44	1		1		1		1		1			0	####										
			Cost Burden > 30%	90.9	40												0	####										
			Cost Burden >50%	56.8	25												0	####										
		All other hshol	NUMBER OF HOUSEHOLDS	100%	125																						
			With Any Housing Problems	52.0	65												0	####										
			Cost Burden > 30%	52.0	65												0	####										
			Cost Burden >50%	32.0	40												0	####										
>30 to <=80% MFI	Renter	Elderly	NUMBER OF HOUSEHOLDS	100%	240																					100%		
			With Any Housing Problems	22.9	55												0	####									0	
			Cost Burden > 30%	22.9	55												0	####										
			Cost Burden >50%	0.0	0												0	####										
		Small Related	NUMBER OF HOUSEHOLDS	100%	575																						
			With Any Housing Problems	22.6	130												0	####										
			Cost Burden > 30%	16.5	95												0	####										
			Cost Burden >50%	0.0	0												0	####										
		Large Related	NUMBER OF HOUSEHOLDS	100%	164																						
			With Any Housing Problems	36.0	59	1		1		1		1		1			0	####										
			Cost Burden > 30%	0.0	0												0	####										
			Cost Burden >50%	0.0	0												0	####										
		other hshol	NUMBER OF HOUSEHOLDS	100%	648																						
			With Any Housing Problems	22.8	148												0	####										
			Cost Burden > 30%	20.5	133												0	####										

Household Income		Cost Burden >50%																												
Owner	Elderly	NUMBER OF HOUSEHOLDS	100%	578																										
		With Any Housing Problems	14.4	83												0	####													
		Cost Burden > 30%	14.4	83												0	####													
		Cost Burden >50%	6.7	39												0	####													
	Small Related	NUMBER OF HOUSEHOLDS	100%	594																										
		With Any Housing Problems	57.9	344												0	####													
		Cost Burden > 30%	57.9	344												0	####													
		Cost Burden >50%	9.3	55												0	####													
	Large Related	NUMBER OF HOUSEHOLDS	100%	188																										
		With Any Housing Problems	60.1	113	1		1		1		1		1			0	####													
		Cost Burden > 30%	44.7	84												0	####													
		Cost Burden >50%	8.0	15												0	####													
	All other hshold	NUMBER OF HOUSEHOLDS	100%	273																										
		With Any Housing Problems	56.0	153												0	####													
		Cost Burden > 30%	56.0	153												0	####													
		Cost Burden >50%	17.9	49												0	####													
		Total Any Housing Problem			10	0	10	0	10	0	10	0	10	0	0	0														
		Total 215 Renter														0														
		Total 215 Owner														0														
		Total 215			0	0	0	0	0	0	0	0	0	0	0	0														

		Total Disabled	0
Tot. Elderly	1079	Total Lead Hazard	0
Tot. Sm. Related	3163	Total Renters	6132
Tot. Lg. Related	704	Total Owners	3638

Jurisdiction

Housing Market Analysis

Complete cells in blue.

Housing Stock Inventory	Vacancy Rate	0 & 1 Bedroom	2 Bedrooms	3+ Bedroom	Total	Substandard Units
Affordability Mismatch						
Occupied Units: Renter		2621	2749	1788	7158	
Occupied Units: Owner		214	1712	5938	7864	
Vacant Units: For Rent	9%	220	270	135	625	
Vacant Units: For Sale	3%	18	63	154	235	
Total Units Occupied & Vacant		3073	4794	8015	15882	0
Rents: Applicable FMRs (in $s)		740-878	1,016	1234-1374		
Rent Affordable at 30% of 50% of MFI (in $s)		711-813	914-1,015	1,096		
Public Housing Units						
Occupied Units					0	
Vacant Units					0	
Total Units Occupied & Vacant		0	0	0	0	0
Rehabilitation Needs (in $s)					0	

	Development Activities	Needs	Current	Gap	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	% of Goal	Priority Need H, M, L	Dollars to Address	Plan to Fund Y/N	Fund Source
	01 Acquisition of Real Property 570.201(a)	0	0	0											0	0	#DIV/0!				
	02 Disposition 570.201(b)	0	0	0											0	0	#DIV/0!				
Public Facilities and Improvements	03 Public Facilities and Improvements (General) 570.201(c)	0	0	0	1				1				1		3	0	0%	Y	50k	Y	C
	03A Senior Centers 570.201(c)	0	0	0											0	0	#DIV/0!				
	03B Handicapped Centers 570.201(c)	0	0	0											0	0	#DIV/0!				
	03C Homeless Facilities (not operating costs) 570.201(c)	0	0	0											0	0	#DIV/0!				
	03D Youth Centers 570.201(c)	0	0	0											0	0	#DIV/0!				
	03E Neighborhood Facilities 570.201(c)	0	0	0											0	0	#DIV/0!				
	03F Parks, Recreational Facilities 570.201(c)	0	0	0					1				1		2	0	#DIV/0!	Y	50k	Y	C
	03G Parking Facilities 570.201©	0	0	0											0	0	#DIV/0!				
	03H Solid Waste Disposal Improvements 570.201(c)	0	0	0											0	0	#DIV/0!				
	03I Flood Drain Improvements 570.201(c)	0	0	0											0	0	#DIV/0!				
	03J Water/Sewer Improvements 570.201(c)	0	0	0											0	0	#DIV/0!				
	03K Street Improvements 570.201(c)	0	0	0					1						1	0	0%	Y	100k	Y	C
	03L Sidewalks 570.201(c)	0	0	0	1292		600		600		600		600		2692	0	#DIV/0!	Y	460k	Y	C
	03M Child Care Centers 570.201(c)	0	0	0											0	0	#DIV/0!				
	03N Tree Planting 570.201(c)	0	0	0					10		10		10		30	0	#DIV/0!	Y	25k	Y	C
	03O Fire Stations/Equipment 570.201(c)	0	0	0	2				1				1		4	0	0%	Y	150k	Y	C
	03P Health Facilities 570.201(c)	0	0	0											0	0	#DIV/0!				
	03Q Abused and Neglected Children Facilities 570.201(c)	0	0	0											0	0	#DIV/0!				
	03R Asbestos Removal 570.201(c)	0	0	0											0	0	#DIV/0!				
	03S Facilities for AIDS Patients (not operating costs) 570.201	0	0	0											0	0	#DIV/0!				
	03T Operating Costs of Homeless/AIDS Patients Programs	0	0	0	60		60		60		60		60		300	0	0%	Y	150k	Y	C
	04 Clearance and Demolition 570.201(d)	0	0	0												0	#DIV/0!				
	04A Clean-up of Contaminated Sites 570.201(d)	0	0	0											0	0	#DIV/0!				
lic Services	05 Public Services (General) 570.201(e)	0	0	0	6550		6000		6000		6000		6000		30550	0	0%	Y	525k	Y	C
	05A Senior Services 570.201(e)	0	0	0							100		100		200	0	#DIV/0!	Y	100k	Y	C
	05B Handicapped Services 570.201(e)	0	0	0											0	0	#DIV/0!				
	05C Legal Services 570.201(E)	0	0	0											0	0	#DIV/0!				
	05D Youth Services 570.201(e)	0	0	0	770		750		750		750		750		3770	0	0%	Y	120K	Y	C
	05E Transportation Services 570.201(e)	0	0	0							100		100		200	0	#DIV/0!	Y	50k	Y	C
	05F Substance Abuse Services 570.201(e)	0	0	0											0	0	#DIV/0!				
	05G Battered and Abused Spouses 570.201(e)	0	0	0	1700		1700		1700		1700		1700		8500	0	0%	Y	25K	Y	C
	05H Employment Training 570.201(e)	0	0	0	150		150		150		150		150		750	0	0%	Y	250K	Y	C
	05I Crime Awareness 570.201(e)	0	0	0											0	0	#DIV/0!				
	05J Fair Housing Activities (if CDBG, then subject to 570.201(	0	0	0											0	0	#DIV/0!				
	05K Tenant/Landlord Counseling 570.201(e)	0	0	0											0	0	#DIV/0!				

Publ																					
	05L Child Care Services 570.201(e)	0	0	0	30	30	30	30	30	150	0	0%	Y	75K	Y	C
	05M Health Services 570.201(e)	0	0	0						0	0	#DIV/0!				
	05N Abused and Neglected Children 570.201(e)	0	0	0						0	0	#DIV/0!				
	05O Mental Health Services 570.201(e)	0	0	0						0	0	#DIV/0!				
	05P Screening for Lead-Based Paint/Lead Hazards Poison 570	0	0	0						0	0	#DIV/0!				
	05Q Subsistence Payments 570.204	0	0	0						0	0	#DIV/0!				
	05R Homeownership Assistance (not direct) 570.204	0	0	0						0	0	#DIV/0!				
	05S Rental Housing Subsidies (if HOME, not part of 5% 570.2	0	0	0						0	0	#DIV/0!				
	05T Security Deposits (if HOME, not part of 5% Admin c	0	0	0						0	0	#DIV/0!				
	06 Interim Assistance 570.201(f)	0	0	0						0	0	#DIV/0!				
	07 Urban Renewal Completion 570.201(h)	0	0	0	1	1	1	1	1	5	0	0%	Y	130K	Y	C
	08 Relocation 570.201(i)	0	0	0						0	0	#DIV/0!				
	09 Loss of Rental Income 570.201(j)	0	0	0						0	0	#DIV/0!				
	10 Removal of Architectural Barriers 570.201(k)	0	0	0				1		1	0	#DIV/0!	Y	25K	Y	C
	11 Privately Owned Utilities 570.201(l)	0	0	0						0	0	#DIV/0!				
	12 Construction of Housing 570.201(m)	0	0	0						0	0	#DIV/0!				
	13 Direct Homeownership Assistance 570.201(n)	0	0	0	1	1	1	1	1	5	0	0%	Y	150K	Y	C
	14A Rehab; Single-Unit Residential 570.202	0	0	0	5	5	5	5	5	25	0	0%	Y	750K	Y	C
	14B Rehab; Multi-Unit Residential 570.202	0	0	0	5	5	5	5	5	25	0	0%	Y	750K	Y	C
	14C Public Housing Modernization 570.202	0	0	0	27	25	25	25	25	127	0	0%	Y	500K	Y	C
	14D Rehab; Other Publicly-Owned Residential Buildings 570.2	0	0	0						0	0	#DIV/0!				
	14E Rehab; Publicly or Privately-Owned Commercial/Indu 570	0	0	0						0	0	#DIV/0!				
	14F Energy Efficiency Improvements 570.202	0	0	0		1	1	1	1	4	0	#DIV/0!	Y	65K	Y	C
	14G Acquisition - for Rehabilitation 570.202	0	0	0						0	0	#DIV/0!				
	14H Rehabilitation Administration 570.202	0	0	0						0	0	#DIV/0!				
	14I Lead-Based/Lead Hazard Test/Abate 570.202	0	0	0						0	0	#DIV/0!				
	15 Code Enforcement 570.202(c)	0	0	0							0	#DIV/0!				
	16A Residential Historic Preservation 570.202(d)	0	0	0						0	0	#DIV/0!				
	16B Non-Residential Historic Preservation 570.202(d)	0	0	0	1		1		1	3	0	0%	Y	100K	Y	C
	17A CI Land Acquisition/Disposition 570.203(a)	0	0	0						0	0	#DIV/0!				
	17B CI Infrastructure Development 570.203(a)	0	0	0						0	0	#DIV/0!				
	17C CI Building Acquisition, Construction, Rehabilitat 570.203	0	0	0						0	0	#DIV/0!				
	17D Other Commercial/Industrial Improvements 570.203(a)	0	0	0						0	0	#DIV/0!				
	18A ED Direct Financial Assistance to For-Profits 570.203(b)	0	0	0						0	0	#DIV/0!				
	18B ED Technical Assistance 570.203(b)	0	0	0						0	0	#DIV/0!				
	18C Micro-Enterprise Assistance	0	0	0						0	0	#DIV/0!				
	19A HOME Admin/Planning Costs of PJ (not part of 5% Ad	0	0	0						0	0	#DIV/0!				
	19B HOME CHDO Operating Costs (not part of 5% Admin ca	0	0	0						0	0	#DIV/0!				
	19C CDBG Non-profit Organization Capacity Building	0	0	0						0	0	#DIV/0!				
	19D CDBG Assistance to Institutes of Higher Education	0	0	0						0	0	#DIV/0!				
	19E CDBG Operation and Repair of Foreclosed Property	0	0	0						0	0	#DIV/0!				
	19F Planned Repayment of Section 108 Loan Principal	0	0	0						0	0	#DIV/0!				
	19G Unplanned Repayment of Section 108 Loan Principal	0	0	0						0	0	#DIV/0!				

	21B - Direct Costs 570.206	0	0	0											0	0	#DI. 0					
	21D Fair Housing Activities (subject to 20% Admin cap) 570.2	0	0	0											0	0	#DIV/0!					
	21E Submissions or Applications for Federal Programs 570.20	0	0	0				1							1	0	#DIV/0!	Y	25K	Y	C	
	21F HOME Rental Subsidy Payments (subject to 5% cap)	0	0	0											0	0	#DIV/0!					
	21G HOME Security Deposits (subject to 5% cap)	0	0	0											0	0	#DIV/0!					
	21H HOME Admin/Planning Costs of PJ (subject to 5% cap	0	0	0											0	0	#DIV/0!					
	21I HOME CHDO Operating Expenses (subject to 5% cap)	0	0	0											0	0	#DIV/0!					
22 Unprogrammed Funds		0	0	0											0	0	#DIV/0!					
HOPWA	31J Facility based housing - development	0	0	0											0	0	#DIV/0!					
	31K Facility based housing - operations	0	0	0											0	0	#DIV/0!					
	31G Short term rent mortgage utility payments	0	0	0											0	0	#DIV/0!					
	31F Tenant based rental assistance	0	0	0											0	0	#DIV/0!					
	31E Supportive service	0	0	0											0	0	#DIV/0!					
	31I Housing information services	0	0	0											0	0	#DIV/0!					
	31H Resource identification	0	0	0											0	0	#DIV/0!					
	31B Administration - grantee	0	0	0											0	0	#DIV/0!					
	31D Administration - project sponsor	0	0	0											0	0	#DIV/0!					
CDBG	Acquisition of existing rental units	0	0	0											0	0	#DIV/0!					
	Production of new rental units	0	0	0											0	0	#DIV/0!					
	Rehabilitation of existing rental units	0	0	0											0	0	#DIV/0!					
	Rental assistance	0	0	0											0	0	#DIV/0!					
	Acquisition of existing owner units	0	0	0											0	0	#DIV/0!					
	Production of new owner units	0	0	0											0	0	#DIV/0!					
	Rehabilitation of existing owner units	0	0	0											0	0	#DIV/0!					
	Homeownership assistance	0	0	0											0	0	#DIV/0!					
HOME	Acquisition of existing rental units	0	0	0											0	0	#DIV/0!					
	Production of new rental units	0	0	0											0	0	#DIV/0!					
	Rehabilitation of existing rental units	0	0	0											0	0	#DIV/0!					
	Rental assistance	0	0	0											0	0	#DIV/0!					
	Acquisition of existing owner units	0	0	0											0	0	#DIV/0!					
	Production of new owner units	0	0	0											0	0	#DIV/0!					
	Rehabilitation of existing owner units	0	0	0											0	0	#DIV/0!					
	Homeownership assistance	0	0	0											0	0	#DIV/0!					
	Totals	0	0	0	10596	0	0	0	0	0	0	0	0	0	10596	0	#DIV/0!		$5750K			

CPMP Version 1.3

Continuum of Care Homeless Population and Subpopulations Chart

Part 1: Homeless Population	Sheltered: Emergency	Sheltered: Transitional	Un-sheltered	Total
1. Homeless Individuals	94	23	12	129
2. Homeless Families with Children	22	28	0	50
2a. Persons in Homeless with Children Families	62	78	0	140
Total (lines 1 + 2a)	156	101	12	269

Jurisdiction

Data Quality: (N) enumerations

Part 2: Homeless Subpopulations	Sheltered	Un-sheltered	Total
1. Chronically Homeless	44	23	67
2. Severely Mentally Ill	64	0	64
3. Chronic Substance Abuse	93	0	93
4. Veterans	33	0	33
5. Persons with HIV/AIDS	4	0	4
6. Victims of Domestic Violence	38	0	38
7. Youth (Under 18 years of age)	90	0	90

Data Quality: (N) enumerations

Part 3: Homeless Needs Table: Individuals		Needs	Currently Available	Gap	5-Year Quantities: Year 1 Goal	Year 1 Complete	Year 2 Goal	Year 2 Complete	Year 3 Goal	Year 3 Complete	Year 4 Goal	Year 4 Complete	Year 5 Goal	Year 5 Complete	Total Goal	Total Actual	Total % of Goal	Priority H, M, L	Plan to Fund? Y	Fund Source: CDBG, HOME, HOPWA, ESG or Other
Beds	Emergency Shelters	106	96	10	0	0	0	0	0	0	0	0	0	0	0	0	###	Y	Y	CDBG
	Transitional Housing	23	24	-1	0	0	0	0	0	0	0	0	0	0	0	0	###			
	Permanent Supportive Housing	129	126	3	20	0	10	0	10	0	10	0	0	0	50	0	0%	Y	Y	CDBG
	Total	258	246	12	0	0	0	0	0	0	0	0	0	0	0	0	###			
Chronically Homeless		67																		

Part 4: Homeless Needs Table: Families		Needs	Currently Available	Gap	5-Year Quantities										Total			Priority H, M, L	Plan to Fund? Y	Fund Source: CDBG, HOME, HOPWA, ESG or Other
					Year 1		Year 2		Year 3		Year 4		Year 5							
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Actual	% of Goal			
Beds	Emergency Shelters	62	101	-39	0	0	0	0	0	0	0	0	0	0	0	0	###			
	Transitional Housing	78	123	-45	0	0	0	0	0	0	0	0	0	0	0	0	###			
	Permanent Supportive Housing	140	200	-60	0	0	0	0	0	0	0	0	0	0	0	0	###			
	Total	280	424	-144	0	0	0	0	0	0	0	0	0	0	0	0	###			

Completing Part 1: Homeless Population. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The counts must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Completing Part 2: Homeless Subpopulations. This must be completed using statistically reliable, unduplicated counts or estimates of homeless persons in sheltered and unsheltered locations at a one-day point in time. The numbers must be from: (A) administrative records, (N) enumerations, (S) statistically reliable samples, or (E) estimates. The quality of the data presented in each box must be identified as: (A), (N), (S) or (E).

Sheltered Homeless. Count adults, children and youth residing in shelters for the homeless. "Shelters" include all emergency shelters and transitional shelters for the homeless, including domestic violence shelters, residential programs for runaway/homeless youth, and any hotel/motel/apartment voucher arrangements paid by a public/private agency because the person or family is homeless. Do not count: (1) persons who are living doubled up in conventional housing; (2) formerly homeless persons who are residing in Section 8 SRO, Shelter Plus Care, SHP permanent housing or other permanent housing units; (3) children or youth, who because of their own or a parent's homelessness or abandonment, now reside temporarily and for a short anticipated duration in hospitals, residential treatment facilities, emergency foster care, detention facilities and the like; and (4) adults living in mental health facilities, chemical dependency facilities, or criminal justice facilities.

Unsheltered Homeless. Count adults, children and youth sleeping in places not meant for human habitation. Places not meant for human habitation include streets, parks, alleys, parking ramps, parts of the highway system, transportation depots and other parts of transportation systems (e.g. subway tunnels, railroad car), all-night commercial establishments (e.g. movie theaters, laundromats, restaurants), abandoned buildings, building roofs or stairwells, chicken coops and other farm outbuildings, caves, campgrounds, vehicles, and other similar places.

	Non-Homeless Special Needs Including HOPWA	Needs	Currently Available	GAP	3-5 Year Quantities										Total		
					Year 1		Year 2		Year 3		Year 4*		Year 5*				
					Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Complete	Goal	Actual	% of Goal
Housing Needed	52. Elderly	3820	0	3820	0	0	0	0	0	0	0	0	0	0	0	0	####
	53. Frail Elderly	130	0	130	0	0	0	0	0	0	0	0	0	0	0	0	####
	54. Persons w/ Severe Mental Illness	293	0	293	0	0	0	0	0	0	0	0	0	0	0	0	####
	55. Developmentally Disabled	1138	0	1138	0	0	0	0	0	0	0	0	0	0	0	0	####
	56. Physically Disabled	3278	0	3278	0	0	0	0	0	0	0	0	0	0	0	0	####
	57. Alcohol/Other Drug Addicted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	58. Persons w/ HIV/AIDS & their familie	137	0	137	0	0	0	0	0	0	0	0	0	0	0	0	####
	59. Public Housing Residents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	Total	8796	0	8796	0	0	0	0	0	0	0	0	0	0	0	0	####
Supportive Services Needed	60. Elderly	3820	0	3820	0	0	0	0	0	0	0	0	0	0	0	0	####
	61. Frail Elderly	130	0	130	0	0	0	0	0	0	0	0	0	0	0	0	####
	62. Persons w/ Severe Mental Illness	293	0	293	0	0	0	0	0	0	0	0	0	0	0	0	####
	63. Developmentally Disabled	1138	0	1138	0	0	0	0	0	0	0	0	0	0	0	0	####
	64. Physically Disabled	3278	0	3278	0	0	0	0	0	0	0	0	0	0	0	0	####
	65. Alcohol/Other Drug Addicted	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	66. Persons w/ HIV/AIDS & their familie	137	0	137	0	0	0	0	0	0	0	0	0	0	0	0	####
	67. Public Housing Residents	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	####
	Total	8796	0	8796	0	0	0	0	0	0	0	0	0	0	0	0	####

APPENDIX C

PROGRAM NEEDS ASSESSMENT SUMMARY & QUESTIONNAIRE

RECEIVED
MAR 0
OFFICE OF THE CITY MANAGER
NORWICH, CT

ESTABLISHED 1659

CITY OF NORWICH

CONNECTICUT

JENNIFER GOTTLIEB
ASSISTANT CITY MANAGER
(860) 823-3746

100 Broadway
Norwich, CT 06360
Fax (860) 885-2131

Memorandum

Date: March 2, 2010
Re: CDBG Five-Year Consolidated Plan Survey
To: Housing Agencies
From: Jennifer Gottlieb, Assistant City Manager

The Department of Housing and Urban Development, in accordance with enforcement of federal regulations, requires that the City of Norwich develop a Five-Year Consolidated Plan detailing it's strategies to meet the housing, social service, community and economic development needs of the Norwich community for the period 2010-2015.

Your input is requested so that Norwich may develop an effective plan to meet these needs. Please review the enclosed questionnaire with your staff and fill out the sections that pertain to your area of expertise. You are also welcome to offer comments on other community development needs that are addressed in the narrative. This questionnaire is circulated to you as an agent knowledgeable about the HOUSING needs in Norwich. You or your staff may include additional narratives when you return the questionnaire.

The City of Norwich greatly appreciates the time and effort that you expend in completed the enclosed questionnaire and assure you that your participation is vital to the formulation of a meaningful plan for Community Development for the next five years.

Please return your form and narratives by April 1, 2010 to:

CONSOLIDATED FIVE-YEAR PLAN ADMINISTRATOR
c/o Alan H. Bergren, City Manager
Office of the City Manager
100 Broadway
Norwich, CT 06360

Email: cmoffice@cityofnorwich.org and jelazhari@cityofnorwich.org

If you have any questions, please call me at 823-3746.

ESTABLISHED 1659
CITY OF NORWICH
CONNECTICUT

RECEIVED
APR 01 2010
OFFICE OF THE CITY MANAGER
NORWICH, CT

JENNIFER GOTTLIEB
ASSISTANT CITY MANAGER
(860) 823-3746

100 Broadway
Norwich, CT 06360
Fax (860) 885-2131

Memorandum

Date: March 4, 2010
Re: CDBG Five-Year Consolidated Plan Survey
To: Social Service Agencies
From: Jennifer Gottlieb, Assistant City Manager

The Department of Housing and Urban Development, in accordance with enforcement of federal regulations, requires that the City of Norwich develop a Five-Year Consolidated Plan detailing it's strategies to meet the housing, social service, community and economic development needs of the Norwich community for the period 2010-2015.

Your input is requested so that Norwich may develop an effective plan to meet these needs. Please review the enclosed questionnaire with your staff and fill out the sections that pertain to your area of expertise. You are also welcome to offer comments on other community development needs that are addressed in the narrative. This questionnaire is circulated to you as an agent knowledgeable about the SOCIAL SERVICE needs in Norwich. You or your staff may include additional narratives when you return the questionnaire.

The City of Norwich greatly appreciates the time and effort that you expend in completed the enclosed questionnaire and assure you that your participation is vital to the formulation of a meaningful plan for Community Development for the next five years.

Please return your form and narratives by April 1, 2010 to:

CONSOLIDATED FIVE-YEAR PLAN ADMINISTRATOR
c/o Alan H. Bergren, City Manager
Office of the City Manager
100 Broadway
Norwich, CT 06360

Email: cmoffice@cityofnorwich.org and jelazhari@cityofnorwich.org

If you have any questions, please call me at 823-3746.

City of Norwich
Community Development Block Grant Survey for Consolidated Plan 2010-2014

PART I Each year the City of Norwich receives a federal grant (called the Community Development Block Grant) for housing and community development projects that primarily benefit low to moderate income residents. Every five years the Town creates a Consolidated Plan which outlines the areas in which the annual grant will be spent over a five year period. We would like you to have a voice in how the Block Grant is spent by telling us where you see the greatest needs in our community. Please rate the need level for each of the following items and circle the one that best applies. Please return this survey by March 26, 2010, to Jennifer Gottlieb, Office of the City Manager, 100 Broadway, 2nd floor 06360 or by fax 860-885-2131. You may submit additional pages of narrative testimony if you wish.

Please circle 1 for 'Lowest' need up through 4 for 'Highest' need.

Community Facilities	**Lowest**			**Highest**
Senior Centers	1	2	(3)	4
Youth Centers	1	2	(3)	4
Child Care Centers	1	(2)	3	4
Park & Rec. Facilities	1	(2)	3	4
Health Care Facilities	1	(2)	3	4
Fire Stations & Equip.	1	2	(3)	4
Libraries	1	2	(3)	4

Community Services	**Lowest**			**Highest**
Senior Activities	1	2	(3)	4
Youth Activities	1	2	(3)	4
Child Care Services	1	(2)	3	4
Transportation Services	1	2	(3)	4
Anti-Crime Programs	1	2	(3)	4
Health Services	1	2	(3)	4
Mental Health Services	1	2	(3)	4
Legal Services	1	(2)	3	4

Infrastructure	**Lowest**			**Highest**
Drainage Improvement	1	(2)	3	4
Water/Sewer Improv.	1	2	3	(4)
Street Improvement	1	2	(3)	4
Street Lighting	1	(2)	3	4
Sidewalk Improvement	1	2	(3)	4
Signage Improvement	1	(2)	3	4

Special Needs Services	**Lowest**			**Highest**
Centers/Services for Disabled	1	(2)	3	4
Accessiblity Improv.	1	(2)	3	4
Domestic Violence Srvcs	1	(2)	3	4
Substance Abuse Srvcs	1	2	(3)	4
Homeless Shelter Srvcs	1	(2)	3	4
HIV/AIDS Services	1	(2)	3	4
Neglected/Abused Children Services	1	(2)	3	4

Business & Jobs	**Lowest**			**Highest**
Start Up Business Help	1	2	(3)	4
Small Business Loans	1	2	(3)	4
Job Creation/Retention	1	2	3	(4)
Employment Training	1	2	(3)	4
Commercial Facade Improvements	1	2	(3)	4
Business Mentoring	1	2	(3)	4

Neighborhood Services	**Lowest**			**Highest**
Tree Planting	(1)	2	3	4
Trash & Debris Removal	1	(2)	3	4
Graffiti Removal	(1)	2	3	4
Code Enforcement	1	(2)	3	4
Parking Facilities	1	2	(3)	4
Cleanup of abandoned Lots & Buildings	1	2	(3)	4

Housing	Lowest			Highest
Residential Rehabilitation	1	2	3	(4)
First time Homebuyer Assistance	1	2	(3)	4
Housing for Disabled	1	(2)	3	4
Senior Housing	1	2	(3)	4
Single Family Housing	1	(2)	3	4
Large Family Housing	1	(2)	3	4
Affordable Rental Housing	1	2	(3)	4
Fair Housing	1	(2)	3	4
Lead-based Paint Test/Abatement	1	2	(3)	4
Residential Historic Preservation	1	2	(3)	4
Non-Residential Historic Preservation	1	(2)	(3)	4
Energy Efficient Improvements	1	2	(3)	4

Please describe any needs not listed above:

_____

_____

PART II -- While creating its Consolidated Plan for 2010 – 2014, the City must also examine factors that ...de fair housing choice in Norwich. Your own experiences will contribute to the efforts to research ...acles such as the nature and extent of housing discrimination in town. Please note: this survey is for ...formational purposes only. The information will be used to develop strategies to overcome any identified ...pediments to fair housing choice.

1. Do you believe housing discrimination is an issue in your neighborhood? ____ Yes __K__ No
2. Have you ever experienced discrimination in housing? ____ Yes __K__ No
3. If so, who do you believe discriminated against you?
   ____ landlord _____ real estate agent _____ Mortgage lender _____ Mortgage insurer
4. On what basis do you believe you were discriminated against?
   ____ Race ____ Color ____ National origin ____ Religion ____ Gender ____ Disability
   ____ Family Status (single parent with children, family with children or expecting a child)
5. If you believe you were discriminated against, did you report the incident? ____ Yes ____ No DK
6. If not, WHY? ____ don't know where to report _____ afraid of retaliation
   ____ too much trouble ____ don't believe it makes a difference

_____

PART III – Please tell us about yourself by checking as many as apply

a town resident __K__	a person with a disability ____	a faith-based organization ____
a business owner in town ____	a homeowner __K__	other _____
a non-profit organization ____	a renter ____	
a senior citizen __K__	a landlord ____	

_____

Optional: Your name: _____ Organization (if applicable) _____

THANK YOU!

Housing	Lowest			Highest
Residential Rehabilitation	1	2	3	(4)
First time Homebuyer Assistance	1	2	(3)	4
Housing for Disabled	1	(2)	3	4
Senior Housing	1	2	(3)	4
Single Family Housing	1	(2)	3	4
Large Family Housing	1	(2)	3	4
Affordable Rental Housing	1	2	(3)	4
Fair Housing	1	(2)	3	4
Lead-based Paint Test/Abatement	1	2	(3)	4
Residential Historic Preservation	1	2	(3)	4
Non-Residential Historic Preservation	1	2	(3)	4
Energy Efficient Improvements	1	2	(3)	4

Please describe any needs not listed above:

_____

_____

PART II -- While creating its Consolidated Plan for 2010 – 2014, the City must also examine factors that impede fair housing choice in Norwich. Your own experiences will contribute to the efforts to research obstacles such as the nature and extent of housing discrimination in town. Please note: this survey is for informational purposes only. The information will be used to develop strategies to overcome any identified impediments to fair housing choice.

1. Do you believe housing discrimination is an issue in your neighborhood? ____ Yes __K__ No
2. Have you ever experienced discrimination in housing? ____ Yes __K__ No
3. If so, who do you believe discriminated against you?
   ____ landlord _____ real estate agent _____ Mortgage lender _____ Mortgage insurer
4. On what basis do you believe you were discriminated against?
   ____ Race ____ Color ____ National origin ____ Religion ____ Gender _____ Disability
   ____ Family Status (single parent with children, family with children or expecting a child)
5. If you believe you were discriminated against, did you report the incident? ____ Yes ____ No DK
6. If not, WHY? ____ don't know where to report _____ afraid of retaliation
   ____ too much trouble ____ don't believe it makes a difference

PART III – Please tell us about yourself by checking as many as apply

a town resident __K__ a person with a disability _____ a faith-based organization ____
a business owner in town _____ a homeowner __K__ other _____
a non-profit organization _____ a renter _____
a senior citizen __K__ a landlord _____

Optional: Your name: _____ Organization (if applicable) _____

THANK YOU!

Housing	Lowest			Highest
sidential Rehabilitation	1	2	3	(4)
First time Homebuyer Assistance	1	2	(3)	4
Housing for Disabled	1	(2)	3	4
Senior Housing	1	2	(3)	4
Single Family Housing	1	(2)	3	4
Large Family Housing	1	(2)	3	4
Affordable Rental Housing	1	2	(3)	4
Fair Housing	1	(2)	3	4
Lead-based Paint Test/Abatement	1	2	(3)	4
Residential Historic Preservation	1	2	(3)	4
Non-Residential Historic Preservation	1	2	(3)	4
Energy Efficient Improvements	1	2	(3)	4

ase describe any needs not listed above:

_____

_____

ART II -- While creating its Consolidated Plan for 2010 – 2014, the City must also examine factors that ... fair housing choice in Norwich. Your own experiences will contribute to the efforts to research ...tacles such as the nature and extent of housing discrimination in town. Please note: this survey is for ...rmational purposes only. The information will be used to develop strategies to overcome any identified ...ediments to fair housing choice.

Do you believe housing discrimination is an issue in your neighborhood? ____ Yes __K__ No
Have you ever experienced discrimination in housing? ____ Yes __K__ No
If so, who do you believe discriminated against you?
____ landlord _____ real estate agent _____ Mortgage lender _____ Mortgage insurer
On what basis do you believe you were discriminated against?
____ Race ____ Color ____ National origin ____ Religion ____ Gender _____ Disability
____ Family Status (single parent with children, family with children or expecting a child)
If you believe you were discriminated against, did you report the incident? ____ Yes ____ No DK
If not, WHY? ____ don't know where to report _____ afraid of retaliation
____ too much trouble ____ don't believe it makes a difference

_____

ART III – Please tell us about yourself by checking as many as apply

a town resident __K__	a person with a disability _____	a faith-based organization ____
a business owner in town _____	a homeowner __K__	other _____
a non-profit organization _____	a renter _____	
a senior citizen __K__	a landlord _____	

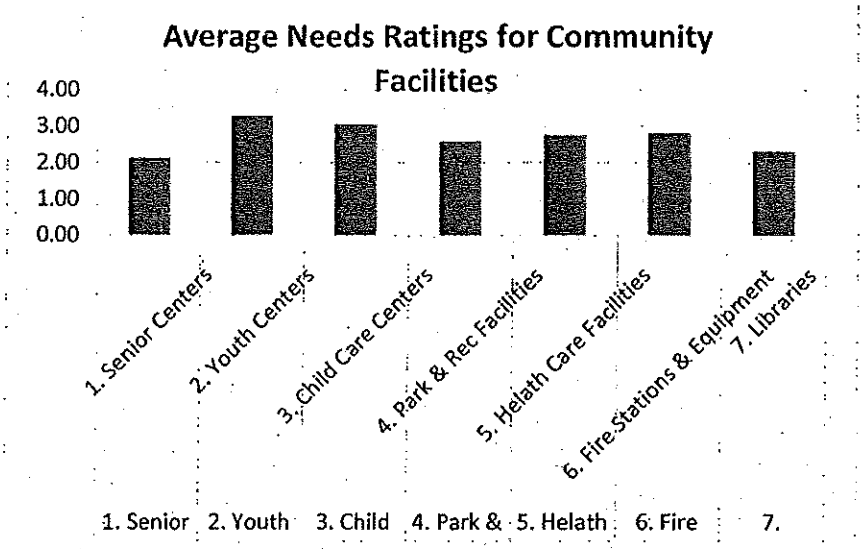
...nal: Your name: _____ Organization (if applicable) _____

THANK YOU!

Norwich Con Plan

Community Facilities

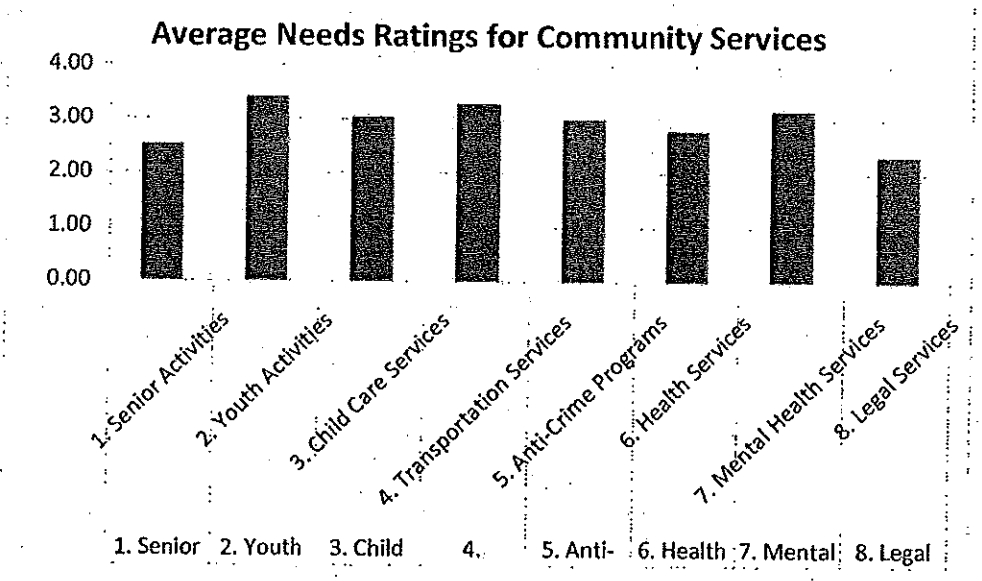
Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Senior Centers	8	10	5	3	1	2.12	27
2. Youth Centers	1	2	11	11	2	3.28	27
3. Child Care Centers	3	1	13	8	2	3.04	27
4. Park & Rec Facilities	2	8	12	2	3	2.58	27
5. Helath Care Facilities	5	4	7	8	3	2.75	27
6. Fire Stations & Equipment	6	4	5	11	1	2.81	27
7. Libraries	7	4	8	3	3	2.32	25
						answered question	**27**
						skipped question	**0**



Norwich Con Plan

Community Services

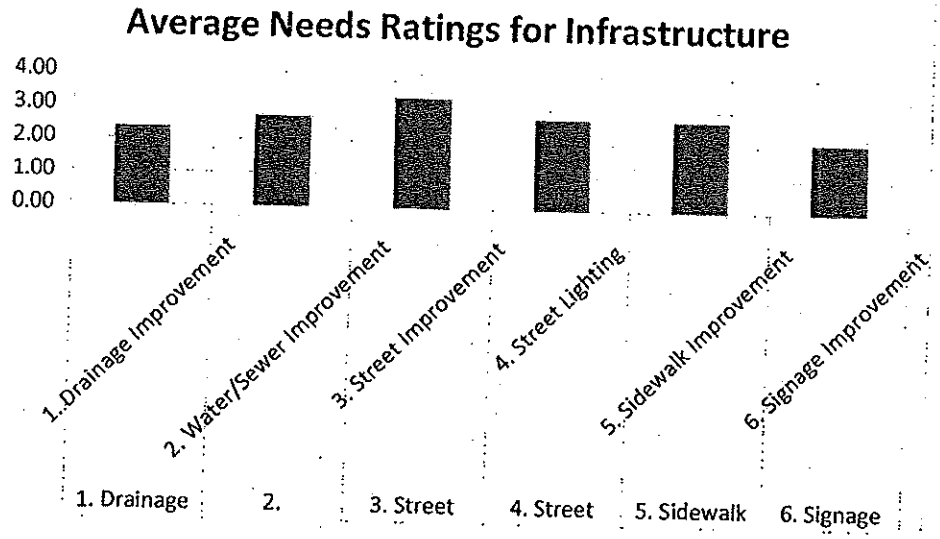
Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Senior Activities	5	5	12	3	2	2.52	27
2. Youth Activities	0	3	9	13	2	3.40	27
3. Child Care Services	2	4	10	9	2	3.04	27
4. Transportation Services	1	4	6	13	3	3.29	27
5. Anti-Crime Programs	0	6	13	6	2	3.00	27
6. Health Services	3	5	10	6	3	2.79	27
7. Mental Health Services	1	4	9	10	2	3.17	26
8. Legal Services	2	13	8	1	2	2.33	26
						answered question	27
						skipped question	0



Norwich Con Plan

Infrastructure

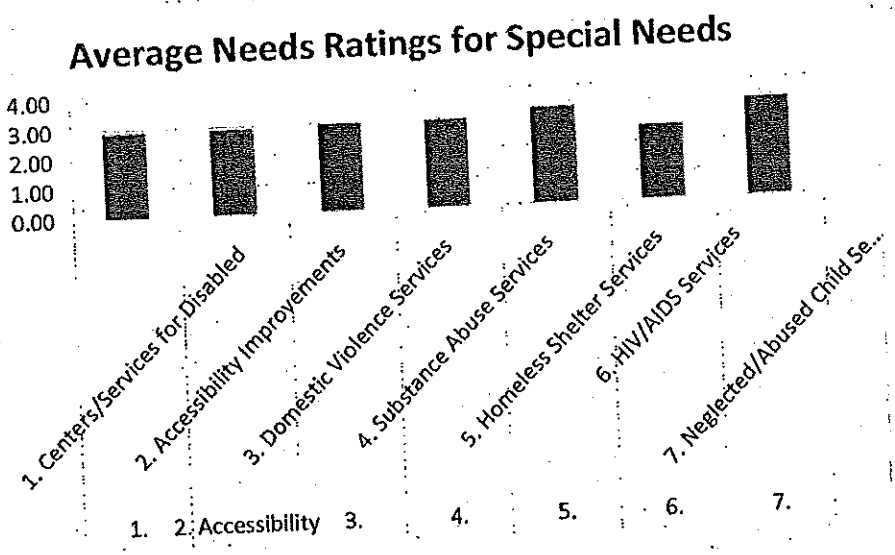
Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Drainage Improvement	4	12	4	4	3	2.33	27
2. Water/Sewer	3	9	4	8	3	2.71	27
3. Street Improvement	1	2	10	11	3	3.29	27
4. Street Lighting	1	11	7	6	2	2.72	27
5. Sidewalk Improvement	3	8	7	7	2	2.72	27
6. Signage Improvement	3	16	3	1	3	2.09	26
						answered question	**27**
						skipped question	**0**



wich Con Plan

cial Needs

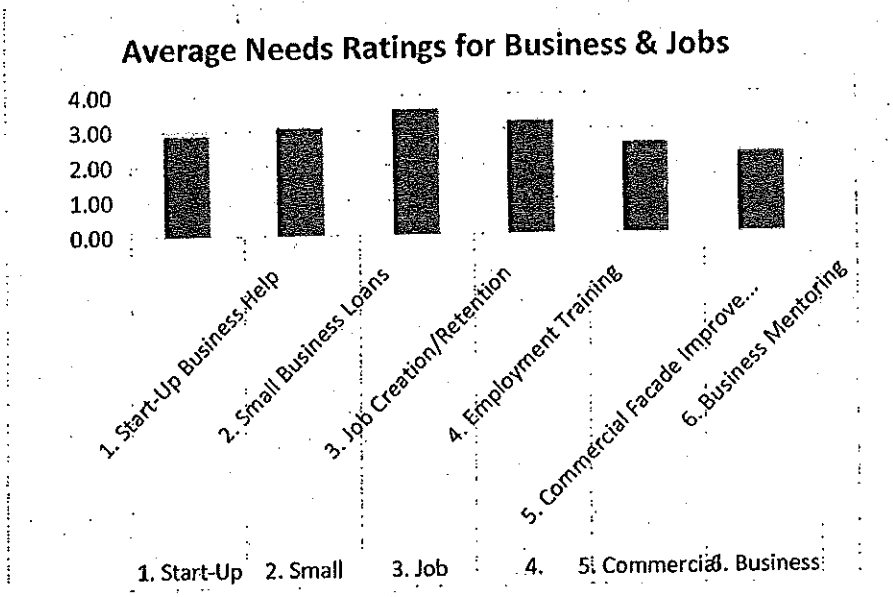
wer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
nters/Services for Disabled	1	8	8	7	3	2.88	27
cessibility Improvements	0	9	9	6	3	2.88	27
mestic Violence Services	0	7	10	6	4	2.96	27
bstance Abuse Services	1	5	11	6	4	2.96	27
meless Shelter Services	0	4	9	10	4	3.26	27
IV/AIDS Services	1	11	9	2	3	2.52	26
glected/Abused Child Services	0	5	6	13	3	3.33	27
						answered question	**27**
						skipped question	**0**



Norwich Con Plan

Business & Jobs

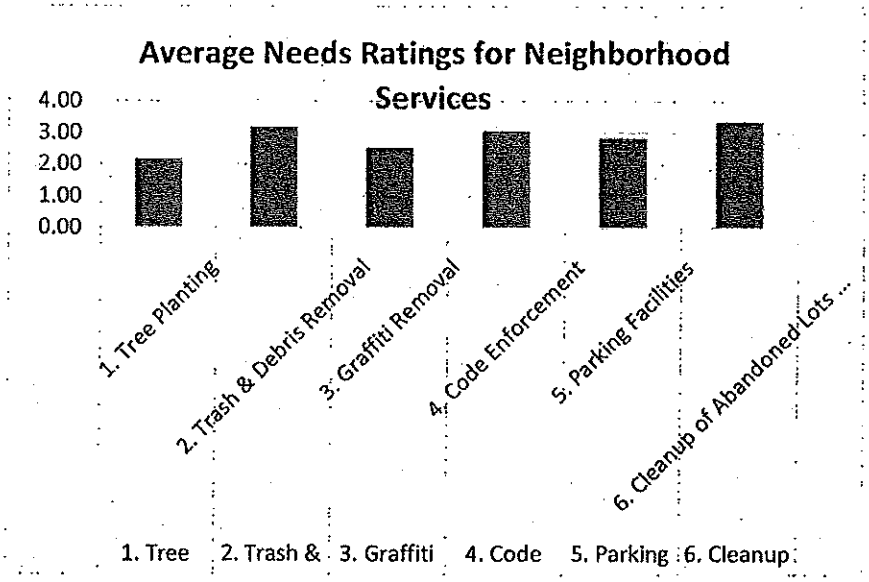
Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Start-Up Business Help	1	9	6	8	3	2.88	27
2. Small Business Loans	1	6	8	10	2	3.08	27
3. Job Creation/Retention	0	2	6	16	3	3.58	27
4. Employment Training	0	5	9	10	3	3.21	27
5. Commercial Facade Improvements	4	6	10	4	2	2.58	26
6. Business Mentoring	4	12	7	2	2	2.28	27
						answered question	27
						skipped question	0



Norwich Con Plan

Neighborhood Services

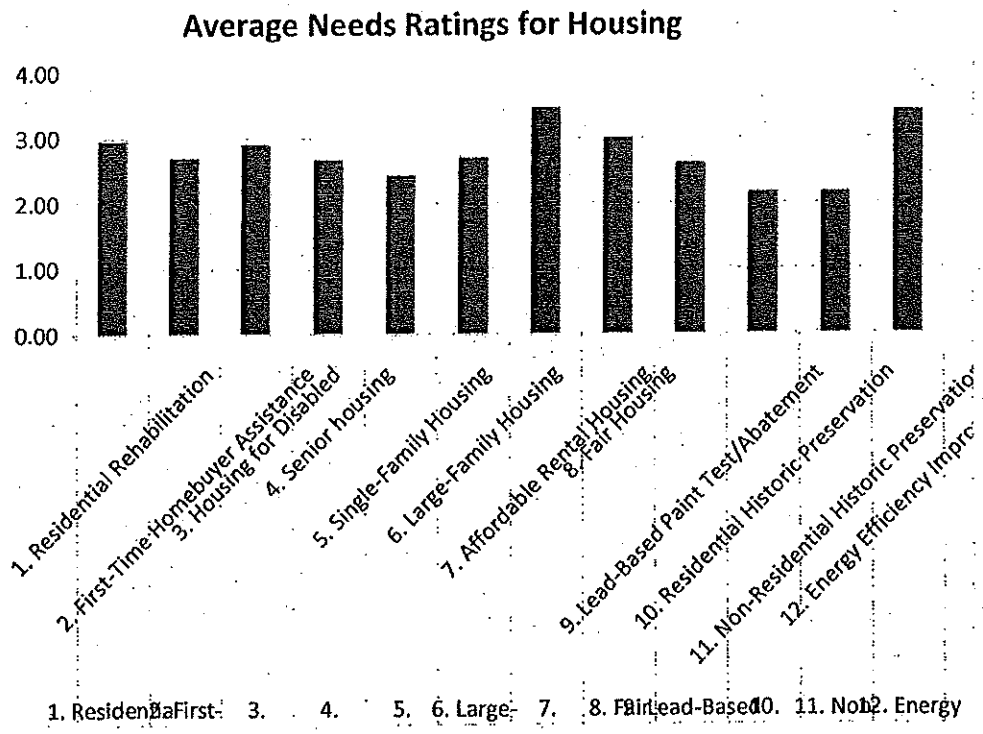
Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Tree Planting	7	9	7	2	2	2.16	27
2. Trash & Debris Removal	1	8	2	14	2	3.16	27
3. Graffiti Removal	2	12	7	4	2	2.52	27
4. Code Enforcement	0	7	10	8	2	3.04	27
5. Parking Facilities	0	7	15	3	2	2.84	27
6. Cleanup of Abandoned Lots &	0	4	9	13	1	3.35	27
						answered question	27
						skipped question	0



Norwich Con Plan

Housing

Answer Options	1 - Lowest	2 - Low	3 - High	4 - Highest	N/A	Rating Average	Response Count
1. Residential Rehabilitation	0	8	10	7	2	2.96	27
2. First-Time Homebuyer Assistance	1	11	5	6	4	2.70	27
3. Housing for Disabled	1	7	8	7	3	2.91	26
4. Senior housing	3	6	11	4	2	2.67	26
5. Single-Family Housing	4	10	4	5	3	2.43	26
6. Large-Family Housing	1	11	5	6	3	2.70	26
7. Affordable Rental Housing	0	3	7	14	2	3.46	26
8. Fair Housing	1	3	13	5	4	3.00	26
9. Lead-Based Paint Test/Abatement	0	12	8	3	3	2.61	26
10. Residential Historic Preservation	6	10	6	2	2	2.17	26
11. Non-Residential Historic	4	13	4	2	3	2.17	26
12. Energy Efficiency Improvements	0	3	8	13	2	3.42	26
						answered question	**27**
						skipped question	**0**



Norwich Con Plan

Please describe any needs not listed above:

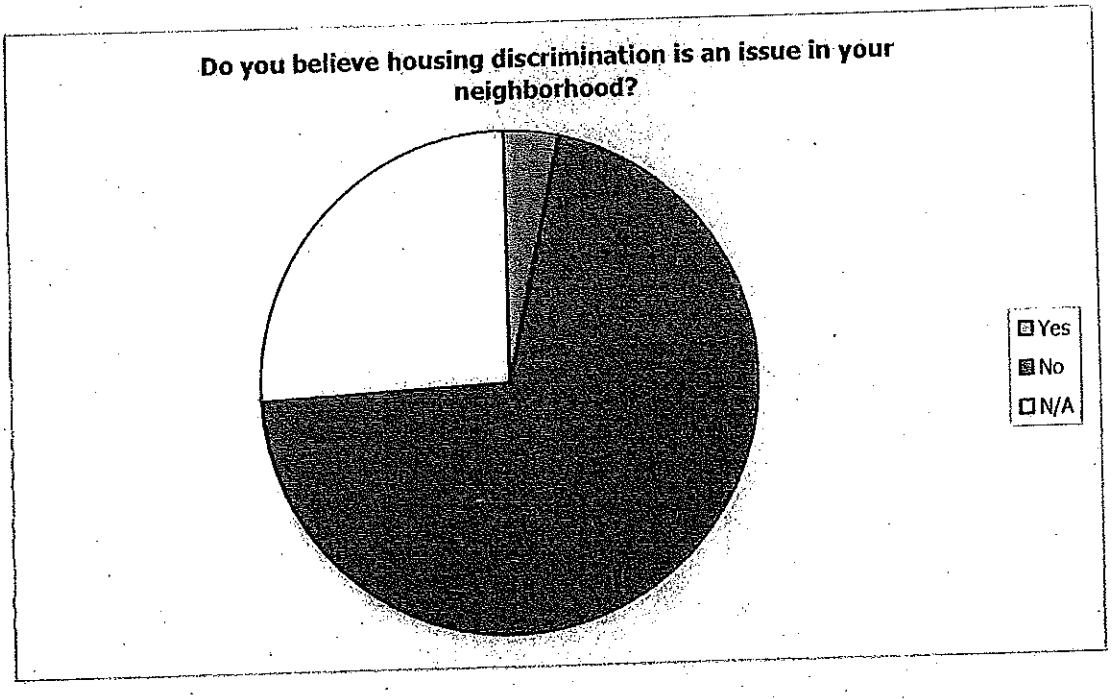
Answer Options	Response Count
	6
answered question	6
skipped question	21

Number	Response Date	Response Text
1	Apr 28, 2010 1:55 PM	foreclosure prevention☐☐programmin support
2	Apr 29, 2010 1:43 PM	more economic development to increase business and decrease taxes for homeowners. No more "No Tax" deals for large businesses like hotels
3	Apr 29, 2010 3:12 PM	Increases police patrol in Greenville
4	Apr 29, 2010 3:29 PM	more supportive housing
5	Apr 29, 2010 3:44 PM	public gardens
6	Apr 29, 2010 4:34 PM	ELS classes for Adults on mornings, evenings, weekends

Norwich Con Plan

Do you believe housing discrimination is an issue in your neighborhood?

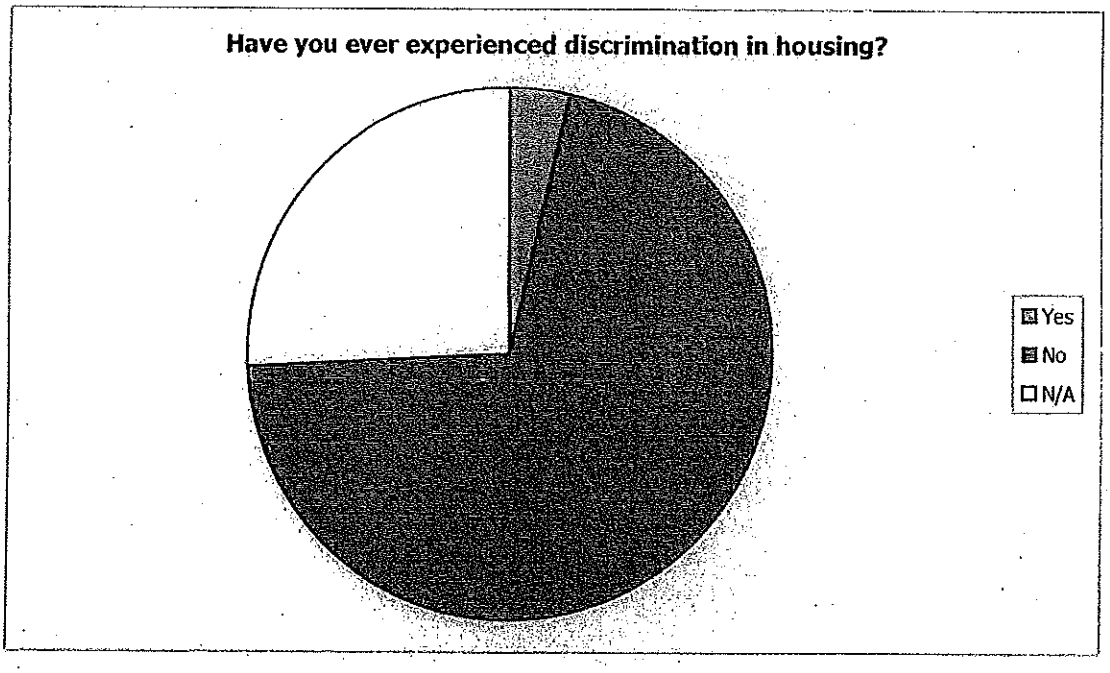
Answer Options	Response Percent	Response Count
Yes	3.7%	1
No	70.4%	19
N/A	25.9%	7
	answered question	**27**
	skipped question	**0**



Norwich Con Plan

Have you ever experienced discrimination in housing?

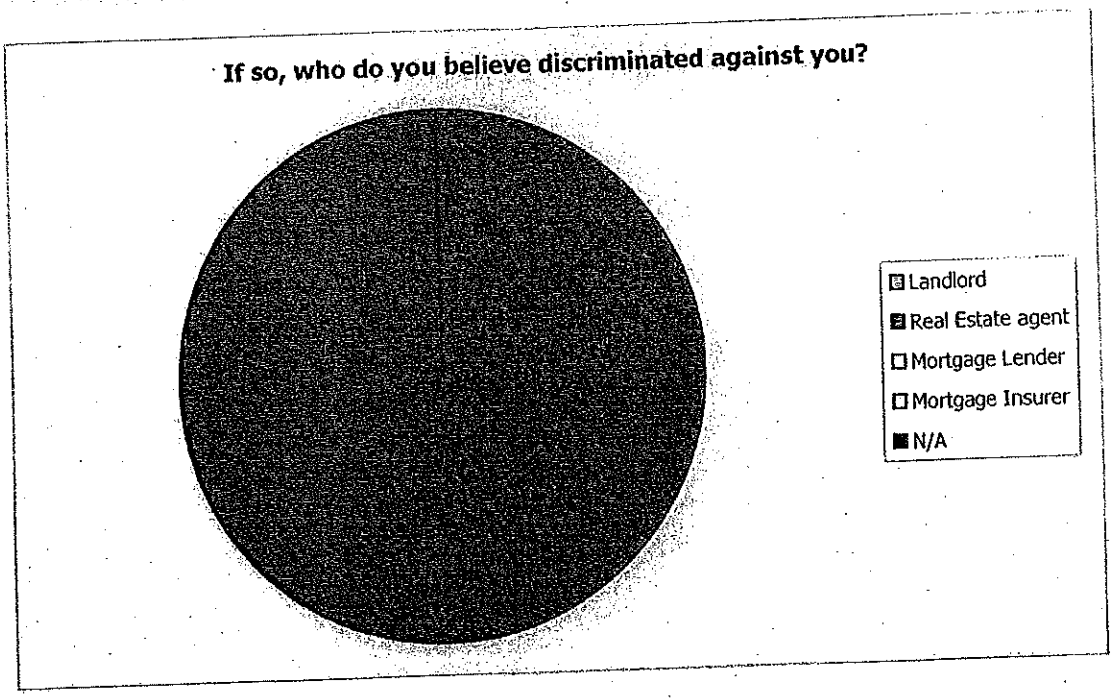
Answer Options	Response Percent	Response Count
Yes	3.7%	1
No	70.4%	19
N/A	25.9%	7
	answered question	**27**
	skipped question	**0**



Norwich Con Plan

If so, who do you believe discriminated against you?

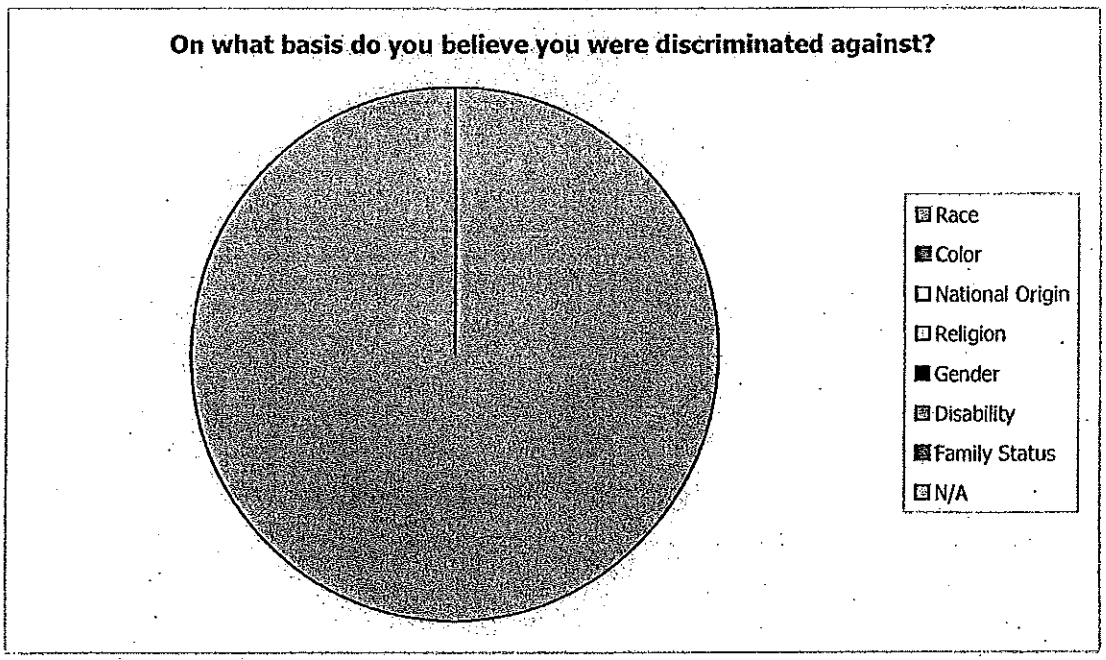
Answer Options	Response Percent	Response Count
Landlord	0.0%	0
Real Estate agent	0.0%	0
Mortgage Lender	0.0%	0
Mortgage Insurer	0.0%	0
N/A	100.0%	27
	answered question	27
	skipped question	0



Norwich Con Plan

On what basis do you believe you were discriminated against?

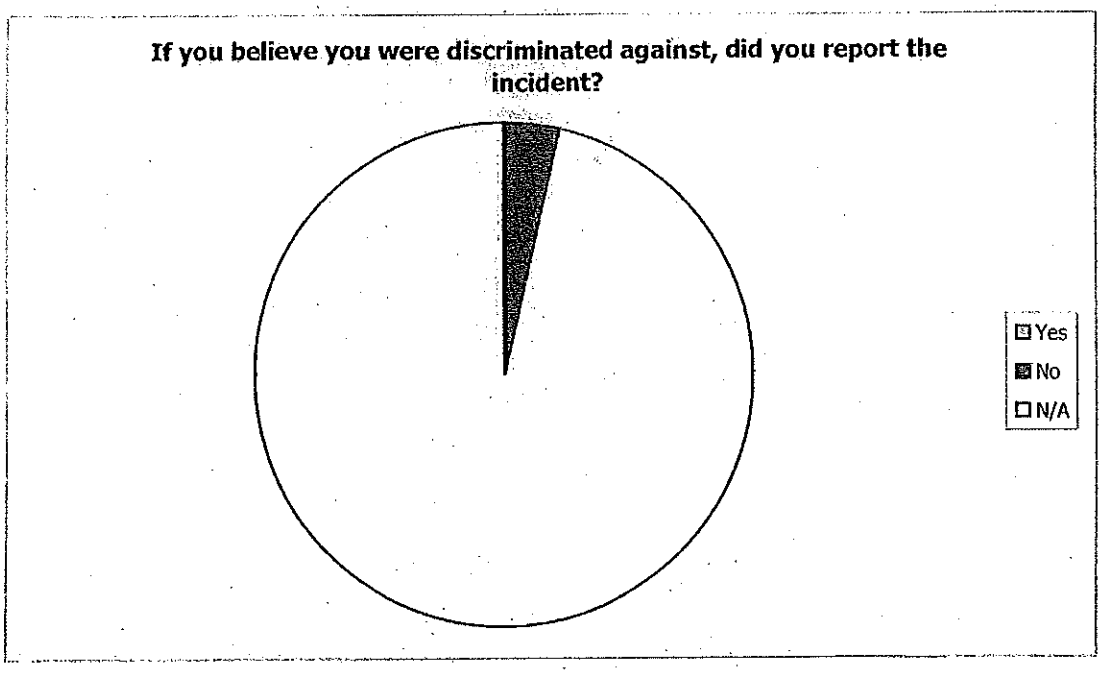
Answer Options	Response Percent	Response Count
Race	0.0%	0
Color	0.0%	0
National Origin	0.0%	0
Religion	0.0%	0
Gender	0.0%	0
Disability	0.0%	0
Family Status	0.0%	0
N/A	100.0%	27
answered question		**27**
skipped question		**0**



Norwich Con Plan

If you believe you were discriminated against, did you report the incident?

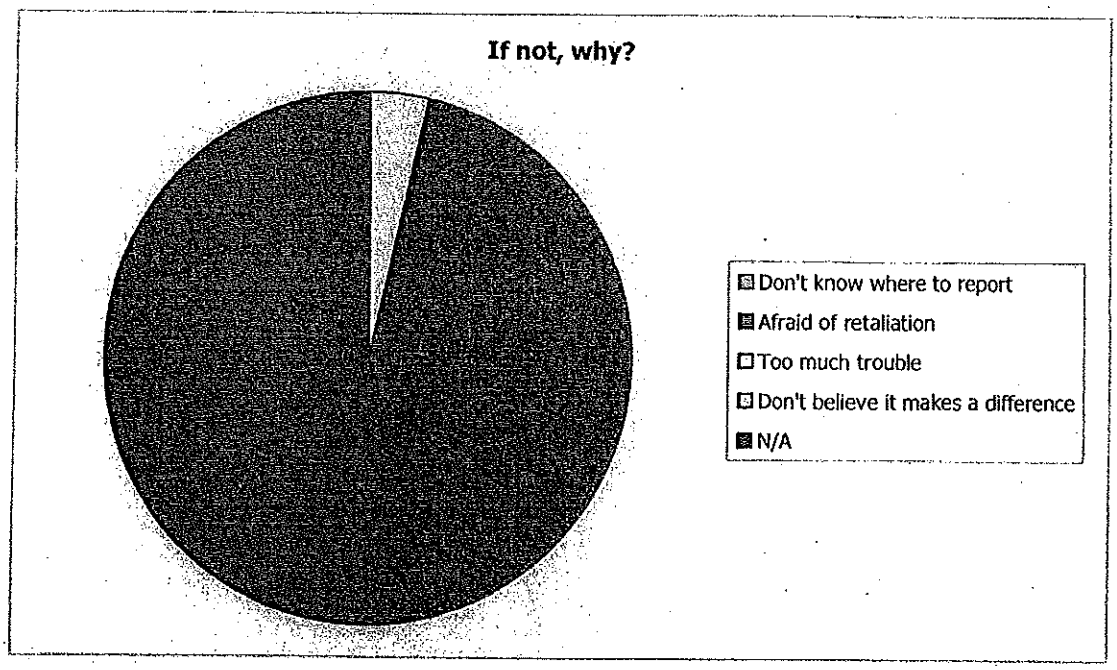
Answer Options	Response Percent	Response Count
Yes	0.0%	0
No	3.7%	1
N/A	96.3%	26
	answered question	27
	skipped question	0



Norwich Con Plan

If not, why?

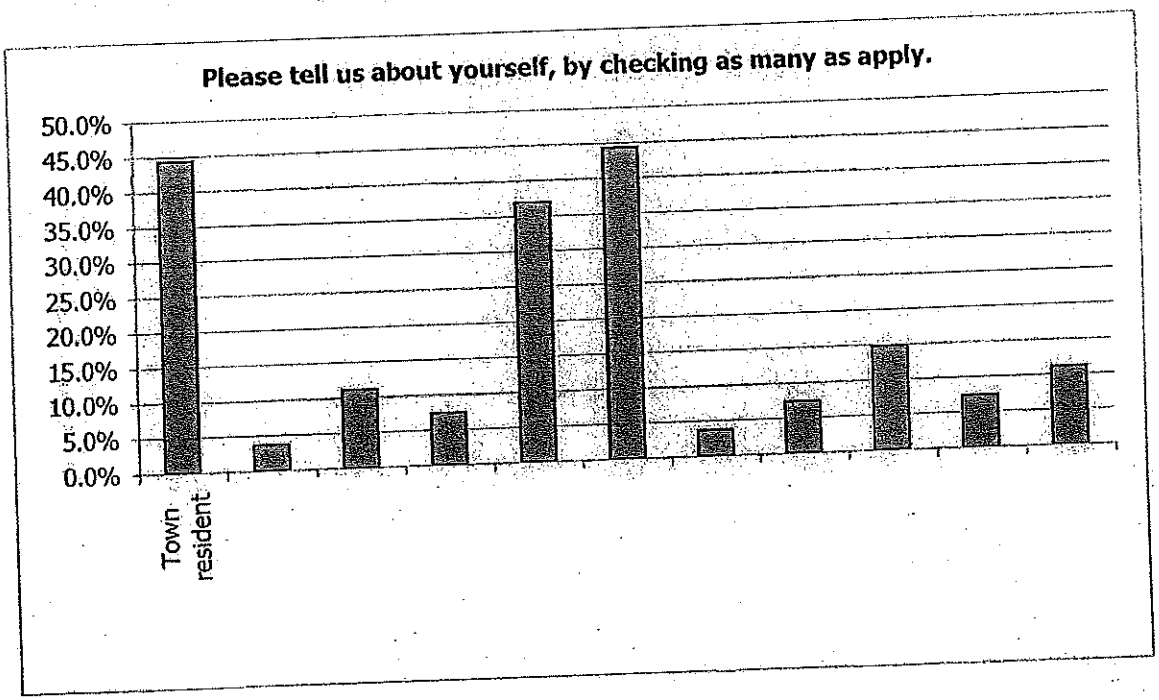
Answer Options	Response Percent	Response Count
Don't know where to report	0.0%	0
Afraid of retaliation	0.0%	0
Too much trouble	0.0%	0
Don't believe it makes a difference	3.7%	1
N/A	96.3%	26
answered question		**27**
skipped question		**0**



Norwich Con Plan

Please tell us about yourself, by checking as many as apply.

Answer Options	Response Percent	Response Count
Town resident	44.4%	12
Person with a disablility	3.7%	1
Faith-based organization	11.1%	3
Business owner in town	7.4%	2
Homeowner	37.0%	10
Non-profit organization	44.4%	12
Renter	3.7%	1
Senior citizen	7.4%	2
Landlord	14.8%	4
Other	7.4%	2
N/A	11.1%	3
answered question		**27**
skipped question		**0**



APPENDIX D

CONTINUUM OF CARE SUMMARY

ıventory Chart: Transitional Housing

Beds - Household without Children	
und Transitional Housing (TH) Beds for Households without Children	24
f DV Year-Round TH Beds for Households without Children	2
ıon-DV Year-Round TH Beds for Households without Children	22
ES Beds for Households without Children	0
ent Year-Round TH Beds for Households without Children	0
TH HMIS Beds for Households without Children	22
rage: TH Beds for Households without Children	100%

Beds - Households with Children	
und TH Beds for Households with Children	123
f DV Year-Round TH Beds for Households with Children	24
ıon-DV Year-Round TH Beds for Households with Children	99
d TH Beds for Households with Children	0
ient Year-Round TH Beds for Households with Children	0
nd TH HMIS Beds for Households with Children	72
erage: TH Beds for Households with Children	75%

KEY: Target Population A
CO: couples only, no children
HC: households with children
SF: single females
SFHC: single females and households with children
SM: single males
SMHC: single males and households with children
SMF: single males and females
SMF + HC: Single male and female plus households with children
YF: youth females (under 18 years old)
YM: youth males (under 18 years old)
YMF: youth males and females (under 18 years old)

KEY: Target Population B
DV - Domestic Violence victims only
VET - Veterans only
HIV - HIV/AIDS populations only

KEY: Inventory type
C: Current Inventory
N: New Inventory
U: Under development

OGRAM DETAILS None
MILY BEDS/UNITS None
HMIS COVERAGE None

Program Information				Target Population		HUD Funding Information	All Year-Round Beds/Units				Year-Round Beds in HMIS				PIT Counts	Utilization Rates
anization Name	Program Name	Geo Code	Inventory type	A	B	Does this program receive HUD McKinney-Vento funding?	Beds for Households with Children	Units for Households with Children	Beds for Households without Children	Total Year-Round Beds	HMIS Beds for Households with Children	HMIS Beds for Households without Children	Percentage of HMIS Beds for Households with Children	Percentage of HMIS beds for Households without Children	Point-in-Time Homeless Count	Program Utilization Rate
a Community Inc.	Katie Blair Transitional Living Program	090816	C	SF		Yes	0	0	8	8	0	8		100%	8	100%
House Inc.	Transitional Living Communtly (Men)	090816	C	SM		No	0	0	7	7	0	7		100%	7	100%
House Inc.	Transitional Living Communtly (Women)	090816	C	SF		No	0	0	7	7	0	7		100%	7	100%
River Community nc.	Thames River Family Program	090816	C	SFHC		Yes	96	24	0	96	72	0	75%		70	73%
s Center of stem Connecticut	Phoenix House	090738	C	SFHC	DV	Yes	27	7	2	29	0	0	0%	0%	16	55%
ganization name										0						
ganization name										0						
ganization name										0					

nventory Chart: Permanent Supportive Housing

Beds - Household without Children	
ound Permanent Housing (PH) Beds for Households without Children	125
f DV Year-Round PH Beds for Households without Children	0
non-DV Year-Round PH Beds for Households without Children	125
f ES Beds for Households without Children	23
ent Year-Round PH Beds for Households without Children	0
d PH HMIS Beds for Households without Children	70
rage: PH Beds for Households without Children	56%

Beds - Households with Children	
und PH Beds for Households with Children	200
f DV Year-Round PH Beds for Households with Children	24
non-DV Year-Round PH Beds for Households with Children	176
f PH Beds for Households with Children	60
ent Year-Round PH Beds for Households with Children	0
d PH HMIS Beds for Households with Children	147
erage: PH Beds for Households with Children	83%

KEY: Target Population A
CO: couples only, no children
HC: households with children
SF: single females
SFHC: single females and households with children
SM: single males
SMHC: single males and households with children
SMF: single males and females
SMF + HC: Single male and female plus households with children
YF: youth females (under 18 years old)
YM: youth males (under 18 years old)
YMF: youth males and females (under 18 years old)

KEY: Target Population B
DV - Domestic Violence victims only
VET - Veterans only
HIV - HIV/AIDS populations only

KEY: Inventory type
C: Current Inventory
N: New Inventory
U: Under development

OGRAM DETAILS None
AILY BEDS/UNITS None
HMIS COVERAGE None

Program Information				Target Population		HUD Funding Information	All Year-Round Beds/Units					Year-Round Beds in HMIS				PIT Counts	Utilization Rates
ization Name	Program Name	Geo Code	Inventory type	A	B	Does this program receive HUD McKinney-Vento funding?	Beds for Households with Children	Units for Households with Children	Beds for Households without Children	CH Beds	Total Year-Round Beds	HMIS Beds for Households with Children	HMIS Beds for Households without Children	Percentage of HMIS Beds for Households with Children	Percentage of HMIS beds for Households without Children	Point-in-Time Homeless Count	Program Utilization Rate
Living	SHP HUD 1	090738	C	SMF+HC	HIV	Yes	4	2	4	0	8	4	4	100%	100%	0	0%
Living	SHP HUD 2	090738	C	SMF	HIV	Yes	0	0	4	4	4	0	4		100%	0	0%
Living	SHP HUD 3	090738	C	SMF	HIV	Yes	0	0	4	4	4	0	4		100%	0	0%
Community, Inc.	Flora O'Neil Program	090816	C	SFHC		Yes	6	2	4	0	10	6	4	100%	100%	0	0%
ouse Inc.	Next Steps Initiative	090816	C	SMF		No	0	0	5	0	5	0	0		0%	0	0%
ouse Inc.	Next Steps Initiative	090816	N	SMF		No	0	0	14	14	14	0	0		0%	0	0%
ouse Inc.	PILOTs Development	090816	C	SMF		No	0	0	4	0	4	0	0		0%	0	0%
mmunity Services	Next Steps Initiative	090738	C	SMF		No	0	0	10	0	10	0	0		0%	0	0%
mmunity Services	PILOTs Development	090738	C	SMF		No	0	0	13	0	13	0	0		0%	0	0%
m Mental Health	New London Shelter Plus Care Combo Grant	099011	C	SMF+HC		Yes	26	9	20	20	46	26	20	100%	100%	0	0%
m Mental Health	New London Shelter Plus Care 2004 Renewal	099011	C	SMF+HC		Yes	8	3	9	9	17	8	9	100%	100%	0	0%
m Mental Health	New London Shelter Plus Care 2008	099011	U	SMF		Yes	0	0	1	1	1	0	0		0%	0	0%
ver Community	Next Steps Initiative	099011	N	HC		No	30	9	0	0	30	30	0	100%		0	0%
lley Council for Action Inc.	Supportive Housing Program	090816	C	SMF+HC		Yes	73	25	25	25	98	73	25	100%	100%	0	0%
lley Council for Action Inc.	Next Steps Initiative	099011	N	SMF		No	0	0	9	9	9	0	0		0%	0	0%
ction Inc.	Groton PILOTs Development	090738	N	HC		No	30	6	0	0	30	0	0	0%			0%
n's Center of m Connecticut	PILOTs Development	099011	C	HC	DV	No	23	7	0	0	23	0	0	0%			0%
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						
nization name											0						

Inventory Chart: Emergency Shelter

nd Beds - Household without Children	
-Round Emergency Shelter (ES) Beds for Households without Children	76
r of DV Year-Round ES Beds for Households without Children	0
al, non-DV Year-Round ES Beds for Households without Children	75
und ES Beds for Households without Children	0
pment Year-Round ES Beds for Households without Children	0
und ES HMIS Beds for Households without Children	75
overage: ES Beds for Households without Children	100%

nd Beds - Households with Children	101
Round ES Beds for Households with Children	101
r of DV Year-Round ES Beds for Households with Children	14
al, non-DV Year-Round ES Beds for Households with Children	87
und ES Beds for Households with Children	0
pment Year-Round ES Beds for Households with Children	0
ound ES HMIS Beds for Households with Children	87
overage: ES Beds for Households with Children	100%

KEY: Target Population A
CO: couples only, no children
HC: households with children
SF: single females
SFHC: single females and households with children
SM: single males
SMHC: single males and households with children
SMF: single males and females
SMF + HC: Single male and female plus households with children
YF: youth females (under 18 years old)
YM: youth males (under 18 years old)
YMF: youth males and females (under 18 years old)

KEY: Target Population B
DV - Domestic Violence victims only
VET - Veterans only
HIV - HIV/AIDS populations only

KEY: Inventory type
C: Current Inventory
N: New Inventory
U: Under development

s
PROGRAM DETAILS None
FAMILY BEDS/UNITS None
DV HMIS COVERAGE None

Program Information				Target Population		HUD Funding Information	All Year-Round Beds/Units				Year-Round Beds in HMIS				Seasonal Beds				O/V Beds	PIT Counts	U
ganization Name	Program Name	Geo Code	Inventory type	A	B	Does this program receive HUD McKinney-Vento funding?	Beds for Households with Children	Units for Households with Children	Beds for Households without Children	Total Year-Round Beds	HMIS Beds for Households with Children	HMIS Beds for Households without Children	Percentage of HMIS Beds for Households with Children	Percentage of HMIS beds for Households without Children	Total Seasonal Beds	Number of Seasonal Beds Available in HMIS	Availability Start Date	Availability End Date	O/V Beds	Point-in-Time Homeless Count	
nt Shelter	Covenant Shelter	090738	C	SMF+HC		No	18	5	17	35	18	17	100%	100%	0	0			0	27	
Area Shelter and lity	Mystic Area Shelter and Hospitality	090738	C	HC		No	24	5	0	24	24	0	100%		0	0			0	10	
ndon Homeless lity Center	New London Homeless Hospitality Center	090738	C	SMF		No	0	0	50	50	0	50		100%	0	0			7	57	
Human Services	Norwich Hospitality Center	090816	C	SMF		No	0	0	0	0	0	0			20	0	November-08	March-09	2	22	
e House Inc.	Outreach to Homeless Emergency Shelter	090816	C	SMF		No	0	0	8	8	0	8		100%	0	0			0	8	
Valley Council for nity Action Inc.	TVCCA Family Shelter	090816	C	HC		No	45	14	0	45	45	0	100%		0	0			0	31	
's Center of astern Connecticut	Genesis House	090738	C	SFHC	DV	No	14	6	1	15	0	0	0%	0%	0	0			0	13	
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											
rganization name										0											

Housing Inventory Chart: Unmet Need Totals

All Year-Round Beds/Units				Seasonal Beds	Overflow Beds
Beds for Households with Children	Units for Households with Children	Beds for Households without Children	Total Year-Round Beds	Total Seasonal Beds	Overflow Beds
Emergency Shelter					
0	0	0		0	0
Transitional Housing					
0	0	0			
Safe Haven					
0	0	0			
Permanent Supportive Housing					
145	52	157	302		

APPENDIX E

CITY COUNCIL APPROVAL OF DRAFT FIVE-YEAR CONSOLIDATED PLAN FOR 2010-2014

THIS IS TO CERTIFY that the following is a true and attested copy of a resolution adopted by the Council of the City of Norwich at a meeting held on July 6, 2010, and that the same has not been amended or rescinded:

WHEREAS, The City of Norwich is eligible to receive $1,091,004 in Community Development Block Grant (CDBG) entitlement funds for the 2010-11 fiscal year; and

WHEREAS, these funds are extended under Title I of the Housing and Community Development Act of 1974 (Public Act 93-383), as amended in 1977, and

WHEREAS, the Department of Housing and Urban Development requires the submittal of a Five Year Consolidated Plan and Annual Action Plan as part of its regulations; and

WHEREAS, the Community Development Advisory Committee held public hearings in March and April 2010 to receive citizen input in order to develop a preliminary plan, and

WHEREAS, a request for proposals for CDBG funding was published in January, 2010 for applications due in March, 2010. Public hearings were held in April, 2010 by the Community Development Advisory Committee regarding these funds, and

WHEREAS, the Community Development Advisory Committee approved funding recommendations on May 5, May 10 and May 17, 2010 for the CDBG entitlement grant of $1,091,004 and Recaptured Funds of $91,972

WHEREAS, the preliminary plan was received by the Council and a Public Hearing was held on June 7th, 2010

NOW THEREFORE BE IT RESOLVED BY THE NORWICH CITY COUNCIL that the sum of $1,091,004 in CDBG entitlement grant funds and the sum of $91,972 in recaptured funds be allocated as follows, and that the Director of Human Services is directed to submit the Five Year Consolidated Plan and Annual Action Plan for the City of Norwich to the Department of Housing and Urban Development by July 16, 2010.

Public Facilities & Improvements	*Amount*	*Description of Activity*
Norwich Housing Authority	$ 100,000	Bathroom Renovations
Norwich Fire Department	$ 34,000	Greeneville Fire Renovations
Habitat for Humanity	$ 30,000	Acquisition Two Properties
Norwich Human Resources	$ 2,000	Assistive Listening Device
Taftville Fire Dept	$ 48,000	Roof Replacement
RDA/Reid and Hughes	$ 100,000	Roof Repairs
Norwich Public Works	$ 156,776	Route 32 Sidewalks

Public Services		
Norwich Human Services	$ 10,000	Food Pantry
Norwich Human Services	$ 51,000	Norwich Works Program
Norwich Human Services	$ 29,500	Hospitality Center
Norwich Human Services	$ 15,000	Childcare Program
Norwich Human Services	$ 15,000	Supportive Housing Services
Norwich Recreation Department	$ 20,000	Summer Scholarship Program
NAACP	$ 7,000	Summer Youth & Jam Program
Literacy Volunteers	$ 10,000	Literacy Tutoring
Norwich Adult Ed	$ 15,000	ESL Instruction
Big Brothers/Big Sisters	$ 4,000	Children's Mentoring Program
Norwich Public Schools	$ 12,500	Uniform Assistance Program
Women's Center	$ 5,000	Services for Domestic Violence
Rehabilitation and Preservation		
Norwich Community Development Office	$300,000	Property Rehabilitation Program
Planning and Administration		
Norwich Community Development Office	$218,200	CDBG Program Administration
Total	**$1,182,976**	

Dated at Norwich, Connecticut this 7th day of July 2010.

ATTEST: Sandra Greenhalgh

Sandra Greenhalgh
City Clerk

ular meeting of the Council of the City of Norwich was held July 6, 2010 at 7:35 PM in Council bers. Present: Aldermen Desaulniers, Nash, Braddock, Caron, Hinchey, Popovich and Mayor trom. City Manager Bergren and Corporation Counsel Michael Driscoll were also in attendance. or Nystrom presided.

Nash Read the opening prayer and Ald. Hinchey led the members in the Pledge of Allegiance.

motion of Ald. Braddock, seconded by Ald. Desaulniers, it was unanimously voted to adopt the utes of June 7, 14, 21 and Public Hearing June 10, 2010.

or Nystrom called for a public hearing on **AN ORDINANCE AMENDING SUBSECTION (b)(1) OF TION 15.2 LICENSES-REQUIRED; FEES; EXEMPTIONS OF THE NORWICH CODE OF ORDINANCES DUCE THE LICENSE FEE FOR UP TO FIVE EMPLOYEES OF A LICENSED PEDDLER, HAWKER OR DOR OF GOODS TO $75.00 PER YEAR.**

d Crabb, 47 Prospect St., is opposed to the excessive fees. You will break the system for dime and ring businesses to death. The ordinance should be change to include ten police background ks with the cost.

ann Dickerson, 288 Central Ave., was vending in Hartford for fifteen years before coming to ich. He came here to start his own business. He was shut down on May 25, 2010 and doesn't rstand why. The $75.00 fee is not good enough. This is not really a big thing but the city is ing it a big thing. You (the council) give the police too much power.

Misenheimer, 57 Sholes Ave., understands that Mr. Dickerson wants to keep his expenses down he shouldn't compare his business with Dunkin Donuts, Chinese restaurants etc. The difference is own the business and five employees benefits. He should have two or three employees that have good background checks to come in to work if he needs them.

Depta, 105 Vergason Ave., is in favor of this ordinance but feels the fee should be lower. He Mr. Dickersons comments are right on. He doesn't believe this is a revenue generator.

being no further speakers Mayor Nystrom declared the public hearing closed.

motion of Ald. Caron, seconded by Ald. Nash, it was unanimously voted to waive the reading of following ordinance introduced by Ald. Nash and Caron:

ORDINANCE AMENDING SUBSECTION (b)(1) OF SECTION 15.2 LICENSES-REQUIRED; FEES; EMPTIONS OF THE NORWICH CODE OF ORDINANCES TO REDUCE THE LICENSE FEE FOR UP TO EMPLOYEES OF A LICENSED PEDDLER, HAWKER OR VENDOR OF GOODS TO $75.00 PER YEAR.

W THEREFORE BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH that, Subsection) of Section 15.2 Licenses-Required; Fees; Exemptions of the Norwich Code of Ordinances be ded by adding the following language to the same:

"(b) The following sums shall be paid as fees for such licenses:

(1) Peddlers, hawkers or vendors of goods, wares, merchandise and other commodities, $200.00 per year. *Any peddler, hawker or vendor of goods, wares, merchandise or other commodities, so licensed, may employ up to five other persons in such business, each of whom must have a license from the Chief of Police, but as to whom the fee paid for each additional license shall be $75.00 per year."*

On a roll call vote, the above ordinance passed 7-0.

City Manager Bergren gave his report as follows:

DATE: July 6, 2010

TO: Mayor Peter A. Nystrom & Council Members

FROM: Alan H. Bergren, City Manager

SUBJECT: City Manager's Report

---

1. Budget Overview 2010-11
The combined tax increase was 2.35% in the Town District and 3.36% in the City District, the difference being the paid fire department service in the City District. If you isolate just the increase for the paid fire department, that portion is 9.64%, however that is only a portion of the entire tax and, again, the entire tax increase is 3.36% in the City District. The attached spreadsheet outlines the numbers.

2. Brown Park Seawall Project Update
The contract work for the seawall project is 100% complete. There are a few tasks that remain including a brick paver walkway along the seawall, repairs to the small wooden look-out deck and rebuilding the stone wall at the entrance to the seawall area (formerly Putts-Up-Dock). The specifications and bid documents for the walkway are nearly complete and should be advertised within a week. Repairs to the look-out deck and rebuilding the stone wall will be done utilizing Public Works staff, some time after the walkway is complete.

3. Sherman Street Bridge Public Informational
The Public Works Department held a public informational meeting this evening at 7:00 PM in room 335. The Director and the City Engineer reviewed the Sherman Street Bridge project for area residents and users of the bridge. SCCOG approved the project at their June 16, 2010 meeting. Staff is available at tonight's meeting to answer any questions council members may have.

4. RDA Quarterly Brownfields Report & Norwich Planning & Development Quarterly Report
The attached reports outline the activity of the RDA on developing a comprehensive list of brownfield sites located within the City and the Planning & Development office's coordinated economic development activity for the quarter.

5. Norwich Economic Development Functions & Roles
Attached is the matrix of roles and responsibilities that were self selected by each organization as their key activities in Norwich's economic development.

6. Norwich Public Schools Grease Trap Project
Please see the attached sheet which outlines the D.E. P. specifications for the above project.

7. Emergency Cooling Center
Emergency Management will be utilizing the Rose City Senior Center as an Emergency Cooling Center on Tuesday, July 6th and Wednesday, July 7th from 8:00 a.m. until 4:00 p.m. Additional days and hours of operation will be added if the situation warrants. The shelter is primarily for the elderly, those with respiratory problems, complications from pregnancy or other health problems that

ggravated from extreme temperatures. Other individuals seeking relief from the heat should be encouraged to go to places ke mall or gaming facilities.

or Nystrom called for citizen comment on resolutions.

d Crabb, 47 Prospect St., is neutral on resolutions 1 & 8. These two are excellent learning tools wrapping up a trying budget session. Don't overlook the dollars in the budget for sidewalk nistration. An increase in utility rates will drive people out of the city.

Ripley, Meadow Lane, is in favor of resolutions 1 & 8 as both have parts dedicated to sidewalks he has always been in favor of sidewalks. Now is the time for everyone to come to aid the City, bors and the children.

ney Bowie, 62 Roosevelt Ave., questioned the $100,000 for the Housing Authority bathrooms. should be able to support itself instead of coming for money from the City every year. We need mind that money better somewhere else.

y Depta, 105 Vergason Ave., had questions on resolutions 2-6. He wanted explanations as to the additional dollars are coming from. He can't find the line item in the budget for the Board general funds.

o being no further speakers Mayor Nystrom declared citizen comment period closed.

motion of Ald. Hinchey, seconded by Ald. Popovich, it was unanimously voted to adopt the g resolution introduced by City Manager Bergren:

REAS, The City of Norwich is eligible to receive $1,091,004 in Community Development Block Grant (CDBG) lement funds for the 2010-11 fiscal year, and

EREAS, these funds are extended under Title I of the Housing and Community Development Act of 1974 (Public Act 3), as amended in 1977, and

EREAS, the Department of Housing and Urban Development requires the submittal of a Five Year Consolidated Plan Annual Action Plan as part of its regulations; and

EREAS, the Community Development Advisory Committee held public hearings in March and April 2010 to receive n input in order to develop a preliminary plan, and

EREAS, a request for proposals for CDBG funding was published in January, 2010 for applications due in March, 0. Public hearings were held in April, 2010 by the Community Development Advisory Committee regarding these s, and

EREAS, the Community Development Advisory Committee approved funding recommendations on May 5, May 10 May 17, 2010 for the CDBG entitlement grant of $1,091,004 and Recaptured Funds of $91,972

EREAS, the preliminary plan was received by the Council and a Public Hearing was held on June 7th, 2010

W THEREFORE BE IT RESOLVED BY THE NORWICH CITY COUNCIL that the sum of $1,091,004 in CDBG lement grant funds and the sum of $91,972 in recaptured funds be allocated as follows, and that the Director of

Human Services is directed to submit the Five Year Consolidated Plan and Annual Action Plan for the City of Norwich to the Department of Housing and Urban Development by July 16, 2010.

Public Facilities & Improvements	*Amount*	*Description of Activity*
Norwich Housing Authority	$ 100,000	Bathroom Renovations
Norwich Fire Department	$ 34,000	Greeneville Fire Renovations
Habitat for Humanity	$ 30,000	Acquisition Two Properties
Norwich Human Resources	$ 2,000	Assistive Listening Device
Taftville Fire Dept	$ 48,000	Roof Replacement
RDA/Reid and Hughes	$ 100,000	Roof Repairs
Norwich Public Works	$ 156,776	Route 32 Sidewalks
Public Services		
Norwich Human Services	$ 10,000	Food Pantry
Norwich Human Services	$ 51,000	Norwich Works Program
Norwich Human Services	$ 29,500	Hospitality Center
Norwich Human Services	$ 15,000	Childcare Program
Norwich Human Services	$ 15,000	Supportive Housing Services
Norwich Recreation Department	$ 20,000	Summer Scholarship Program
NAACP	$ 7,000	Summer Youth & Jam Program
Literacy Volunteers	$ 10,000	Literacy Tutoring
Norwich Adult Ed	$ 15,000	ESL Instruction
Big Brothers/Big Sisters	$ 4,000	Children's Mentoring Program
Norwich Public Schools	$ 12,500	Uniform Assistance Program
Women's Center	$ 5,000	Services for Domestic Violence
Rehabilitation and Preservation		
Norwich Community Development Office	$300,000	Property Rehabilitation Program
Planning and Administration		
Norwich Community Development Office	$218,200	CDBG Program Administration
Total	**$1,182,976**	

Upon motion of Ald. Desaulniers, seconded by Ald. Popovich, it was unanimously voted to adopt the following resolution introduced by City Manager Bergren:

WHEREAS, the Board of Education, in its plan for renovating school facilities to become compliant with current state codes, plans to remove and replace the existing grease trap in the kitchen at Veterans Memorial School as the existing grease trap is not in compliance with current state codes and,

WHEREAS, the Board of Education intends to apply for funding from the State of Connecticut Department of Education to support the grease trap replacement project and,

WHEREAS, this project is expected to cost $50,000 and,

WHEREAS, should the Commissioner of the State of Connecticut Department of Education approve a School Construction Grant for this purpose, the estimated grant would be $38,000.

...THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the ...ich City Council authorizes the Norwich Board of Education, through the Superintendent of Schools, to ... the Commissioner of Education for a grant to support the grease trap replacement project and to accept ...ject such grant, if awarded.

...FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich Public ...ol Superintendent as a Building Committee of One is hereby established as the building committee with ...ard to the grease trap code update project at the Veterans Memorial School.

...FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City ...ncil hereby authorizes at least the preparation of schematic drawings and outline specifications for the ...ease trap code update project at the Veterans Memorial School.

...FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that, upon the award and ...ptance of a State of Connecticut School Construction Grant in the sum of $38,000, the sum of $50,000 be ...propriated from the School Construction Fund for the grease trap replacement project at Veterans Memorial ...ol. Said appropriation shall be met by the aforementioned State of Connecticut School Construction Grant ...,000 and a transfer of $12,000 from 2010-11 Board of Education General Fund budget (01070-80700) to ...ol Construction Fund.

...motion of Ald. Nash, seconded by Ald. Popovich, it was unanimously voted to adopt the ...wing resolution introduced by City Manager Bergren:

...REAS, the Board of Education, in its plan for renovating school facilities to become compliant with ...al state codes, plans to remove and replace the existing grease trap in the kitchen at Thomas W. Mahan ...ol as the existing grease trap is not in compliance with current state codes and,

...EREAS, the Board of Education intends to apply for funding from the State of Connecticut Department of ...ation to support the grease trap replacement project and,

...EREAS, this project is expected to cost $150,000 and,

...EREAS, should the Commissioner of the State of Connecticut Department of Education approve a School ...struction Grant for this purpose, the estimated grant would be $114,000.

...W, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the ...rwich City Council authorizes the Norwich Board of Education, through the Superintendent of Schools, to ...ply to the Commissioner of Education for a grant to support the grease trap replacement project and to accept ...roject such grant, if awarded.

...IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich Public ...ol Superintendent as a Building Committee of One is hereby established as the building committee with ...ard to the grease trap code update project at the Thomas W. Mahan School.

...IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City ...ncil hereby authorizes at least the preparation of schematic drawings and outline specifications for the ...ease trap code update project at the Thomas W. Mahan School.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that, upon the award and acceptance of a State of Connecticut School Construction Grant in the sum of $114,000, the sum of $150,000 be appropriated from the School Construction Fund for the grease trap replacement project at Thomas W. Mahan School. Said appropriation shall be met by the aforementioned State of Connecticut School Construction Grant of $114,000 and a transfer of $36,000 from 2010-11 Board of Education General Fund budget (01070-80700) to School Construction Fund.

Upon motion of Ald. Nash, seconded by Ald. Hinchey, it was unanimously voted to adopt the following resolution introduced by City Manager Bergren:

WHEREAS, the Board of Education, in its plan for renovating school facilities to become compliant with current state codes, plans to remove and replace the existing grease trap in the kitchen at John M. Moriarty School as the existing grease trap is not in compliance with current state codes and,

WHEREAS, the Board of Education intends to apply for funding from the State of Connecticut Department of Education to support the grease trap replacement project and,

WHEREAS, this project is expected to cost $150,000 and,

WHEREAS, should the Commissioner of the State of Connecticut Department of Education approve a School Construction Grant for this purpose, the estimated grant would be $114,000.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City Council authorizes the Norwich Board of Education, through the Superintendent of Schools, to apply to the Commissioner of Education for a grant to support the grease trap replacement project and to accept or reject such grant, if awarded.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich Public School Superintendent as a Building Committee of One is hereby established as the building committee with regard to the grease trap code update project at the John M. Moriarty School.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City Council hereby authorizes at least the preparation of schematic drawings and outline specifications for the grease trap code update project at the John M. Moriarty School.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that, upon the award and acceptance of a State of Connecticut School Construction Grant in the sum of $114,000, the sum of $150,000 be appropriated from the School Construction Fund for the grease trap replacement project at John M. Moriarty School. Said appropriation shall be met by the aforementioned State of Connecticut School Construction Grant of $114,000 and a transfer of $36,000 from 2010-11 Board of Education General Fund budget (01070-80700) to School Construction Fund.

Upon motion of Ald. Braddock, seconded by Ald. Nash, it was unanimously voted to adopt the following resolution introduced by City Manager Bergren:

REAS, the Board of Education, in its plan for renovating school facilities to become compliant with t state codes, plans to remove and replace the existing grease trap in the kitchen at Teachers' Memorial iddle School as the existing grease trap is not in compliance with current state codes and,

HEREAS, the Board of Education intends to apply for funding from the State of Connecticut Department of ucation to support the grease trap replacement project and,

HEREAS, this project is expected to cost $150,000 and,

HEREAS, should the Commissioner of the State of Connecticut Department of Education approve a School nstruction Grant for this purpose, the estimated grant would be $114,000.

OW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the rwich City Council authorizes the Norwich Board of Education, through the Superintendent of Schools, to ly to the Commissioner of Education for a grant to support the grease trap replacement project and to accept roject such grant, if awarded.

IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich Public hool Superintendent as a Building Committee of One is hereby established as the building committee with ard to the grease trap code update project at the Teachers' Memorial Middle School.

IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City uncil hereby authorizes at least the preparation of schematic drawings and outline specifications for the rap code update project at the Teachers' Memorial Middle School.

IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that, upon the award and eptance of a State of Connecticut School Construction Grant in the sum of $114,000, the sum of $150,000 be propriated from the School Construction Fund for the grease trap replacement project at Teachers' Memorial iddle School. Said appropriation shall be met by the aforementioned State of Connecticut School nstruction Grant of $114,000 and a transfer of $36,000 from 2010-11 Board of Education General Fund dget (01070-80700) to School Construction Fund.

On motion of Ald. Hinchey, seconded by Ald. Braddock, it was unanimously voted to adopt the llowing resolution introduced by City Manager Bergren:

HEREAS, the Board of Education, in its plan for renovating school facilities to become compliant with rent state codes, plans to remove and replace the existing grease trap in the kitchen at Uncas School as the isting grease trap is not in compliance with current state codes and,

HEREAS, the Board of Education intends to apply for funding from the State of Connecticut Department of ucation to support the grease trap replacement project and,

HEREAS, this project is expected to cost $50,000 and,

HEREAS, should the Commissioner of the State of Connecticut Department of Education approve a School nstruction Grant for this purpose, the estimated grant would be $38,000.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City Council authorizes the Norwich Board of Education, through the Superintendent of Schools, to apply to the Commissioner of Education for a grant to support the grease trap replacement project and to accept or reject such grant, if awarded.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich Public School Superintendent as a Building Committee of One is hereby established as the building committee with regard to the grease trap code update project at the Uncas School.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that the Norwich City Council hereby authorizes at least the preparation of schematic drawings and outline specifications for the grease trap code update project at the Uncas School.

BE IT FURTHER RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH, that, upon the award and acceptance of a State of Connecticut School Construction Grant in the sum of $38,000, the sum of $50,000 be appropriated from the School Construction Fund for the grease trap replacement project at Uncas School. Said appropriation shall be met by the aforementioned State of Connecticut School Construction Grant of $38,000 and a transfer of $12,000 from 2010-11 Board of Education General Fund budget (01070-80700) to School Construction Fund.

Upon motion of Ald. Nash, seconded by Ald. Caron, it was unanimously voted to adopt the following resolution introduced by City Manager Bergren:

WHEREAS, the City Clerk's Office has been approved for a Historic Document Preservation Grant in the amount of $6,000 to update vault with additional storage and workspace.

WHEREAS, there are no matching funds required by the City.

THEREFORE, BE IT RESOLVED, that City Clerk, Sandra Greenhalgh and City Manger, Alan Bergren be authorized to sign any and all applications and supporting documents relating to the execution of this grant and deliver the same.

Upon motion of Ald. Braddock, seconded by Ald. Hinchey, it was unanimously voted to adopt the following resolution introduced by City Manager Bergren:

WHEREAS, the property owners listed below want to participate in a cost sharing program with the City of Norwich to construct concrete sidewalks along their property; and

WHEREAS, the City of Norwich wants to improve sidewalks throughout the City.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF NORWICH that: granite curbing and concrete sidewalks will be constructed at the following locations where the property owners will pay for an assessment for the cost of the sidewalks and the City of Norwich will pay for the cost of the curbing and miscellaneous items.

Name	Location Address	Estimate
...niel Guzman	*81 Fifth Street*	$1,050.00
...Linda M. Crootof	8 Elm Avenue	$2,810.00
...ney Butterfield & Teresa M. Jackson	13 Julian Terrace	$2,094.00
...llen M Simpson & Shannon Simpson	38-40 South A Street	$3,075.00
...Joanne M. Brown	130 Platt Avenue	$2,500.00

...BE IT FURTHER RESOLVED that the cost of this project be funded from the existing capital budget ...line item for sidewalks, Construction Account #81000 and the Special Assessment Fund, Fund #40000, and ...that a public hearing be set at the second meeting of the City Council in July 2010.

...timated city's cost for curbing and miscellaneous construction items are estimated to be $7,350.

...motion of Ald. Popovich, seconded by Ald. Nash, it was unanimously voted to waive the reading ...to a public hearing on July 19, 2010 for the following ordinance introduced by Mayor Nystrom ...City Manager Bergren:

...DINANCE EXEMPTING CONGREGATION BROTHERS OF JOSEPH SYNAGOGUE FROM THE ... OF TAXES ON CERTAIN PROPERTY LOCATED AT 2 SLATER AVENUE

...EREAS, that certain property located at 2 Slater Avenue, Norwich, Connecticut was purchased by ...gation Brothers of Joseph Synagogue on December 11, 2008 to be used as the dwelling house of the ...and,

...EREAS, said property since December 11, 2008 has been used as the dwelling house of the Rabbi by the ...gation Brothers of Joseph Synagogue; and,

...EREAS, said property would not be tax exempt on the Grand List of October 1, 2008; and,

...EREAS, Connecticut General Statute Section 12-81(b) provides that any municipality may, by ordinance, ...e that the property tax exemption authorized by any of subdivisions (7-16), inclusive, of section 12-81 ...e effective as of the date of acquisition of the property to which the exemption applies and shall, in such ...nce, provide procedure for reimbursement of the tax-exempt organization for any tax paid by it for a ...subsequent to said date; and,

...EREAS, Connecticut General Statute Section 12-81(15) provides that real property, used by officiating ...men as dwellings, shall be exempt from taxation; and,

...EREAS, Congregation Brothers of Joseph Synagogue has paid the annual real estate taxes for the property ...ed at 2 Slater Avenue in the total amount of $3,334.54; and,

WHEREAS, Congregation Brothers of Joseph Synagogue, owned the property located at 2 Slater Avenue for a period of 262 days on the October 1, 2008 grand list; and,

WHEREAS, the daily taxes for the property located at 2 Slater Avenue are $9.14; and,

WHEREAS, Congregation Brothers of Joseph Synagogue would be entitled to a reimbursement in the amount of $2,394.68; 262 days multiplied by $9.14.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF NORWICH **that such property at 2 Slater Avenue be and hereby is exempted from the payment of any real estate taxes, interest or penalty due on the Grand List of October 1, 2008, or until said premises are no longer used by Congregation Brothers of Joseph Synagogue as the dwelling house of the Rabbi and the City of Norwich shall reimburse Congregation Brothers of Joseph Synagogue for any City of Norwich real estate taxes paid by it on the Grand List of October 1, 2008 for the period subsequent to December 11, 2008; which reimbursement shall be in the sum of $2,394.68 for real estate taxes paid to the City of Norwich.**

Upon motion of Ald. Desaulniers, seconded by Ald. Nash, it was unanimously voted to go into executive session for the purpose of reviewing commercial and financial information with respect to the restoration of Ponemah Mill to be given them in confidence and not required to be disclosed by statute. City Manager Alan H. Bergren, Deputy Comptroller Josh Pothier, Corporation Counsel Michael Driscoll and Louis Kaufman of the Ponemah Riverbank, LLC, shall be asked to participate during all or portions of this Executive Session at the request of the City Council. Ald. Caron was absent from executive session.

The Council was in executive session from 8:25 PM until 9:09 PM at which time Mayor Nystrom stated that no votes were taken.

Upon motion of Ald. Braddock, seconded by Ald. Nash, it was unanimously voted to adjourn at 9:10 PM.

Sandra Shenyl

CITY CLERK

DRAFT

APPENDIX F

CONSOLIDATED PLAN REVIEW GUIDANCE CHECKLIST

Consolidated Plan Review Guidance

This guidance is provided as a template for the reviews of complete plans. The submission of sections dealing with Needs Assessments, Housing Market Analysis, and Strategic Plans are not required on an annual basis. Each field office should include additional questions or clarifications that address the complexity of their local situation.

Grantee: **City of Norwich, Connecticut**

1. If a Consortia, list participating communities and asterisk the lead agency: Not applicable.

2. Consolidated Plan covers the following programs:
CDBG ☒ HOME☐ ESG☐ HOPWA☐

3. Period covered by Consolidated Plan is: 3☐ 4☐ 5 ☒ years.
Also, specify the period with month beginning and year ending **9/2010 to 8/2014**
4. Date plan due: **July 16, 2010**
5. Date plan received:
6. Automatic approval date (45 days of date received above):
7. Are maps included (optional)? Yes ☒ No☐
8. Has an Executive Summary been attached (required)? Yes ☒ No☐
9. Did the grantee include the following tables:
Local Jurisdiction:

Table 1A: Yes☐	No☐	**Please refer to CPMP Tables in Appendix B**
Table 1B: Yes☐	No☐	
Table 1C: Yes☐	No☐	
Table 2A: Yes☐	No☐	
Table 2B: Yes☐	No☐	
Table 2C: Yes☐	No☐	
Table 3A: Yes☐	No☐	
Table 3B: Yes☐	No☐	
Table 3C: Yes☐	No☐	

10. Did the grantee use the CPMP Tool? Yes ☒ No☐.
11. Did the grantee include one or more proposed outcomes in the Plan?
Yes ☒ No☐ Verification found on page .
12. Does the plan include a Neighborhood Revitalization Strategy Area or Target Area where activities are carried out in a concentrated manner?
Yes ☐ No☒ Verification found on page .
If yes, identify census tracts for each NRSA and forward to Headquarters.

CONSULTATION PROCESS (91.100)

1. Has the grantee consulted with other public/private entities that provide assisted housing, health services, and social services in developing this plan?
   Yes ☒ No☐ Verification found on page **I-2 & I-3**

Use the following checklist as a guide to determine extent of consultation process:

Consultation			
24CFR	**Requirement**	**Yes**	**No**
91.100(a)(1)	Housing Services	☒	☐
	Social Services	☒	☐
	Fair Housing Services	☒	☐
	Health Services	☒	☐
	Homeless Services	☒	☐
91.100(a)(2)*	Chronically Homeless	☒	☐
91.100(a)(3)**	Lead-based Paint	☒	☐
91.100(a)(4)***	Adjacent Government	☒	☐
	State (Non-housing)	☒	☐
	County (Metro. City)	☐	☒
91.100(a)(5)	Metro. Planning Agencies	☒	☐
91.100(b)	HOPWA	☐	☒
91.100(c)	PHA Plan	☒	☐

* Were assisted housing, health, and social service agencies consulted to determine resources available to address needs of chronically homeless persons.

** Were State/Local health and child welfare agencies consulted regarding lead paint issues.

***Was copy of the plan submitted to the State, and County if applicable; if an urban county, to the entitlement cities in the county.

1. Did the grantee indicate that it consulted with other organizations that provide housing and supportive services to special needs populations (including elderly persons, persons with disabilities, persons with HIV/AIDS, homeless persons?
   Yes ☒ No☐ Verification found on page **I-3**

2. Did the grantee consult with Public Housing Agencies during Consolidated Plan development?
   Yes ☒ No☐ N/A☐ Verification found on page **I-3**

CITIZEN PARTICIPATION (91.105, AND 91.200)

1. Is there a description of the development of the plan and efforts to broaden public participation, including the names of organizations involved in the development of the plan?
   Yes ☒ No☐ Verification found on page **I-5 & I-6**
   Note: The Jurisdiction shall encourage the participation of local and regional institutions and other organization (including businesses, developers, community, and faith-based organizations) in the process of developing and

implementing the plan.

2. Is there a summary of the citizen participation process, and were the public hearing and comment period requirements satisfactory?
   Yes ☒ No☐ Verification found on page **I-4 & I-5**

3. Are citizen comments included in the plan, and are the comments specifically and adequately addressed by the grantee?
   Yes ☒ No☐ Verification found on page **Appendix A**

4. Is there a description of the lead agency or entity responsible for overseeing the development of the Consolidated Plan?
   Yes ☒ No☐ Verification found on page **iv**

HOUSING AND HOMELESS NEEDS ASSESSMENT (91.205)

HOUSING

1. Has the grantee identified the estimated number and types of families with housing needs for a **5 year** period?
   Yes ☒ No☐ Verification found on page **II-3 through II-6**
   Note: See Table 2A (required)
   Family types (extremely low-, low-, moderate, and middle income) that should be identified are:
   - Renter/owner
   - Elderly
   - Single persons
   - Large families
   - Persons with disabilities
   - Victims of domestic violence
   - Persons with HIV/AIDs

2. Has the grantee identified the types of housing needs in the community for a 5 year period?
   Yes ☒ No☐ Verification found on page **II-1 through II-10**
   Types of housing needs should be determined with an analysis of:
   - Severe cost and cost burden
   - Overcrowding (especially for large families)
   - Substandard (renter/owner, extremely low-, low-, moderate, and middle income)

3. Has the grantee included a discussion of any racial or ethnic groups that have a disproportionately greater need in comparison to the needs of a particular income category?
   Yes ☒ No☐ Verification found on page **II-10**
   Note: Disproportionately greater need exists when the percentage of persons in a category of need who are members of a particular racial/ethnic group is at least 10% points higher than the percentage of persons in the category as a whole. **See Section91.205 (b)(2)**

HOMELESS

2. Has the grantee satisfactorily identified the nature and extent of homelessness, and is there a continuum of care concept? **See Table 1A (required).**
   Yes ☒ No☐ Verification found on page **II-11 through II-13, Appendix B and Appendix D**

1.

   - Information should be on both homeless singles and families (and subpopulations) that are either sheltered/unsheltered or threatened with homelessness.

3. Has the grantee identified homeless facilities and services needs for homeless individuals and homeless families with children, both sheltered and unsheltered and homeless subpopulations?
   Yes ☒ No☐ Verification found on page **II-12, II-13, III-15 & Appendix D**

2.

3. Has the grantee identified the extent of homelessness by racial/ethnic group, if the information is available?
   Yes ☒ No☐ Verification found on page **II-13**

4. Did the grantee describe the jurisdiction's strategy for developing a system to address homelessness and the priority needs of homeless persons and families (including the subpopulations identified in the needs section)? The jurisdiction's strategy must consider the housing and supportive services needed in each stage of the process, i.e. preventing homelessness, outreach/assessment, emergency shelters and services, transitional housing, and helping homeless persons (especially any persons that are chronically homeless) make the transition to permanent housing and independent living.
   Yes ☒ No☐

5. Did the grantee describe its strategy for helping extremely low- and low-income individuals and families who are at imminent risk of becoming homeless?
   Yes ☒ No☐

SPECIAL NEEDS - NOT HOMELESS

4. Has the grantee included a discussion on the estimated number of non-homeless persons in need of supportive housing, and their supportive housing needs? **See Table 1B (optional).**
   Yes ☒ No☐ Verification found on page **II-14 through II-17**

1.

   Note: Estimated number of non-homeless persons should include the elderly, frail elderly, persons with disabilities, persons with alcohol or other drug addiction, persons with HIV/AIDs and their families, and public housing residents.

LEAD-BASED PAINT HAZARDS

5. Has the grantee estimated the number of housing units with lead-based paint hazards?

Yes ☒ No☐ Verification found on page **II-18 & II-19**

1. **Note:** The estimated number of units should be those that are occupied by low/moderate income families.

HOUSING AND MARKET ANALYSIS (91.210)

GENERAL CHARACTERISTICS

6. Has the grantee described the significant characteristics of the housing market, and the housing stock available to persons with disabilities, and persons with HIV/AIDs? **(Review any maps if provided/See Table 1A and 1B)**
   Yes ☒ No☐ Verification found on page **III-1 through III-12**

1. **Note**: There should be a discussion of housing supply and demand, as well as the condition and cost of the housing. Data on the housing market should include, to extent information is available, an estimate of the number of abandoned buildings and whether they are suitable for rehabilitation. The grantee should also identify and describe the locations and degree of racial/ethnic minority concentrations, as well as low/moderate income families.

2. Did the grantee identify and describe any area of low-income concentration and any area of minority concentration either in a narrative or one or more maps, stating how it defines the terms "area of low-income concentration" and "area of minority concentration"?
   Yes ☒ No☐ **Pages III-10 & III-11**

PUBLIC AND ASSISTED HOUSING

1. Has the grantee described the number and condition of the public housing units, results from the Section 504 needs assessments, and the strategies for improving operation and living conditions for public housing residents?
   Yes ☒ No☐ N/A☐ Verification found on page **III-13 & III-14**

2. Has the grantee identified the number of public housing units expected to be lost from the inventory?
   Yes ☒ No☐ N/A☐ Verification found on page **III-13**
   Check if this jurisdiction has any HOPE VI projects awarded or in development that may result in a net loss of units.

   With regard to federal, state and locally-assisted units other than public housing, has the grantee identified the number and targeting of units by income level and household type, and the number of units expected to be lost from the assisted housing inventory for any reason, i.e. expiration of Section 8 contracts?
   Yes ☒ No☐ Verification found on page **III-8**

HOMELESS FACILITIES AND SERVICES

Have the facilities and services that compose the grantee's continuum of care been identified?
Yes ☒ No☐ Verification found on page **III-15, III-16 & Appendix D**

Appropriate facilities would be:
- Emergency shelters,
- Transitional shelters, and
- Permanent/supportive housing (including persons that are chronically homeless).

1. Does the inventory include, to the extent information is available, an estimate of percentage or number of beds and supportive services programs serving people that are chronically homeless?
   Yes ☒ No☐ Verification found on page **Appendix B & Appendix D**

SPECIAL NEEDS FACILITIES AND SERVICES

Has the grantee described the facilities/services to assist non-homeless persons in need of supportive housing? **See Table 1B**
Yes ☒ No☐ Verification found on page **II-14 through II-17**
- Discussion should also include a description of appropriate supportive housing for persons leaving mental/physical health facilities.

BARRIERS TO AFFORDABLE HOUSING

Has the grantee described public policies that affect affordable housing?
Yes ☒ No☐ Verification found on page **III-18**
Factors which affect affordable housing may include:
- Building and zoning codes;
- Environmental problems;
- Impact fees;
- Cost of land; and
- Incentive programs such as tax abatement or down-payment assistance.

Note: For Urban Counties, does the discussion include factors in both incorporated and unincorporated areas?

STRATEGIC PLAN (91.215)
When reviewing this section of the Consolidated Plan, keep in mind that the priorities/objectives should relate to the needs identified in the Housing and Homeless Needs and Housing and Market Analysis sections.

GENERAL
1. Does the grantee describe the basis for assigning the priority given to each category in Table 2A?
   Yes ☒ No☐ **Pages IV-6 & IV-7**

2. Has the grantee identified any obstacles to meeting underserved needs?
   Yes ☒ No ☐ Verification found on page **IV-7**

3. Has the grantee summarized the priorities and specific objectives, describing how funds that are reasonably expected to be made available will be used to address identified needs? **See Tables 1A, 1B, 1C, 2A, 2B, and 2C** **Pages IV-7 & IV-8**
   Yes ☒ No ☐

4. For each specific objective, has the grantee identified proposed accomplishments and outcomes the jurisdiction hopes to achieve in quantitative terms over a specific time period, or in other measurable terms as identified and defined by the jurisdiction? **See Tables 1A, 1B, 1C, 2A, 2B and 2C** **Page IV-9**
   Yes ☒ No ☐

AFFORDABLE HOUSING

1. Did the grantee state how the analysis of the housing market and the severity of housing problems and needs of extremely low-income, low-income, and moderate-income renters and owners identified in accordance with 91.205 provided the basis for assigning the relative priority given to each priority needs category in the priority housing needs table prescribed by HUD?
   Yes ☒ No ☐ Verification found on page **IV-10**

2. Does the affordable housing section identify how the characteristics of the housing market will influence the use of funds made available for rental assistance, production of new units, rehabilitation of old units, or acquisition of existing units?
   Yes ☒ No ☐ Verification found on page **IV-10**

   Note: If the jurisdiction intends to use HOME funds for tenant-based rental assistance or plans to use HOME funds to assist persons with special needs, the plan must specify local market conditions that led to the choice of that option.

3. Does the grantee described proposed accomplishments to specify the number of extremely low, low, moderate, and middle income families to whom the grantee will provide affordable housing as defined in 24 CFR 92.252 for rental housing and 24 CFR 92.254 for homeownership over a specific time period?
   Yes ☒ No ☐ Verification found on page **IV-9**

HOMELESSNESS

1. Does the grantee describe the strategy for helping low-income families avoid becoming homeless?
   Yes ☒ No ☐ Verification found on page **IV-13 & IV-14**

2. Does the grantee describe the jurisdiction's strategy for reaching out to homeless persons and assessing their individual needs?
   Yes ☒ No ☐ Verification found on page **IV-11 & IV-12**

3. Does the grantee describe the jurisdiction's strategy for addressing the emergency shelter and transitional housing needs of homeless persons?
   Yes ☒ No ☐ Verification found on page **III-15, III-16, IV-11 through IV-13 & Appendix D**

4. Does the grantee describe the jurisdiction's strategy for helping homeless persons (especially persons that are chronically homeless) make the transition to permanent housing and independent living?

Yes ☒ No☐ Verification found on page **III-15, III-16, IV-11 through IV-13 & Appendix D**

5. OTHER SPECIAL NEEDS

1. With respect to supportive needs of the non-homeless, does the plan describe the priority housing and supportive service needs of persons who are not homeless but may or may not require supportive housing?
   Yes ☒ No☐ Verification found on page **IV-15 & IV-16**

NON-HOUSING COMMUNITY DEVELOPMENT PLAN

1. Did the grantee describe the priority non-housing community development needs, reflecting the needs for the type of activity? **Table 2B (required)**
   Yes ☒ No☐
   Note: The Community Development component of the plan must state the grantee's specific long-term and short-term community development objectives (including economic development activities that create jobs) that must be developed in accordance with the statutory goals described in 24 CFR 91.1 and the primary objectives of the CDBG program.
2. Is the grantee requesting approval of a Neighborhood Revitalization Strategy Area?
   Yes☐ No ☒
   If YES, does it meet the requirements of CPD Notice 96-1 and include outcomes?
   Yes☐ No☐
   Note: Separate documentation should be maintained to verify compliance with CPD Notice 96-1.

BARRIERS TO AFFORDABLE HOUSING

1. Does the grantee describe the jurisdiction's strategy to remove or ameliorate negative effects of public policies, that serve as barriers to affordable housing as identified in the needs assessment section?
   Yes ☒ No☐ Verification found on page **IV-18 through IV-21**

LEAD-BASED PAINT HAZARDS

1. Does the plan outline the actions proposed or being taken to evaluate and reduce lead-based paint hazards, describe how the plan for reduction of lead-based paint hazards is related to the extent of lead poisoning and hazards, and how the plan for reduction will be integrated into housing policies and programs?
   Yes ☒ No☐ Verification found on page **IV-21 & IV-22**

ANTI-POVERTY STRATEGY

1. Does the grantee describe the jurisdiction's goals, programs, and policies for reducing the number of poverty level families?
   Yes ☒ No☐ Verification found on page **IV-22 through IV-24**
   Has the grantee programs such as:
   - Family Self-sufficiency
   - Head Start
   - Sate and Local Programs

- Section 3
- Welfare to Work
- Workforce Development Initiative

INSTITUTIONAL STRUCTURE

1. Does the grantee explain the institutional structure, including private industry, nonprofit organizations, community and faith-based organizations, and public institutions, through which the jurisdiction will carry out its housing, homeless, and community development plan, assessing the strengths and gaps in the delivery system?
   Yes ☒ No☐ Verification found on page **vi, IV-24 & IV-25**

COORDINATION

1. Does the plan identify the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies?
   Yes ☒ No☐ Verification found on page **IV-25**

2. With respect to the public entities involved, does the plan describe the means of cooperation among the state and local units of government in the metropolitan area for problems that go beyond a single jurisdiction, (i.e. transportation, workforce, economic development) in the implementation of the plan?
   Yes ☒ No☐ Verification found on page **IV-25**

3. With respect the homeless strategy, does the plan describe efforts to enhance coordination among agencies to address the needs of persons that are chronically homeless?
   Yes ☒ No☐ Verification found on page **IV-25**

4. With respect to economic development, does the plan describe efforts to enhance coordination with private industry, businesses, developers, and social service agencies.
   Yes ☒ No☐ Verification found on page **Appendix G**

PUBLIC HOUSING

1. Does the grantee describe the jurisdiction's activities to encourage public housing residents to become more involved in management and participate in homeownership?
   Yes ☒ No☐ Verification found on page **IV-25 & IV-26**

2. Has the grantee describe the manner in which the plan of the jurisdiction will help address the needs of public housing?
   Yes ☒ No☐ Verification found on page **IV-25 & IV-26**
   Note: Amended to Title 1 October 21, 1998 Section 105(b)(11)

3. Is the grantee served by a troubled PHA as designated by HUD?
   Yes ☐ No☒

If YES, Has the grantee in which any troubled public housing agency is located, described the manner in which the State or unit of local government will provide financial or other assistance to such troubled agency in improving its operations to remove such designation?
Yes ☐ No☐ Verification found on page
Note: Amended to Title 1 October 21, 1998 Section 105(g)

ACTION PLAN (91.220)

1. Has the Standard 424 Form for the applicable programs been included with the correct dollar allocations and signed by the appropriate official?
   Yes ☒ No☐
2. Is the DUNS number listed?
   Yes ☒ No☐
3. Did the grantee describe the geographic areas of the jurisdiction (including areas of low income and/or racial/minority concentration) in which assistance will be directed during the next year.
   Yes ☒ No☐
4. Did the grantee describe the basis for allocating investments geographically within the jurisdiction (or within the EMSA for HOPWA) (91.215(a)(1)) during the next year and the rationale for assigning the priorities.
   Yes ☒ No☐

RESOURCES

1. Has the grantee described the Federal Resources, and private and non-Federal public resources expected to be available to address priority needs and specific objectives identified in the plan?
   Yes ☒ No☐ Verification found on page **4 & 5**

2. Did the grantee describe how HOME and/or ESG matching requirements will be satisfied?
   Yes ☐ No☐ N/A ☒ Verification found on page

ACTIVITIES 91.220(D)

1.

   a) Has the grantee described the CDBG funded activities for the program year in a complete manner? **See Table 3C**
   Yes ☒ No☐
   b) Has the grantee described the HOME funded activities for the program year in a complete manner? **See Table 3C** Not applicable
   Yes ☐ No☐
   c) Has the grantee described the ESG funded activities for the program year in a complete manner? **See Table 3C** Not applicable
   Yes ☐ No☐
   d) Has the grantee described the HOPWA funded activities for the program year in a complete manner? **See Table 3C** Not applicable
   Yes ☐ No☐

2. Does the action plan contain a summary of priorities and specific annual objectives

that will be addressed during the program year?
Yes ☒ No☐ Verification found on page **4 and Program Summaries**
Note: The Jurisdiction should use summary of annual objectives as identified in Table 3A of the Consolidated Plan.

3. Do the proposed activities correspond to the priority needs identified/local specific objectives listed in the Consolidated Plan?
Yes ☒ No☐ Verification found on page **1 through 4 and Program Summaries**
Note: The Jurisdiction should use priority needs as identified in Table 2A and 2B of the Consolidated Plan.

4. Are the proposed activities identified in sufficient detail, including the number and type of families that will benefit from the proposed activities and locations, so that citizens know the degree to which they may be affected?
Yes ☒ No☐ Verification found on page **Program Summaries**

Outcomes 91.220(e)

1. Does the action plan contain outcome measures for activities in accordance with the Federal Register Notice dated March 7, 2006?
Yes ☒ No☐ Verification found on page **Program Summaries**

Expenditure Limits

1. Has the grantee exceeded the 20% administrative cap for CDBG?
Yes☐ No☒
2. Has the grantee exceeded the 15% public service cap for CDBG?
Yes ☐ No☒
3. Has the grantee exceeded the 10% administrative cap for HOME? Not applicable
Yes☐ No☐
4. Has the grantee met the 15% CHDO set-aside for HOME? Not applicable
Yes☐ No☐
5. Has the grantee exceeded the 3% administrative cap for HOPWA or the 7% administrative cap by project sponsors under HOPWA? Not applicable
Yes☐ No☐

GEOGRAPHIC DISTRIBUTION 91.220(f)

1. Did the grantee include a narrative, maps, or tables that identify the geographic areas in which it will direct assistance?
Yes ☒ No☐ Verification found on page **4 and Consolidated Plan document**

2. Does the grantee provide a description of the areas, including areas of minority concentration, in which it will direct funds?
Yes ☒ No☐ Verification found on page **4 and Consolidated Plan document**

3. Does the grantee provide the rationale for the priorities for allocating investment

geographically for each program, including within the metropolitan area (or a State's service area) for the HOPWA program?
Yes ☒ No☐ Verification found on page **4**
If no, explain the basis for the no response:

4. Did the grantee estimate the percentage of funds it plans to dedicate to target areas?
Yes☐ No ☒ Verification found on page

AFFORDABLE HOUSING GOALS 91.220(g)

1. Does the action plan specify one-year goals for the number of homeless, non-homeless, and special needs households to be provided affordable housing units using funds made available to the jurisdiction?
Yes☒ No☐ Verification found on page **13**
Note: The Jurisdiction should use housing summary of goals as identified in Table 3B of the Consolidated Plan.

2. Does the action plan specify one-year goals for the number of households to be provided affordable housing units through activities that provide rental assistance, production of new units, rehabilitation of existing units, or acquisition of exiting units using funds made available to the jurisdiction?
Yes ☒ No☐ Verification found on page **Program Summaries**
Note: The Jurisdiction should use housing summary of goals as identified in Table 3B of the Consolidated Plan.

PUBLIC HOUSING 91.220(h)

1. Does the action plan include actions that address the following, ***if applicable***:

- needs of public housing, Yes ☒ No☐
- public housing improvements and resident initiatives, Yes ☒ No☐
- assist troubled public housing agencies. Yes ☐ No☐

HOMELESS AND OTHER SPECIAL NEEDS ACTIVITIES 91.220(i)

1. Have homeless prevention activities been proposed?
Yes ☒ No☐ Verification found on page **15 & 16**

2. Have emergency shelter, transitional housing, programs to assist in the transition to permanent housing and independent living been proposed?
Yes ☒ No☐ Verification found on page **16**

3. Are supportive housing activities being undertaken to address the priority housing needs of persons who are not homeless (elderly, frail elderly, persons with disabilities, person with HIV/AIDS, persons with alcohol or other substance abuse problems)?
Yes ☒ No☐ Verification found on page **17**

4. Have specific action steps to end chronic homelessness been identified?
Yes ☒ No☐ Verification found on page **16**

OTHER ACTIONS 91.220(k)

1. Does the Action Plan include other proposed actions which will address the following, ***if applicable***:

   - foster and maintain affordable housing, Yes ☒ No☐
   - public housing improvements and resident initiatives, Yes ☒ No☐
   - evaluation and reduction of lead-based hazards, Yes ☒ No☐
   - reducing the number of persons below the poverty line, Yes ☒ No☐
   - developing institutional structures/enhancing coordination between housing and services agencies, Yes ☒ No☐.

PROGRAM SPECIFIC REQUIREMENTS 91.220(l)

1. CDBG

   a) Does the total amount of funds allocated equal the amount of the grant plus program income and carryover funds? Yes ☒ No☐

   b) Does the action plan identify the amount of CDBG funds that will be used for activities that benefit persons of low- and moderate-income? Yes ☒ No☐

   c) Does the action plan identify all activities assisted through the Section 108 Loan Guarantee program? Yes ☒ No☐

1. HOME

   a) Did grantee (PJ) describe other forms of investment? **See Section 92.205**
   Yes☐ No☐ N/A ☒
   If grantee (PJ) plans to use HOME funds for homebuyers, did they state the guidelines of resale or recapture, as required in 92.254?
   Yes☐ No☐ N/A☒
   b) If grantee (PJ) plans to use HOME funds to refinance existing debt secured by multifamily housing that is being rehabilitated with HOME funds, did they state its refinancing guidelines required under 24 CFR 92.206(b)?
   Yes☐ No☐ N/A☒
   c) Resale Provisions -- For homeownership activities, did the participating jurisdiction must describe its resale or recapture guidelines that ensure the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4).
   Yes☐ No☐
   d) HOME Tenant-Based Rental Assistance -- Did the participating jurisdiction must describe the local market conditions that led to the use of a HOME funds for tenant based rental assistance program?
   Yes☐ No☐
      a. If the tenant based rental assistance program is targeted to or provides a preference for a special needs group, that group must be identified in the Consolidated Plan as having an unmet need and show the preference is needed to narrow the gap in benefits and services received by this population.
   e) If a participating jurisdiction intends to use forms of investment other than those described in 24 CFR 92.205(b), did the jurisdiction describe these forms of investment?

Yes☐ No☐

f) Did the jurisdiction describe the policy and procedures it will follow to affirmatively market housing containing five or more HOME-assisted units?
Yes☐ No☐

g) Did the jurisdiction describe actions taken to establish and oversee a minority outreach program within its jurisdiction to ensure inclusion, to the maximum extent possible, of minority and women, and entities owned by minorities and women, including without limitation, real estate firms, construction firms, appraisal firms, management firms, financial institutions, investment banking firms, underwriters, accountants, and providers of legal services, in all contracts, entered into by the participating jurisdiction with such persons or entities, public and private, in order to facilitate the activities of the participating jurisdiction to provide affordable housing under the HOME program or any other Federal housing law applicable to such jurisdiction?
Yes☐ No☐

h) If a jurisdiction intends to use HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds, did it state its financing guidelines required under 24 CFR 92.206(b)?
Yes☐ No☐

1. American Dream Downpayment Initiative
   a. If the jurisdiction planned to use American Dream Downpayment Initiative (ADDI) funds to increase access to homeownership, did it provide the following information:
      i. description of the planned use of the ADDI funds?
      Yes☐ No☐
      ii. plan for conducting targeted outreach to residents and tenants of public and manufactured housing and to other families assisted by public housing agencies, for the purposes of ensuring that the ADDI funds are used to provide downpayment assistance for such residents, tenants, and families? Yes☐ No☐
      iii. a description of the actions to be taken to ensure the suitability of families receiving ADDI funds to undertake and maintain homeownership, such as provision of housing counseling to homebuyers?
      Yes☐ No☐

4. HOPWA

a) Does the action plan specify one-year goals for the number of low-income households to be provided affordable housing using HOPWA funds for short-term rent, mortgage, and utility payments to prevent homelessness; tenant-based rental assistance, units provided in housing facilities operated with HOPWA funds? Yes☐ No ☐ Verification found on page

b) Does the action plan identify the method for selecting project sponsors (including providing full access to grassroots faith-based and other community organizations)?
Yes☐ No ☐ Verification found on page

MONITORING (91.230)

1. Does the grantee describe the standards and procedures that it will use to monitor activities carried out in furtherance of the plan?

Yes ☒ No☐ Verification found on page **IV-26 & IV-27 of ConPlan/9 & 10 of Annual Action Plan**

Does the Plan describe actions to be taken by the grantee to monitor its performance in meeting its goals and objectives set forth in it's Consolidated Plan?
Yes ☒ No☐ Verification found on page **IV-26 & IV-27 of ConPlan/9 & 10 of Annual Action Plan**

2. Does the Plan describe steps/actions being taken to insure compliance with program requirements, including requirements involving the timeliness of expenditures?
   Yes ☒ No☐ Verification found on page **IV-26 & IV-27 of ConPlan/9 & 10 of Annual Action Plan**
   Note: If timeliness of expenditures is an issue, please make sure the grant award letter includes language regarding appropriate actions the grantee should take to remedy this problem.

3. Does the Plan describe steps/actions it will use to ensure long-term compliance with housing codes, including any actions or on-site inspections it plans to undertake during the program year?
   Yes ☒ No☐ Verification found on page **IV-26 & IV-27 of ConPlan/9 & 10 of Annual Action Plan**

   Note: For example, a HOME program grantee should identify steps it will take to review affordable housing projects it has funded to insure compliance with all HOME program requirements.

4. Does the Plan describe actions to be taken by the grantee to monitor its subrecipients, (including sponsors or administering agents)?
   Yes ☒ No☐ Verification found on page **IV-26 & IV-27 of ConPlan/9 & 10 of Annual Action Plan**

HUD APPROVAL ACTION

The regulations at Section 91.500(b) state that HUD will approve or disapprove a plan or a portion of a plan for the three following reasons:

1) if it is inconsistent with the purposes of NAHA;
2) if it is substantially incomplete; and/or
3) if certifications are not satisfactory to the Secretary
4) if does not include description of manner in which unit of local government or state will provide financial or other assistance to troubled public housing agencies.

Please use the following to determine approval or disapproval:

CONSISTENCY WITH NAHA

1. Is the Plan inconsistent with the purposes of NAHA?
   Yes☐ No☐
   If the Plan is inconsistent with NAHA, set forth the basis of that determination by using the following as a guide:

- Does the Plan provide assistance to help families, not owning a home, to save for a down-payment for the purchase of a home.
- Does the Plan provide assistance to retain, where feasible, as housing affordable to low income families, those dwelling units provided for such purpose with federal assistance.
- Does the Plan provide assistance to extend and strengthen partnerships among all levels of government and the private sector, including for-profit and non-profit organizations, in the production and operation of housing affordable to low- and moderate-income families.
- Does the Plan provide assistance to expand and improve federal rental assistance for very low-income families.
- Does the Plan provide assistance to increase the supply of supportive housing, which combines structural features and services needed to enable persons with special needs to live with dignity and independence.

SUBSTANTIALLY INCOMPLETE

1. Is the Plan (including any corrective actions taken at HUD's request during HUD's review of the plan) substantially incomplete?
   Yes☐ No☐
   If the Plan is substantially incomplete, set forth the basis of that determination by using the following as a guide:

   - The Plan was developed without the required citizen participation or the required consultation.
   - The Plan fails to satisfy all the required elements in the regulations.

AFFIRMATIVELY FURTHERING FAIR HOUSING

1. Is the Certification to Affirmatively Further Fair Housing satisfactory to the Secretary?
   Yes☐ No☐
   If the Certification is not satisfactory, set forth the basis of that determination by using the following as a guide:
   - Disregard of regulatory requirements to conduct an analysis of impediments to fair housing choice, take appropriate actions to address identified impediments, and maintain adequate records on the steps taken to affirmatively further fair housing in the jurisdiction.

   - Lack of action taken on outstanding findings regarding performance under affirmatively furthering fair housing certification requirements of the Consolidated Plan or the Community Development Block Grant Program.

CERTIFICATIONS (91.225)

1. Are the general and specific certifications for each program funded complete and accurate, where applicable:

   Note: Consortia, please refer to 91.425

State, please refer to 91.325

General:

(1) Affirmatively furthering fair housing:	Yes☐	No☐
(2) Anti-displacement and relocation Plan:	Yes☐	No☐
(3) Drug-free workplace:	Yes☐	No☐
(4) Anti-lobbying	Yes☐	No☐
(5) Authority of Jurisdiction	Yes☐	No☐
(6) Consistency with Plan	Yes☐	No☐
(7) Acquisition and relocation	Yes☐	No☐
(8) Section 3	Yes☐	No☐

CDBG:**

(1) Citizen Participation	Yes☐	No☐
(2) Community Development Plan	Yes☐	No☐
(3) Following Plan	Yes☐	No☐
(4) Use of funds	Yes☐	No☐
(5) Excessive Force	Yes☐	No☐
(6) Compliance with anti-discrimination law	Yes☐	No☐
(7) Compliance with lead-based paint procedures	Yes☐	No☐
(8) Compliance with laws	Yes☐	No☐

ESG:

(1) Not less than 10-years	Yes☐	No☐
(2) Not less than 3-years	Yes☐	No☐
(3) Service Provision	Yes☐	No☐
(4) Safe and Sanitary	Yes☐	No☐
(5) Supportive Services	Yes☐	No☐
(6) Match Requirements	Yes☐	No☐
(7) Confidentiality	Yes☐	No☐
(8) Employing or involving the homeless	Yes☐	No☐
(9) Consolidated Plan compliance	Yes☐	No☐
(10) Discharge policy	Yes☐	No☐

HOME

(1) TBRA is consistent w/Plan	Yes☐	No☐
(2) Use for eligible activities	Yes☐	No☐
(3) Monitor for subsidy layering	Yes☐	No☐

HOPWA:

(1) Meet urgent needs	Yes☐	No☐
(2) 10- or 3-year operation	Yes☐	No☐

***The certification period for the CDBG program's overall benefit requirements must be consistent with the period certified in the prior certification.*

Based on my review of the Plan against the regulations, I have determined the Plan is:

Approved ☐

Disapproved ☐
Date plan disapproved (in part or in its entirety):

Note: Written notification of disapproval must be communicated to the applicant in accordance with 24 CFR 91.500(c). **If disapproved**, provide documentation including dates and times on incompleteness determination, and discussions with grantee and Headquarters:

Reviewed by **DATE:**

Program Manager **DATE:**

CPD Director **DATE:**

2241-06-1-checklist.doc

APPENDIX G

NORWICH COMMUNITY-WIDE ECONOMIC DEVELOPMENT PLAN AND PROCESS

CEDS EXECUTIVE SUMMARY

Norwich Community-Wide Economic Development Plan and Process

Draft version 4/19/2010

- Norwich City Council
- Norwich City Departments
- Downtown Neighborhood Revitalization Zone
- Norwich Community Development Corporation
- Norwich Historical Society
- Norwich Public Utilities
- Office of the Mayor
- Otis Library
- Redevelopment Agency
- Rose City Renaissance

Norwich Public Utilities

NCDC

Rose City RENAISSANCE

Norwich Community-wide

Economic Development Plan and Process

I. Introduction 1

II. Results 2

III. Measuring Progress: Indicators of Success 2

IV. The Story Behind the Baselines 6

V. Who Needs to be Involved to Achieve Desired Results? 8

VI. Strategies to "Turn the Curve" 8

A. Target Markets 9

B. Site Occupancy and Development 9

C. Downtown Focus 11

D. Transportation and Infrastructure 12

E. Retention and Recruitment 13

F. Marketing 14

G. Financing and Incentives for Economic Development 15

H. Business Technical Assistance 16

I. Workforce and Education 17

J. Advocacy 17

K. Economic Development Planning, Implementation and Coordination 18

VII. Implementing the Plan 20

Appendix A: Norwich Economic Development Implementation Plan 20

Appendix B: Economic Development Organization Roles and Responsibilities 21

Appendix C: Flow Chart of Economic Development Process 22

Appendix D: Format and Criteria for Assessing Economic Development Proposals 22

Norwich Community-wide Economic Development Plan and Process

Data Driven Planning with Results Based Accountability

I. Introduction

The City of Norwich, like many urban environments, continues to decline in its base economic condition. Based on a number of measures attractive to individuals, families and businesses Norwich holds tremendous potential for success if thoughtfully approached and sustained over a long period of time. In the face of significant challenges, Norwich's public and private economic development organizations and elected officials have come together to develop this Economic Development Plan through which we will focus and coordinate our work to improve the economic condition of our community. We have developed this plan through a collaborative process using the framework of Results Based Accountability (RBA) to define the community results we want to see, how we will measure those results, the reasons for the current baseline situation, who needs to be involved in producing the results we want, and what will work to "turn the curve" to improve our situation.[1]

Economic Development in Norwich will be an ongoing process and consist of a group of policies, activities and incentives designed to improve the economic well-being and quality of life for the residents of Norwich. Such policies shall encourage the creation of higher-skilled jobs within the community and make Norwich a place that people of diverse training and experience will want to work and live.

These policies will foster the growth of existing business while attracting new business to the Community. This will be done by encouraging innovation, entrepreneurship and private investment. Norwich will identify industry clusters that will thrive by taking advantage of the resources Norwich has to offer.

We invite the whole of Norwich, regional and state organizations and individuals to join us in this important work.

[1] For a full explanation of Results Based Accountability, see www.resultsaccountability.com and www.raguide.org

II. Results

The results we seek for Norwich include:

- Norwich is an active, vibrant, and sustainable urban environment in which to live, work, and recreate.

We are a city that values the diversity of its community, the contribution of local business, and encourages new ventures. Our community is characterized by its unique and historic districts, downtown, and waterfront.

- Norwich public and private organizations are working together and are executing a sound plan to achieve this result.

Recent discussions, our stakeholder survey, and many previous documents have highlighted the need for focused, coordinated action to secure a positive economic future for Norwich. For this reason, we have elevated the creation of this public-private partnership which is dynamic, focused and fully accountable for achieving measureable results to ourselves and our community.

VALUES

Our work toward achieving these results is grounded in deeply held values, including:

- Promote economic stability/viability
- Create a supportive environment for independent, entrepreneurial enterprises
- Accentuate our natural assets
- Reinvest in ourselves/community
- Utilize resources and maximize asset values
- Promote informed decision making by the City and its development partners through: cooperation, flexibility, inclusiveness and transparency
- Promote our rich history, heritage and culture

III. Measuring Progress: Indicators of Success

We will measure our progress in achieving these results using the following headline indicators for quality of life and for economic health of our community. We will also track a longer list of secondary indicators which will help inform our work.

Headline Indicators: Measures Related to Quality of Life

The Norwich Economic Development Process will produce specific benefits in increased employment, better jobs, and increased property tax revenues that will all contribute to the community's ability to impact these larger quality of life issues.

Headline Indicator: Crime Rate per 100,000 Residents

Component	Timeframe ➢ Number	Timeframe ➢ Number
Overall Crime Rate	1985-1994 (Avg) • 4,026	2006 (Avg) • 3,228
Violent Crimes	2000-2004 (Avg) • 428	2006 (Avg) • 486
Property Crimes	1985-1994 (Avg) • 4,026	2006 (Avg) • 2,471

Headline Indicator: Educational Achievement - Percent of Students At or Above Goal

2009 Goal	Norwich	Statewide
CMT reading grade 3	37.8%	54.6%
CMT math grade 3	44.9%	63.0%
CAPT reading grade 10	45.6%	47.5%
CAPT math grade 10	51.9%	48.0%

Headline Indicator: Educational Achievement - Graduation Rates

- Percent of students enrolled at entry to high school that graduate [metrics to be developed]

Headline Indicator: Homeownership Rate

- Percent of housing units that are owner occupied [2006-2008: 50% / 2000: 48%]

Reason for Using These Measures

Though not a part of the work in direct control of the economic development efforts, community safety and the quality of education services are important factors in individuals' decisions to locate their household or business in a community. The home ownership rate is an indication of economic prosperity as well as increasing commitment to the community.

We believe that our success in building the economic and employment base of Norwich will contribute directly to the achievement of these higher level community results, and that improvements in these three measures, achieved primarily through the work of others in the community, will contribute significantly to the economic success.

Headline Indicators: Measures Related to Economic Success

Our economic development process will directly address the challenge of creating a more vibrant marketplace in Norwich that will- (1) attract and support increase investment in commercial real estate and businesses, (2) facilitate locating and growing job-producing businesses, and (3) transform the downtown area into a lively center of culture, leisure activities, shopping, residences and offices.

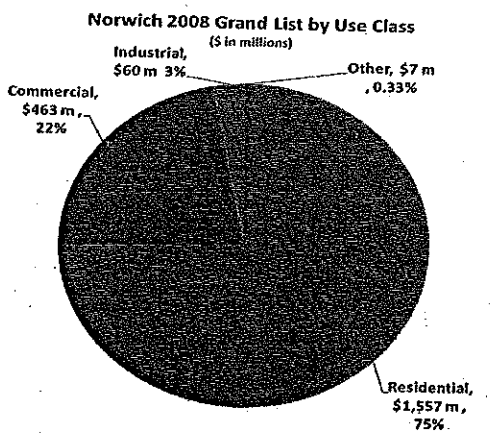
We will measure our success by tracking the following headline indicators:

Headline Indicator: Commercial Rents per Square Foot

- Dollars per S.F. for Commercial Space, by type of space- (office, retail, industrial) and area of the community- (downtown, Route 82, other defined economic activity zones)

Headline Indicator: Taxable Grand List Growth, Overall and by Component (commercial-l real and personal property)

- Increase in taxable grand list
- Increase in personal property (commercial property other than real estate) portion of grand list
- Increase in real property (commercial) portion of grand list

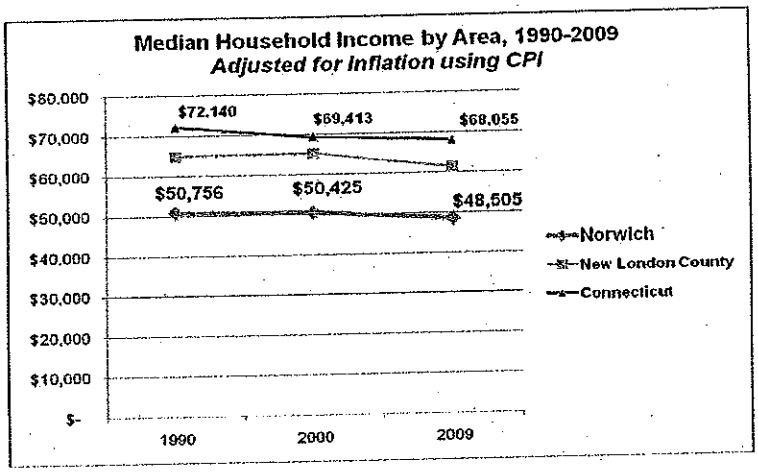


Headline Indicator: Number of Businesses

- Number of businesses and level of business creation [as measured by NPU commercial accounts opened and closed and other efforts to make an accurate count of businesses for the purposes of accurate personal property tax records]

Headline Indicator: Median Household Income

- Percent Change in median household income of Norwich residents [flat since 1990 when adjusted for inflation]
- Percent Change in individuals living in poverty



Reason for Using These Measures

Commercial rent rates, growth in the taxable grand list, increases in number of businesses and household income are good measures of the impact of our work to improve the Norwich economy. Changes in income and poverty rates are direct consequences of economic development in context with regional, state and national trends.

Secondary Indicators

We will also include a number of secondary indicators to directly guide the economic development work we do. These secondary indicators will be developed by the work groups as they work to develop metrics supporting their work. Many of them were included in the presentation made to Council.

Program Indicators

As we implement programs and efforts within our economic development framework we will institute a purposeful set of metrics and reports. We will use them to measure both program activities and the effectiveness of our actions. Norwich economic development constantly looks for areas of improvement and new activities to improve the economic condition of our community. Metrics will inform the appropriateness of the level of activities we undertake, the impact of the implemented measures, and the effectiveness of the dollars spent on activities. We will also use the metrics to assist in determining if the community is better off as a result of the implemented programs.

The economic development organizations agree to use the S.M.A.R.T. approach to guide the development of all goals.

Data Development Agenda

We will work to improve our ability to track our progress through development of better indicators of:

- Job growth by quality of job
- More insights and detail on existing and new businesses as well as ones that leave or close

A business survey is also considered important as a means to collect information on employment and jobs levels.

Development of a parcel-based data system across City departments and Norwich Public Utilities would facilitate more accurate and timely data on development activities as well as ease the administration of the tax assessment and building permit processes and the ability to deliver best in class customer experiences.

More Data Development activities will be a part of the standard of informing our economic development agenda as it matures over time.

IV. The Story Behind the Baselines

Why do these baseline pictures look the way they do? What are the causes and forces at work that relate specifically to our task of crafting an economic development plan? Digging behind the pictures helps us get a handle on what's going on in our community and what might work in the way of economic development activities to do better.

As we do this work we bump up against matters related to economic development we wish we knew more about. This becomes part of our information/research agenda to inform our continued work to refine this plan.

Factors Influencing Baseline Values of the Proposed Indicators

Community discussions have clearly identified a number of key resources and challenges which the Norwich economic development partners must address as we create a focused set of strategies for our economic revival.[2]

First, Norwich faces its economic challenges with a wealth of economic, cultural, educational and human resources on which to draw in crafting a plan. The Work Group cited the rich cultural history of Norwich as a major asset. This is reflected in the downtown and neighborhood building stock and the local and regional cultural institutions. Other assets are our educational institutions, including Three Rivers Community college and Norwich Free Academy and our extensive array of employers and businesses serving both the local, regional and global economies.

---

[2] Recent processes include the NCDC Strategic Planning process, the Rose City Renaissance Strategic Planning Process, Norwich City Council's workshop sessions, and the meetings of the Wednesday meetings of the Economic Development Work Group.

Yet, Norwich faces many of the global challenges buffeting the Connecticut and regional economy, including global competition, the decline in high value manufacturing jobs, replacement of these with lower wage service sector jobs and challenges posed by limitations in the quality of the regional workforce.

Some examples of the more localized key challenges include:

- The relatively higher cost of redeveloping Norwich assets vs. "greenfields" options
- The relative lower market rents in Norwich vs. required return on investment
- The lack of public investment in logical redevelopment activities
- The lack of visibility of commercial space inventory which is ready-for-market
- Poor perceptions of Norwich and the downtown area markets
- A lack of cohesive Norwich branding and marketing efforts
- Lack of a coordinated response to business climate issues
- Lack of coordinated, coherent marketing, recruitment and retention effort
- Lack of a coordinated business process advocacy

Our recent SWOT survey of stakeholders identified the following factors:

Strengths	Weaknesses
• Leadership (especially NCDC and NPU) • Geographic strengths • Waterfront • Downtown • Access to major highways and rivers • Proximity to casinos • Brand of Southeastern CT • Competitive land value • Redevelopment opportunities for brownfields	• Lack of City leadership • Financial resources to promote economic development • Cost of development (e.g. brownfields, regulations) • Taxes / cost of doing business • Fragmented and weak political environment
Opportunities	**Threats**
• Location (highway access, proximity to casinos, rivers, location within tri-state region) • Municipal energy cooperative (sale of utilities to municipalities) • Securing grants due to distressed community status • Leveraging brownfield redevelopment, waterfront, downtown, and competitive land value	• Costs (local and CT tax structure, cost of labor) • Location (proximity to casinos, within thin economy of Eastern CT and state as a whole) • Lack of economic development planning • Lack of state incentives / policies • Large regional employers swinging economy • Competing development sites in surrounding municipalities

V. Who Needs to be Involved to Achieve Desired Results?

Norwich stakeholders have spoken: in a recent survey sent to over 100 identified community leaders in Norwich, two of the top issues identified include- (1) the need for a focused economic development plan and (2) the need to establish clear responsibilities and accountability for carrying out the plan. These responsibilities are disbursed with little or no accountability at present. As a result, Norwich is not making the most of its internal strengths and external opportunities in economic development nor is it doing the best it can to address its internal weaknesses and external threats.

As part of the effort to facilitate the creation of a more effective economic development process, we surveyed and analyzed organizations within Norwich and the Southeastern Connecticut region that have missions of promoting economic development in the City of Norwich. The result is a framework of the roles that are necessary as part of a thorough economic development effort combined with an indication of the responsibilities to execute on those roles.

Appendix B presents in matrix form the list of local and regional organizations most directly involved in the economic development process in Norwich (in columns) with their roles in fulfilling the basic functions of an economic development process (in the rows).

In addition to these organizations, the process needs to engage other City departments with a stake in the outcome and other organizations involved in supporting implementation of the economic development plan.

Once the plan is developed and assignments made to and accepted by our economic development organizations, a process of accountability and reporting must be implemented and adhered to by all parties. On behalf of the community interest, it is incumbent upon the leadership of the community to demand accountability from themselves and all economic development organizations in these efforts.

VI. Strategies to "Turn the Curve"

This section begins work on the framework of activities and initiatives that will collectively address the challenges identified above.

This framework builds on the City's Plan of Conservation and Development, the 2010 NCDC Strategic Plan, the 2010 Rose City Renaissance Strategic Plan, the Downtown Neighborhood Revitalization Zone strategic plan and extensive discussions among our political leadership and economic development organizations.

A. Target Markets

Strategic Objective: Identify next candidate growth areas that Norwich could retain or attract

An understanding of trends in the regional and national marketplace is important to understanding how we are targeting our local economic development efforts.

Strategy A.1. Develop clear understanding and consensus of the business sectors that present realistic opportunities for Norwich

Tactics

- Review analyses by EWIB, SecTer, CT DECD, Norwich analyses, and others to distill key trends and opportunities for Norwich business growth
- Define priority target sectors and prioritize their requirements related to the plan
- Create stronger ties with the Casinos - showcase Norwich
- Evaluate potential of tourism promotion
- Define and explore potential of new multi-cultural populations and businesses

Measure of Success	Market sectors identified
Resources Required	Staff time, consulting time
Lead Responsibility	
Partners	SeCTer, EWIB, CERC
Planning Work Group	Bob Mills, Tom Marien, Bob Farwell, Peter Davis

B. Site Occupancy and Development

Strategic Objective: Make sites within Norwich's defined economic zones available for business development

The Norwich Plan of Conservation and Development defines 12 "economic opportunity areas" (p. 66-67) across the community, largely along major transportation thoroughfares, downtown, and along the rivers. This plan addresses the need to renovate and market existing and create new commercial and industrial space within and across each of these areas within a context of sound strategies to develop each area. This activity will ensure the "product" for firms recruited or retained through the diverse and coordinated efforts guided by this plan.

Three basic types of sites need to be addressed to advance economic use of land and buildings:

- Valuable, marketable, useable, move-in-ready spaces;
- Underutilized spaces needing upgrades to meet code and economic standards (i.e., mill sites & upper floors in the Downtown);
- Brownfield sites needing remediation and re-development (i.e., Hospital site, mill buildings, Shipping Street, etc.).

Important to all three strategies in this section is developing a complete inventory of spaces available for economic activity across the zones identified in the City's Plan of Conservation and Development.

The Planning Work Group for all three of these strategies would draw from the collaborative partners with a stake in this work, including between the City Planning Office, NCDC, RCR, NPU and the Board of Realtors.

Strategy B.1. Fill vacant move-in-ready spaces by facilitating process for occupying spaces – owned and/or leased

Tactics

- Assist in promotion of move-in-ready sites by participating in Broker's monthly meetings, attending site consultant events bi-annually and introducing opportunities to interested parties.

Measure of Success	Square feet of space leased Number of sites on SiteFinder Number of property showings Number of referrals among brokers, owners, and prospective end users
Resources Required	Staff time
Lead Responsibility	
Partners	Realtors, Chambers of Commerce
Planning Work Group	Bob Mills, Rick Kramer

Strategy B.2. Populate vacant, underutilized spaces

Tactics

- Collaborate with the City and other economic development entities to identify underutilized spaces and analyze any shortcomings (the factors keeping them from being occupied) to develop a plan that will make them marketable
- Review City codes and permitting process to ensure maximum support for reuse of old buildings (2002 Plan of C&D)
- In collaboration with owners, conduct preliminary assessment and categorize buildings based on need and type of improvements
- Develop a programmatic approach to resolve issues on a prioritized basis including funding, structural issues, participation, and zoning
- In collaboration with owners, implement a City sponsored program to revitalize old spaces and make them economically viable
- Explore land assemblages to prepare development sites (Lead: RDA)

Measure of Success	City's adoption of the program NPU's adoption of the program
Resources Required	
Lead Responsibility	
Partners	NCDC, Planning, Zoning
Planning Work Group	Rick Kramer, Brian Kobylarz, Tucker Braddock

B.3. Work with City and property owners to return Brownfield sites to productive use

Tactics

- Develop a plan to conduct phase 1-3 environmental and economic assessments on Brownfield sites identified
- Prioritize sites for remediation based on known information
- Develop and Implements Mill Reuse Program
- Obtain funds for planning and develop plans for selected sites which includes environmental assessments and completed economic analyses

Measure of Success	Plan sequencing assessment/ remediation applications Number of grant applications submitted and awarded Number of Brownfield sites reduced by cleanup
Resources Required	
Lead Responsibility	Tom Marien
Partners	NCDC
Planning Work Group	Tom Marien, Alan Bergren, Tucker Braddock

C. Downtown Focus

Strategic Objective: Revitalize Downtown Norwich as a vital destination and place to live, work, and recreate

In surveys and meetings, the revitalization of downtown Norwich as a major economic, cultural and community asset ranks at the top of most priority lists. The challenge is to change market and consumer perceptions of downtown as well as address a number of economic, technical and infrastructure issues in order to set the stage for new investment and increasing activity downtown.

This will require a comprehensive strategy implemented consistently across multiple partners that addresses multiple issues and opportunities simultaneously. This strategy necessarily draws on the work in multiple other strategies in the plan, especially A. Target Markets, B. Sites, D. Transportation, E. Recruitment and Retention, and F. Marketing, and G. Incentives.

This is a daunting challenge, but many smaller cities have taken this challenge on and succeeded.

C.1. Plan and Implement a Comprehensive Downtown Revitalization Strategy

This strategy must address a number of critical dimensions that will support development of downtown Norwich as as a commercial and retail center, a center for culture and the arts, and a lively residential neighborhood. It will require attention to physical development, public infrastructure concerns, and the overall management and marketing of Downtown Norwich as an experience and location for work, living, and recreation.

These include work drawn from the other areas of the plan across the following:

- Urban Design and Physical Planning (sites, assemblages, relation to neighboring areas, circulation and parking)
- Market definition (residential, commercial, types of retail)
- Creating incentives specific to downtown and removing barriers to investment

Measure of Success	Master Plan, Implementation Plan, and schedule Vacancy rate and rents downtown by type of space (ground floor, upper floor) and use (office, retail, etc)
Resources Required	Staff time, funds for planning consultant team
Lead Responsibility	
Partners	
Planning Work Group	Rick Kramer, Brian Kobylarz, Bob Farwell, Peter Davis

D. Transportation and Infrastructure

Strategic Objective: Provide sound transportation infrastructure to support city development

D.1. Develop phased transportation plan for Norwich

Tactics

- Develop downtown circulation and parking plan with attention to signage...
  - Address supply, distribution, and effective pricing and management of public and private parking resources within the city to support economic development
  - Design for a walking friendly city ("Complete Streets" concept
- Complete and market new Transportation Center
- Explore range of options previously identified as part of long-term plan (light rail, water taxis, access to Casinos, increased water access, etc.)

Measure of Success	Planning is funded; implementation strategy developed
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Brian Kobylarz, Peter Davis

D.2. Develop and market fiber-optic network where feasible

Tactics

- Tap the potential of the public fiber-optic network to support business location on the network

Measure of Success	TBD
Resources Required	
Lead Responsibility	John Bilda
Partners	NPU, Planning
Planning Work Group	John Bilda, Peter Davis, Brian Kobylarz

E. Retention and Recruitment

Strategic Objective: Retain existing and recruit new businesses in Norwich

Recruitment and retention of businesses is at the heart of any economic development strategy. This involves active listening to business concerns and aggressive efforts to support expansion of job-producing activities that complement community efforts to improve our quality of life.

E.1. Design and implement a business retention initiative

Tactics

- Meet with major Norwich employers on a regular basis to garner knowledge about their needs and any threats to their continuation in Norwich
    - Include exit interviews for businesses leaving or relocating to understand reasons
- Develop responses to the system to address concerns as they come up

Measure of Success	Decrease in number of businesses closing or leaving Building vacancy rates
Resources Required	
Lead Responsibility	Chambers of Commerce, Bob Mills
Partners	RCR, SeCTer, EWIB, City of Norwich, NPU
Planning Work Group	John Bilda, Les King, Deb Hinchey, Tucker Braddock, Peter Davis, Bob Mills

E. 2. Business Attraction Initiative

Tactics

Develop and implement business attraction strategy

Measure of Success	Increase in number of new business Building vacancy rates reduced
Resources Required	
Lead Responsibility	Les King
Partners	Norwich Chamber, SeCTer, DECD, CERC, NCDC
Planning Work Group	John Bilda, Bob Mills, Les King

F. Marketing

Strategic Objective: Increase awareness of Norwich locational advantages to businesses, investors, and consumers

Norwich needs to tell its story of assets and forward looking economic planning to the world as well as galvanize its leaders and citizens to believe in the plan and support its execution. This requires thoughtful marketing to business and investment prospects, current businesses, regional consumers, and visitors from a distance, as well as residents in Norwich and the region. We will market identified sites along with all available incentives.

F.1. Develop and implement community marketing and communications plan

Tactics

- Define what "products" we are marketing
- Define target markets, messages, the most effective messengers, and the most effective media and vehicles to disseminate the messages, (branding)
- Develop coordinated web strategy for City and partners
- Develop an "Internal" Marketing strategy to reach and build the confidence of Norwich residents with messages about the plan, the positive future for Norwich, and what they can do to support it
- Develop marketing materials for new and prospective businesses
- Create Informational Clearinghouse for:
  - Economic Indicators and data to support business decisions
  - Building and Site inventory (see below under Planning)
  - Incentives & Financing Vehicles (see below under Financing and Incentives)

Measure of Success	Number of 'impressions' made through marketing efforts Number of unique visitors to City and Economic Development web sites
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Bob Mills, Melissa Olson

G. Financing and Incentives for Economic Development

Strategic Objective: Provide financing and other incentives to advance economic development projects and infrastructure. Through offering incentives Norwich will take a holistic approach to creating a sustainable market environment for success while attracting outside investment into the community. We will be looking at the full array of incentives, including but not limited:

- Commercial rental rebates
- Façade programs
- Existing Enterprise zones
- Assessment deferrals
- Utility incentives
- Business retention incentives/rewards
- Business loans and forgivable loans

G.1. Create a set of incentives for business, developers and redevelopers

Tactics

- Study and develop options for economic development incentives that address the cost disadvantages of development and operation of businesses in Norwich
- Conduct impact analysis and cost/benefit analysis to refine structure of proposed incentives
- Determine long-term stable funding methodology and commitment
- Leverage other funding sources (i.e. CDBG)

Measure of Success	Incentives adopted/used; square feet developed or occupied as a result
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Tom Marien, Rick Kramer, John Bilda, Alan Bergren, Tucker Braddock, Bob Mills

G.2. Create a systematic approach for identifying and obtaining economic development financing from external sources

Tactics

- Develop sustainable system to identify and target financing to advance Norwich economic development interests
- Train economic development partners on implementation process
- Assist economic development partners in securing grants for viable projects
- Develop and maintain database of funding sources

Measure of Success	System developed and adopted by City Council EDOs trained in the process Number of grants submitted and amount of funding awarded
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	John Bilda, Alan Bergren, Les King, Beverly Goulet, Bob Mills

H. Business Technical Assistance

Strategic Objective: Support business growth and new business development through technical assistance

H.1. Define and market array of programs and organizations that provide Business Technical Assistance

Tactics

- Conduct inventory of all business development supports, Including 1:1 Technical Assistance, Information / Educational Programs, Entrepreneurial Program/Club, and Resource List for Entrepreneurs (legal, finance, etc)
- Convene these resources to develop a coordinated process to raise awareness of their services and assess for any gaps in services that need attention
- Implement and conduct training/education for existing businesses/entrepreneurs and people interested in starting their own businesses

Measure of Success	Number of businesses assisted by sector and type of assistance Increased investment in Norwich businesses
Resources Required	
Lead Responsibility	
Partners	NCDC
Planning Work Group	Tom Marien, John Bilda, Rick Kramer

I. Workforce and Education

Strategic Objective: Increase workforce education and skills to meet individual and business needs

I.1. Mobilize Education & Training providers to support specific business development as well as create a competitive workforce

Tactics

- Work with Eastern Workforce Investment Board and Three Rivers Community College to develop responsive package of training resources and incentives to support business retention and attraction
- Support EWIB and its Regional STEM Council efforts to develop regional workforce skills and address need for increased focus on science, technology, engineering, and mathematics (STEM) education and training

Measure of Success	Number of customized training packages defined for businesses/sectors
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Melissa Olson, Beverly Goulet, Bob Farwell, Doug Relyea

J. Advocacy

Strategic Objective: Increase effectiveness and responsiveness of economic development policy and operations to needs of Norwich, its businesses, and its interests within the State.

J.1. Develop an advocacy agenda and process to advance business interests in Norwich

Tactics

- Review the experience of doing business in Norwich
- Elevate the identified business issues for advocacy to the appropriate City and State entities

Measure of Success	Established data gathering process Issues elevated to appropriate entities
Resources Required	
Lead Responsibility	Mayor, Council
Partners	Chambers of Commerce
Planning Work Group	Alan Bergren, Les King

J.2. Develop an advocacy agenda to advance Norwich interests with appropriate State and Federal channels

Tactics

- Develop and maintain a list of advocacy concerns and communicate them through appropriate channels to the State

Measure of Success	Number of issues defined and addressed through advocacy process
Resources Required	
Lead Responsibility	
Partners	Chambers of Commerce
Planning Work Group	Alan Bergren, Les King, Brian Kobylarz

K. Economic Development Planning, Implementation and Coordination

Strategic Objective: Ensure coordinated and effective implementation of the plan

K.1. Develop ongoing process to coordinate economic development activities in Norwich

Tactics

- Institute a coordinated process for reviewing and, if criteria met, promoting projects being brought to Norwich by outside developers and developing projects to attract new investors to Norwich
- Institute process for project planning, conceptualization, packaging, and implementation
- Monitor progress on regular periodic intervals
- Hold all partners accountable for their responsibilities under the approved plan.

Measure of Success	**Coordinated process in place**
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Bob Mills, Peter Davis, Rick Kramer

K.2. Develop local capacity to collect and publish data to track and support economic development process

Tactics

- Establish baseline measures of the City's current economic status that will be updated annually to measure progress and advance accountability for results (Headline Indicators)
- Establish baseline measures which inform economic development initiatives (Secondary Indicators)
- Develop an environment where Measures of Success are identified and systematically reported for each economic development initiative (Program level)

Measure of Success	Regular Reports on Headlines and Secondary Indicators & Key Performance Measures
Resources Required	Staff time across partners
Lead Responsibility	
Partners	
Planning Work Group	Bob Mills, Peter Davis

K.3. Develop parcel-based information system to modernize City operations across departments

Tactics:

- Connect and integrate geographic databases of the City and NPU to support work of city clerk, assessor, planning, building, utilities, public works, and other departments.

Measure of Success	Progressive commitment by all parties
Resources Required	
Lead Responsibility	Peter Davis, Donna Ralston, NPU staff
Partners	
Planning Work Group	John Bilda, Peter Davis, Donna Ralston, Bob Mills

K.4. Develop economic development component of 2012 Plan of Conservation & Development

Tactics

- Refine this plan for inclusion in the Plan of Conservation and Development
- Benchmark Norwich against successful cities of similar size and age; learn from their successes
    - Use road trips to visit cities and meet with economic development entities
    - Identify what might work in Norwich.

Measure of Success	Coordination process measures, Databases established
Resources Required	
Lead Responsibility	Peter Davis
Partners	
Planning Work Group	Bob Mills, Peter Davis

VII. Implementing the Plan

Implementing the plan involves managing the entire process from the Mayor and City Manager through all City Boards and Commissions as well as the implementing Economic Development Organizations down to the individual programs themselves. There are decades of viable, well developed and yet unfulfilled plans on the shelves in Norwich that have not taken shape. An unmanaged plan or process is no better than no process at all. In order for Norwich to break the cycle of consensus building, planning, assigning responsibilities to smaller and smaller groups to deal with on their own and then leaving everyone alone as though the work is done, we must also beef up systematic management and total community accountability for results or lack thereof.

Appendix A: Norwich Economic Development Implementation Plan

[to be developed]

This appendix to include:

- Prioritized strategies and tactics;
- Metrics and Indicators;
- Methodology for commissioning work;
- Methodology for evaluating proposals;
- Methodology for evaluating and monitoring progress;
- Methodology for data collection.

Appendix B: Economic Development Organization Roles and Responsibilities

Norwich Economic Development Functions and Roles of Primary Economic Development Organizations

REVISED 3-31-10

DRAFT

Key: ✪ Legal Mandate ✱ Key Agency for Function ● Leading Role in Execution ○ Supporting Role in Execution

Norwich Community Development Corporation

Area	Function	# of Agencies by Role: ✪ Agency for Function	✱ Legal Mandate	● Leading Role	○ Supporting Role	Elected Officials: Office of the Mayor	Norwich City Council	Economic Development Organizations — Municipal: Office of the City Manager	City of Norwich Planning & Development	Community Development	Redevelopment Agency	Norwich Public Utilities	Non-Profit: Norwich Community Development Corp.	Ross City Renaissance, Inc.	Otis Library	Downtown NRZ	Greenville NRZ	Regional: Southeastern CT Council of Governments	Southeastern Connecticut Enterprise Region (SeCTer)	Eastern Workforce Investment Board	Three Rivers Community College	Greater Norwich Chamber of Commerce	Chamber of Commerce of Eastern CT
Policy & Coordination	Review & Advise on Municipal Policies Affecting Economic Development		0	8	9		✱	○	●	●	○	●	●	●	○	●	○	○	●	○	○	○	○
	Overall Economic Development Coordination		4	5	6	✪		○	●		○	●	●	○		○		○	●	○		○	○
Planning	Area Planning		0	7	7			●	●		○		○	●	●	●	●	○	●			○	○
	Developing Overall Economic Development Plan	2	1	6	8	✪	✱	○	○		○	●	✱	●	●	○		○	●	○		○	○
	Developing Plan of Conservation & Development		2	1	8		✪	●	✱		○	○	○	○				○	○			○	○
	Transportation Planning		1	1	9			○	○				○	○	○	●		✪	○	○		○	○
	Identifying Target Sectors		0	4	6			●	○		●		●	○		○			●	○		○	○
Marketing, Communications	Marketing the Community to Prospects		2	4	7	○		○	○		○	○	●	●	●	✪			●			○	○
	Marketing to Consumers		1	3	9			○	○		○	○	○	●	○	✪			●	●	○	○	○
	Tourism Promotion		1	0	9			○	○		○			✪	○	○		○	○			○	○
	Marketing Incentives & Financing Vehicles		0	4	9			○	○		○	○	●	●	○	○	○		●	●		○	○
	Informational Clearinghouse - Indicators, Incentives		0	5	6			●	○	●	○		●	●		○			●	○		○	○
Retention & Recruitment	Prospect Recruitment		0	3	7	○		○	○				●	●		○			●	○		○	○
	Maintain inventory of C/I Buildings and Land		0	4	4			○	○			●	●	●					●			○	○
	Business Visiting Program		0	4	5			○	○			●	●	●					●			○	○
Project Management and Execution	Project Planning and Conceptualization		1	3	6	○			○	●	●		●			✪	○		○	●		○	○
	Project Packaging		0	4	3			●	○		●		●			●						○	○
	Project Implementation		0	3	6			●	○	○	●		●			○		○				○	○
	Land Acquisition		1	2	6			●	○	○	✪		●				○					○	○
	Industrial Park Development		0	2	6			●	○		○		●						○			○	○
Development Facilitation	Permit Review		1	1	2			●	✪														
	Permit Facilitation		1	1	3	○		●	✪													○	○
Program Management & Execution	Program Development		0	4	10			●	○	○	○	○	●	●	●	○	○		○	○		○	○
	Downtown Development Assistance		0	4	8			●	○		○	○	●	●	●				○			○	○
	Neighborhood Commercial Development Assistance		0	1	12			●	○	○	○	○	○	○	○		○		○			○	○
	Mill Reuse Program Implementation		0	2	9			●	●		○	○	○	○			○		○			○	○
	Program Implementation		0	4	8			●	○	○		○	●	●	○		○			●	●	○	○
	Program Review	○	○	5	8	●	●	●	○	○		○	●	●	○		○					○	○
Business Technical Assistance	1 : 1 Technical Assistance		0	3	7			●	○			○	●	●								○	○
	Information / Educational Programs		0	3	9			○	○			○	○	●			○		●	○	●	○	○
	Entrepreneurial Program / Club		0	3	5			○					○	●					●	○	●	○	○
	Resource List for Entrepreneurs (legal, finance, etc)		0	1	6			○					●	○					○		●	○	○
Advocacy	Legislative Program		0	4	4	○	○	●	○			○	●								○	○	○
	Regional Advocacy		0	10	5	○	○	●	○			○	●	●		○	○	○	●		○	○	○
Education & Training	One-Stop Career Center		1	1	5			○							○				○	○	○	○	○
	Education and Training		2	1	5			○		○					○				○	○	○	○	○
	Customized Job Training		1	2	5			○					○		○				○	○	●	○	○

Appendix C: Flow Chart of Economic Development Process

[to be developed]

Appendix D: Format and Criteria for Assessing Economic Development Proposals

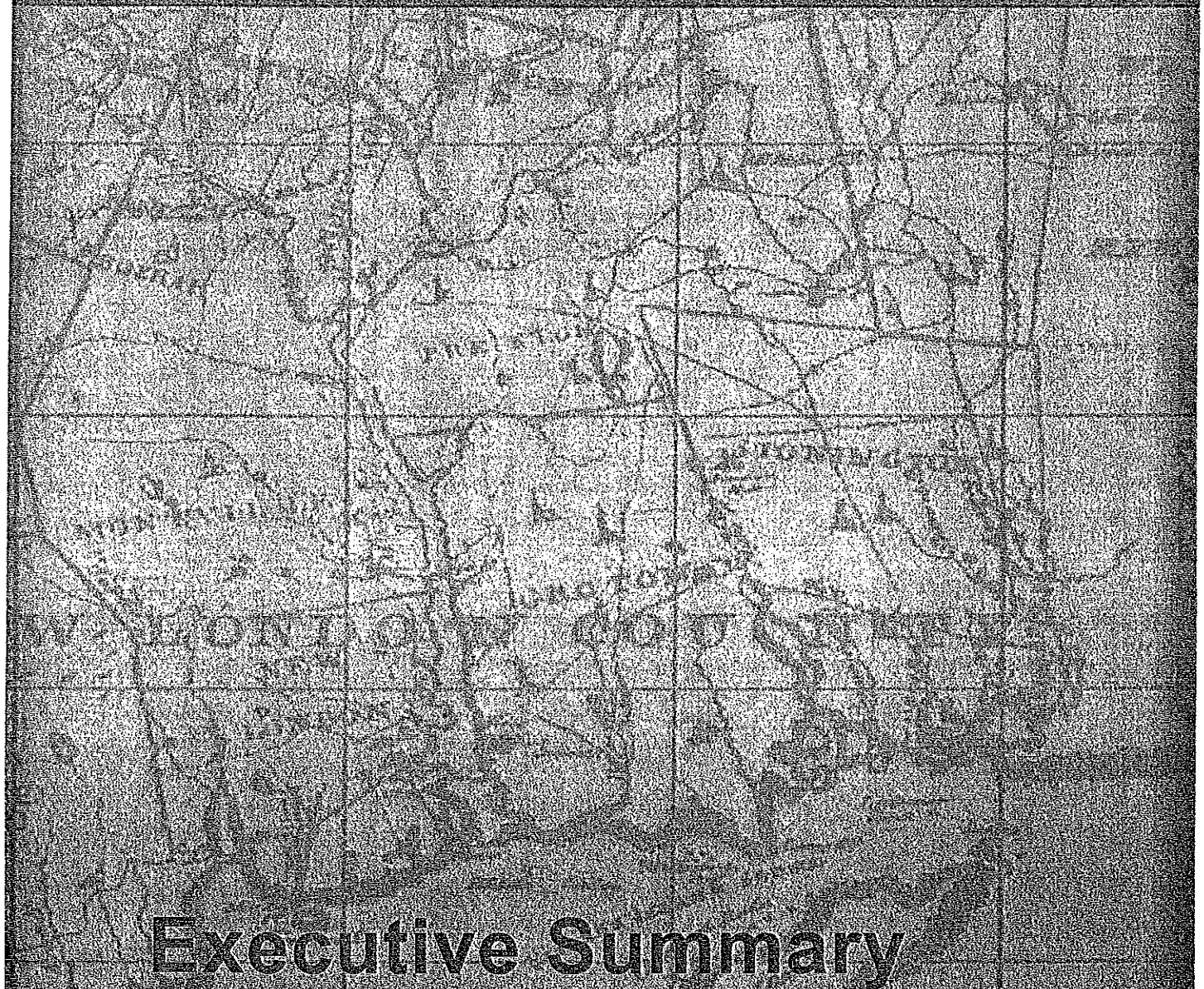
[to be developed]

SouthEastern Connecticut Enterprise Region

CTER Southeastern Connecticut Council of Governments

SCCOG

Southeastern Connecticut Council of Governments



Executive Summary

Comprehensive Economic Development Strategy for Southeastern Connecticut 2004

ACKNOWLEDGMENTS

Mt Auburn Associates, PPSA, and CERC wish to thank all of the individuals in southeastern Connecticut who took time out to meet with us and provide us with all of the information needed to understand the region's economic challenges and opportunities. We also want to thank the members of The Southeastern Connecticut CEDS Strategic Planning Committee, who provided important insights and feedback throughout the process. In particular, the Chairman, Mr. Tony Sheridan, the President of the Chamber of Commerce of Eastern Connecticut, provided ongoing feedback and support. John Markowicz, the Executive Director of seCTer, and James Butler, the Executive Director of SCCOG, provided guidance throughout and were critical in the development of the final strategic plan and implementation process. Deborah Donovan, the Director of Marketing at seCTer, was our constant link to the region, setting up meetings, sending us relevant materials, and keeping us excited about this unique place. Finally, a special thanks to the following businesses and organizations that directly contributed to this effort:

- Chamber of Commerce of Eastern Connecticut
- Dime Savings Bank
- Dow Chemical
- Electric Boat Corporation
- M J Sullivan Automotive Corner
- Millstone Power Station
- Dominion Connecticut
- Northeast Utilities
- Norwich Community Development Corporation (NCDC)
- People's Bank
- Pfizer
- Southeastern Connecticut Council of Governments (SCCOG)
- Southeastern Connecticut Enterprise Region (seCTer)
- The Day
- The Mashantucket Pequot Tribal Nation
- The Mohegan Tribe
- The William W. Backus Hospital
- Eastern Connecticut Workforce Investment Board

Special thanks for support provided by:

- Congressman Rob Simmons and his staff
- The Department of Commerce, Economic Development Administration's regional office, specifically Tyrone Beach and Anthony Pecone.

EXECUTIVE SUMMARY

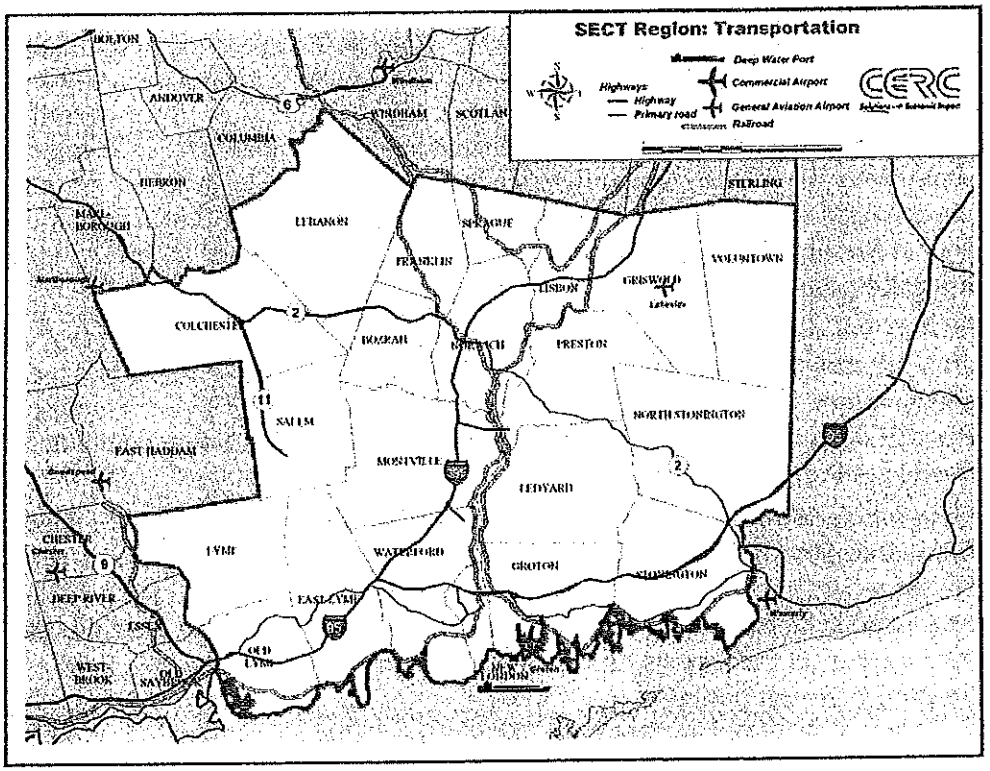
The southeastern Connecticut Region (SECT) has undergone a radical restructuring of its economy over the past decade. SECT is home to both the Naval Submarine Base New London in Groton, the Atlantic homeport for attack nuclear submarines, and Electric Boat, which designs, manufactures, and repairs submarines for the U.S. Navy. In 1990, these two facilities, along with many contractors and subcontractors, provided about 37,000 high paying jobs for residents of the region. By the year 2000, 17,000 defense-industry positions had been eliminated. While this could have been an economic disaster, what could not have been forecast in the early 1990s was the explosive growth in what has become the region's new economic strength, the tourism and entertainment industry cluster. This growth was driven primarily by the development and eventual expansion of two major casinos — Foxwoods and Mohegan Sun. By 2004, with over 20,000 jobs at the two casinos, the region has become almost as dependent upon these two entities as it was in the 1990s on the Submarine Base and Electric Boat.

Responding to the looming defense downsizing in the 1990s, a strategic action plan for the region's future was developed, leading to the establishment of the Southeastern Connecticut Enterprise Region (seCTer) with the mission of strengthening and diversifying the region's economy. After a decade spent on implementation, seCTer, along with the Southeastern Connecticut Council of Governments (SCCOG), decided to update the strategic plan in 2003, and embarked upon a strategic planning process with the goal of creating a regional Comprehensive Economic Development Strategy (CEDS) for the U.S. Economic Development Administration. The intent of this process is to create a common understanding of regional economic development and to bring all of the region's stakeholders together around a common set of priorities and a common vision for the future. This report is the culmination of that process.

Definition of the Region

The southeastern Connecticut region includes all of the municipalities within New London County, and encompasses 21 towns. Based on the 2000 Decennial Census, the county spans 666 square miles and is home to 259,088 residents, equating to a population density ratio of 389.1 persons per square mile, compared to the state ratio of 702.9.

*Figure 1. Map of SECT Municipalities



Economic Trends

- ***After a long period of slow growth, SECT's population has grown more rapidly over the past few years.*** In each decade since 1970, the population growth in the U.S. has been from 3 to 11 percent higher than SECT's. Estimates of population growth since the 2000 Census suggest that the populations of both SECT and Connecticut have been growing more rapidly. In fact, the estimated growth for the towns in SECT between 2000 and 2003 (5,200) already exceeds the growth observed in that region throughout the 1990s (4,130).
- ***The region has experienced relatively rapid job growth over the past decade.*** As a result of defense downsizing, coupled with a real estate/banking collapse and cyclical shock, employment in New London County decreased during the early 1990s, although not as sharply as the state. Since 1992, compared to employment growth in Connecticut, New London County's growth has been quite brisk due to the advent of the casinos. Job growth has been particularly strong since the end of the last recession.
- ***Economic disparities are growing within the region.*** On almost every measure, there are significant differences between the economic performance of the suburban and rural communities in SECT and its urban centers. In the suburban and rural communities, job growth and incomes are higher, poverty rates and unemployment rates are much lower, and population is growing. In contrast, the population in poverty remains concentrated in Norwich and New London, both of which have double-digit poverty rates, basically

unchanged over a 10-year period. These urban communities also have higher unemployment rates, have seen population declines, and have had limited job growth.

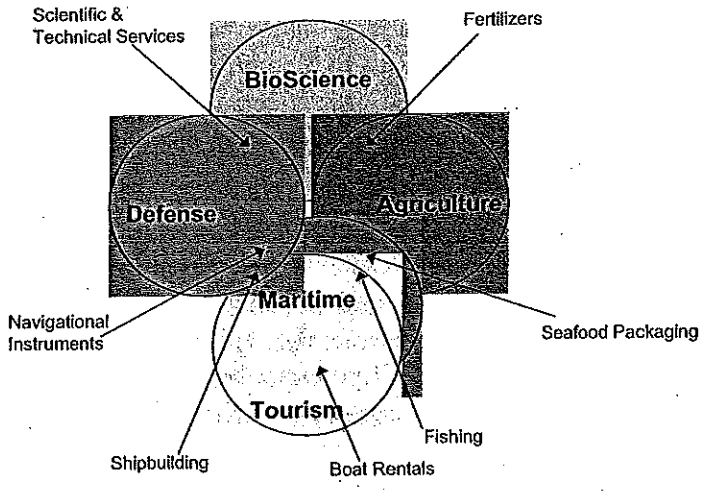
- ***The population of the region has become more ethnically diverse.*** Overall, the population in the region is not very diverse. Only one town, New London, is more diverse than either the U.S. or Connecticut. There has, however, been a significant change in the overall racial and ethnic composition of the population. The Hispanic population of the SECT region grew by 57 percent during the 1990s. In addition, since the 2000 Census was taken, there has been a large migration of minorities into the region, most notably growth in the Asian population. Data from regional school districts provide evidence of an influx of minorities and non-English speaking students in many school districts since 2000.
- ***The region is increasingly supplementing its labor pool by importing workers from outside the region.*** Labor force growth in New London County has lagged employment growth, leading to an influx of commuters from outside the region to fill jobs. For example, more that 9,000 Rhode Island residents and 2,000 residents from Hartford County commuted to jobs in the region in 2000.
- ***The region has seen an unusual shift in its economic structure over the past decade.*** SECT was one of the most defense-dependent regions in the U.S. with about 25 percent of its economic base tied to defense in 1992. While defense remains a critical industry in the region, the establishment of the Foxwoods and Mohegan Sun casinos, starting in 1992, has led to well over 20,000 new jobs. Few counties in the U.S. have seen this level of structural change during a 10-year period.
- ***SECT remains extremely dependent on a handful of large employers.*** While SECT's economy is now more diverse than it was in the 1980s, the region remains highly dependent on a handful of very large employers. The largest five employers accounted for 36 percent of total county employment in 2002.
- ***Remaining manufacturing employment in the region is vulnerable to further declines.*** From a peak of 28,000 jobs in 1990, employment in manufacturing had declined by about 11,000 by 2002. In addition to the global shifts in manufacturing, the SECT region also must contend with a highly concentrated manufacturing base facing various pressures. The degree of specialization remaining in defense will be problematic for the region with the prospect of defense restructuring at the federal level.
- ***The shift in economic structure has resulted in a wide swing of jobs from high-paying to low-paying industries.*** As a result of a job shift from higher paying to lower-paying industries over the past decade, there have been some unsettling changes in the region. The 11,000 manufacturing jobs that were lost had an annual average wage of $67,000, while the average annual wages in the new service sector jobs are about $33,000.

Industry Clusters

The SECT region has identified six industry groups or clusters that are important to the regional economy. It is important to note that an economy is a complex system and seldom do industry clusters exist as discrete silos in the regional economy. Thus, when examining the

SECT industry clusters, it is not surprising to find that some industries are included in more than one cluster. *Figure 2* conceptually presents some of the areas of crossover.

Figure 2: Industries within a Region Serve Multiple Clusters



1. ***Bioscience Cluster:*** While there is considerable statewide interest in developing the bioscience cluster, much of that activity remains centered in the New Haven region. However, a significant part of the state's cluster is located in SECT, primarily in one large firm — Pfizer. Thus, while bioscience is not really an industry cluster in the region at all, but a concentration of employment in one firm, the region remains an important part of the state's bioscience cluster efforts.

2. ***Defense Cluster:*** The Navy Submarine Base (SUBASE) and Electric Boat's nuclear submarine manufacturing facilities are the most significant parts of the defense cluster in the region. Electric Boat still employs an estimated 8,800 people (down from over 20,000 in the 1980s) and the Navy has 10,000 servicemen and women, civilian employees, and contractors. While the dependence of the region on this defense-related activity has diminished significantly over the last decade, Electric Boat and the Navy remain of critical importance to the local economy. In addition to the Navy and Electric Boat operations, there are other defense-related businesses in the region. To help protect the interests of the local area in response to further danger of closing/realigning the Groton SUBASE and to protect the largest part of the maritime economy in the county, the SUBASE Realignment Coalition has been formed. This group has been meeting with key people to develop a strategy to maintain the Navy's presence in the region after the late 2005 decisions are made by the Base Realignment and Closure (BRAC) Commission.

3. ***Maritime Cluster:*** The maritime cluster in SECT overlaps with many of the other clusters. We have defined this cluster to include all of the economic activities that are tied to the region's location on Long Island Sound. It is the region's historic ties to the sea that have been the foundation of its economic base for hundreds of years. The maritime cluster includes the activities of the U.S. Navy Submarine Base at Groton, maritime education and research at the UCONN Marine Sciences and Technology Center at Avery Point, the U.S. Coast Guard Academy and installations, Mystic Aquarium and Institute for Exploration, and Mystic Seaport: The Museum of America and the Sea. Cruise ship support activities include docking of the American Cruise Lines, Clipper Cruise Lines, and Holland America

Lines. Also included in the maritime cluster are Electric Boat, and sail and maritime instrument manufacturers. Some of the other maritime-related activities include the region's marinas, fishing boats, and ferries.

4. ***Tourism Cluster:*** The two most significant components of the tourism cluster in SECT are the maritime-related tourism activities and the two major casinos (Foxwoods and Mohegan Sun) that have been established and expanded in the region over the past decade. Together, the maritime-related tourism activities and casino activities have combined to make tourism the dominant cluster in SECT. By very conservative estimates, the tourism cluster, led by the casinos, has total sales of more than $3.7 billion and employment of more than 28,000.

5. ***Creative Cluster:*** Not only are arts and cultural activities a core asset of the region, but the individual artists, nonprofit cultural institutions, and commercial enterprises that are tied to creativity are also an important economic cluster in the region, providing both jobs and income for residents throughout SECT. The full potential of this economic activity has yet to be fully realized, but there is growing recognition that the region's "creative cluster" can be an economic engine in itself.

6. ***Agriculture Cluster:*** Many of the communities within SECT are still largely rural and continue to have economic activities related to agriculture. While the scale of agricultural production is small, this cluster is important to the region's economic diversity as well as to maintaining its open space. The components of the agricultural cluster that are relatively strong in SECT are: dairy farming, poultry, mushrooms, and wineries. The agricultural sector is facing increasing pressures due primarily to growth pressures and high land costs. The challenge for the region is to identify agricultural uses whose value can justify the land costs. Within Connecticut, the two major areas that meet this criterion are wineries and horticultural uses.

The Future of the Regional Economy: Potential Scenarios

Scenario analysis is a commonly used method of visualizing and planning for future directions given certain conditions or developments. This type of analysis basically involves addressing one or more "what if" questions. An analysis of a variety of different future scenarios in the region found:

- ***Closing of the Submarine Base:*** The economic impacts associated with the closing of the Submarine Base would be quite severe and long lasting. Our analysis suggests that if both the base and the Electric Boat were to close, local impacts in New London would include the direct and indirect loss of $2.4 billion in industry sales, the direct loss of more than 15,000 jobs, as many as another 8,000 due to the ripple effect, and a 15 percent drop in the gross regional product.
- ***Growth Scenarios***: Using economic and demographic growth and shifts over the past decade as a base, trends were extrapolated into the future to develop some estimates of what one might expect to see by the close of this decade. If job growth returns to its 30-year trend over

the rest of this decade, one might expect to see net new jobs in the 7,500-10,000 range. If a new casino, or similar venue of equal size and draw, were to develop in the region, job growth could be as high as 20,000. Absent any interventions or policy shifts, the shift of jobs and population from urban to suburban towns will continue apace.

- ***New Casino Development:*** The possibility of a new casino or casinos being developed in the area seems to be increasing daily based on recent stories in the media. The potential impact of a new casino will be a function of its size and location relative to the two existing casinos. A new casino in the region, comparable in size to Foxwoods or Mohegan, would have pronounced and immediate effects. Chief among these would be a sharp increase in traffic on the arterials that would feed a third site. The competition for workers would become increasingly intense, possibly leading to a migration of new workers and families and a concomitant increase in demand for public services.
- ***Traffic Volume:*** As traffic continues to grow, and absent any increase in capacity, it is reasonable to expect congestion frequency and severity will increase steadily. And, as the traffic situation steadily worsens, it creates a host of environmental and quality of life issues. Over time, as traffic problems mount, it could create a disincentive for new investment and growth in the area.
- ***Major Tourism/Mixed Use Development:*** The site of the former Norwich Hospital is being considered for a variety of development options; chief among these is a major new tourism/mixed use venue. This proposal calls for investment approaching $1 billion spread out in three phases over a 12-year period. Should this become the development project selected for the Preston-Norwich site, expected impacts could include: average daily traffic volume on I-395 exceeds planned capacity by 2008-2009 and the situation on I-95, already operating above planned capacity, deteriorates further; demand for housing increases, exacerbating the affordability issue; significant tightening of the regional labor market, resulting in increased levels of in-bound commutation; and the growth of an estimated 20,000 new jobs, most of which will be in the tourism/services sectors.

Regional Assets

Marine-related Resources

Marine-related resources have defined the SECT economy for centuries and remain one of the region's most critical assets upon which to build. From the fishing fleet in Stonington, to Mystic Seaport, to the Navy in Groton there is a wide range of activities that depend on proximity to the sea. There are many marine-related assets including: marine transportation, marine infrastructure, defense facilities, marine-related educational institutions (the *Coast Guard Academy* and *UConn Avery Point in Groton*), and research and development facilities (the *National Undersea Research Center*, the *Institute for Exploration at the Mystic Aquarium*, the *Ocean Technology Foundation*, and the *Coast Guard Research and Development Center*).

Academic Institutions

The SECT region has an extremely strong set of institutions of higher education that have a profound influence on the economic, cultural, and intellectual character of the region. The students, faculty, staff, alumni, and visitors associated with these colleges and universities contribute millions of dollars a year to the regional economy. These institutions are major employers and purchase goods and services from businesses throughout the region. They also provide residents and local employers, with an extremely diverse set of degree and non-degree programs. In addition, the colleges and universities attract young people as well as highly skilled faculty who come to teach and then make southeastern Connecticut their home. Higher educational institutions include: *Connecticut College, the University of Connecticut at Avery Point, Mitchell College, Rensselaer Polytechnic Institute at Hartford (RPI) — Groton Site, the United States Coast Guard Academy, the University of New Haven/Southeastern Graduate Center in New London, Three Rivers Community-Technical College, and The Lyme Academy of Fine Arts.*

Arts and Cultural Assets

For its size, SECT has an extraordinary number of arts and cultural institutions that provide residents with a wide array of opportunities for cultural enrichment, as well as providing an important "product" to market in the region's tourism cluster. These assets are a critical component of the region's quality of life and are the foundation of the creative cluster discussed earlier.

Locational Advantages within the Northeast Corridor

Southeastern Connecticut is located between the New York and Boston metropolitan areas — two of the largest markets in the nation. It is traversed by I-95, the most important highway on the east coast. Further, it is on the Long Island Sound, providing access to both marine transport and recreational boating. While not a low-cost region, it offers a somewhat lower cost of living than competing areas of the northeast with a similar package of assets and amenities. In addition, the region has a number of large development sites with access to major transportation networks. Southeast Connecticut, therefore, offers distinct locational advantages for firms looking for sites within the Northeast Corridor.

Regional Organizations

In southeastern Connecticut, there is a viable civic infrastructure, evidenced by the presence and capabilities of a number of organizations including: *Southeastern Connecticut Enterprise Region (seCTer), the Southeastern Connecticut Council of Governments (SCCOG), Eastern Connecticut Workforce Investment Board (EWIB), United Way of Southeastern Connecticut, The Rhode Island/Connecticut Collaborative, Chamber of Commerce of Eastern Connecticut, Greater Mystic Area Chamber of Commerce, Greater Norwich Area Chamber of Commerce, Mystic Coast and Country Travel Industry Association, and the Connecticut East*

Tourism District. In addition, there are a number of local economic development boards and organizations, and many of the utilities participate directly in economic development activities.

Modern, Multi-modal Transportation System

The southeastern Connecticut region is fortunate to have a wealth of multi-modal transportation options typically found only in much larger metropolitan areas. Transportation options include state and interstate highways; passenger and freight rail; passenger and vehicle ferry; marine freight; and air. This infrastructure provides multiple modes for both people and goods movement, and helps reinforce the region's connections to the major metropolitan markets in the northeast — New York, Long Island, and Boston.

- ***Interstate Highways:*** Interstate 95 forms the backbone of the regional highway network. It serves the entire Northeast Corridor and is the most heavily traveled highway in the nation. Other limited access highways in the region include I-395, which runs between Waterford and the Mass Turnpike in Worcester, Massachusetts; Route 2, which is a limited access highway from Norwich to Hartford, and a local road from Norwich to Stonington; and Route 11, a divided highway that begins at Route 2 in Colchester and dead ends in Salem at Route 82. Plans to complete Route 11 to Waterford at the interchange of I-95 and I-395 have been on the books for decades.
- ***Passenger Rail and Ferries:*** The region also enjoys access from passenger rail and ferries. Amtrak service stops at New London, Mystic, and nearby Westerly, Rhode Island. Shoreline East, a Connecticut-sponsored commuter service that extends eastward beyond the Metro-North terminus at New Haven, provides limited commuter rail service. Ferry service is provided between New London and Orient Point on Long Island, Fisher's Island, and Block Island.
- ***Rail Freight and Ports:*** The region has two rail freight lines — the New England Central Railroad on the west side of the Thames River, and the Providence and Worcester Railroad on the east side. The New England Center line provides rail access to the Central New England Railroad Pier adjacent to the Admiral Harold E. Shear State Pier at the Port of New London. Marine freight facilities are centered on the State Pier and adjacent Central New England Railroad Pier in New London, collectively referred to as the Port of New London.
- ***Air Access:*** The final link in the multi-modal chain is the Groton-New London Airport. The airport serves both scheduled air carrier/air taxi and general aviation purposes. In addition, T.F. Green Airport in Rhode Island, with much more extensive commercial passenger and cargo service, is 40-50 miles away, and Bradley International airport, located just north of Hartford, is also an hour's drive from most towns in southeastern Connecticut.

Utilities

The availability and cost of utilities, including water, sewer, natural gas, and electricity, can be a significant factor in many business location decisions. Southeastern Connecticut has multiple providers — private, public, and quasi-public — for these basic utilities. The area is somewhat unique in that it has four municipal utility companies that provide electric service, one

of which is also making a foray into the broadband Internet access business.

- ***Water and Sewer:*** municipal utility companies generally provide Water and sewer service in the region. The Southeast Connecticut Water Authority (SCWA) serves areas requiring water service outside of the municipal service areas. With the completion of the Thames Basin Regional Water Interconnection Project, excess water capacity in Groton will be available to service areas west of the Thames during peak demand. This project was funded in large part by the Mohegan tribe to address water demand at the casino complex, and is the most notable example of regional cooperation.
- ***Electricity and Gas:*** Throughout much of the region, electrical and natural gas service are provided by Northeast Utilities, specifically its Connecticut-based divisions, Connecticut Light & Power (CL&P) and Yankee Energy Group (or Yankee Gas). Norwich Public Utilities also provides natural gas service. Further, there are four municipal electricity providers that buy their power cooperatively through the Connecticut Municipal Electric Energy Cooperative (CMEEC). The region is also a significant source of electricity for the northeast. The Millstone Power Station, located in Waterford and owned by Dominion Resources, Inc., operates two commercial nuclear reactors and is the largest generating plant in Connecticut, providing one-third of the state's power.
- ***Communications:*** Although Connecticut has deregulated local phone service; SBC is still the dominant provider. SBC also offers high-speed Internet (including DSL) and wireless communications to the region. Comcast is the region's cable TV provider, and also provides high-speed Internet access to cable customers. Recently, Groton Utilities decided to enter the cable and broadband business, and is offering the service to its customers.

Quality of Life

Some of the elements that define a region's quality of life include its arts and cultural environment, its natural environment and associated recreational amenities, and the sense of "place." An analysis of the assets in SECT finds that while many regions extol their quality of life as one of their greatest assets, in SECT the combination of arts and cultural assets (discussed above), marine assets (discussed above), natural and recreational assets, and historic quality, combine to provide an unusually deep set of amenities leading to a very high quality of life.

Sources of Technology and Innovation

With the location of Pfizer, a major research facility in the biotech industry, as well as the marine- and defense-related research and development activities that are located in SECT, the region has a relatively rich potential in the area of technology and innovation. One measure of this capacity is in patent activity, a commonly used measure of innovation. Between 1994 and 2003, the number of patents issued annually in SECT has more than doubled, from 124 to 252.

Economic Development Challenges

While SECT has enormous economic assets upon which to build, it also faces a number of barriers to development that need to be addressed if the region is to reach its full potential and achieve the vision that it set for itself as part of the CEDS process. These challenges include:

- ***Serious shortages of housing:*** In 2002, SCCOG issued a report *Housing a Region in Transition: An Analysis of Housing Needs in Southeastern Connecticut, 2000-2005.* It resulted in the creation of the Blue Ribbon Housing Initiatives Panel. In March 2004, this report was updated. The report concluded that the region will fall far short of meeting the balance between owner-occupied housing and rental units forecast as needed by 2005 if current construction trends continue, leading to a significant shortage of rental units.
- ***Limited physical infrastructure at development sites:*** While the region has a significant amount of appropriately zoned commercial and industrial land available for development, much of this land lacks the necessary infrastructure to support development: roadway access, water, and sewer. The strategic provision of such infrastructure should be a major focus of future public investments.
- ***Periodic traffic gridlock in parts of the region:*** The southeastern Connecticut region suffers from two traffic problems caused by factors wholly outside local control — the growth in volumes along the I-95 corridor and traffic generated by the enormous popularity of the two casinos. The traffic problem on I-95 has several negative implications for economic development. First, it increases the costs of goods movement into and out of the region. Second, local commuters and residents also use I-95 — congestion increases commute and travel times and negatively impacts the quality of life. But, perhaps most importantly, I-95 is the primary route by which tourists access the region. As travel along this corridor grows increasingly frustrating, many of these tourists will start to consider other options for their leisure time.
- ***Ailing urban centers with older infrastructure:*** The region's two oldest urban centers, Norwich and New London, are beset by a number of urban ills including a concentration of population living near or below the poverty line; a declining tax base; abandoned industrial sites, many with environmental contamination; an aging building stock, much of it requiring significant inputs of capital to be made productive; and aging and strained infrastructure. These problems are more than just local issues. Their causes and impacts are region-wide.
- ***Growing diversity without the social infrastructure to address accompanying needs:*** The region has seen a significant increase in the number of immigrants and non-English speaking residents due to the lure of jobs at the two casinos. This rather rapid demographic shift has meant that the region has not had the time to develop the type of services that would be needed to serve this changing population. Public schools in the region have suddenly seen a rapid rise in the need for ESL services in their schools. Healthcare institutions do not have the translators needed to understand the needs of patients. And, many of the region's human service agencies lack counselors who can speak Chinese or Spanish. In short, the region must adjust many of its basic services to better accommodate the needs of these new residents.

- ***A fragmented civic infrastructure:*** Like many other regions of New England, SECT supports an array of organizations that are focused on strengthening the regional economy, supporting local employers, and ensuring the economic well being of residents. This "civic infrastructure" is not as strong as it could be and is constrained by a number of factors: the region has two separate tourism agencies; the individual cities and towns have built their own economic development capacity; initial efforts to cooperate with Rhode Island have not been fully realized; and there are a number of chambers of commerce in the region that operate independently.
- ***Fiscal challenges facing the municipalities in the region:*** Most of the cities and towns in SECT are facing increasing fiscal pressures. Much of this pressure is due to the over-reliance of the state on property taxes. The recent report of the Blue Ribbon Commission on Property Tax Burdens and Smart Growth Incentives concludes that this over-reliance on property taxes has led municipalities in Connecticut to limit residential developments that would result in an increase in public school students, has resulted in competition between neighboring cities and towns for commercial and industrial development, has led to land use policies that are designed to maximize local property tax revenues, has led to disinvestments in the cities and more urbanized areas, and, finally, has contributed to sprawl.

Strategic Plan

This CEDS builds upon the current state-of-the-art thinking in economic development around the nation. Some of the key conceptual elements that form the framework of this strategy are:

- ***The growing importance of regions as economic units.*** Communities are increasingly linked together in regional economic units. The economic well being of residents of a particular community is ultimately linked to the ability of the private sector in the entire region to thrive and compete successfully in a global arena.
- ***Integrating both the supply side and the demand side of the labor market.*** Most economic development plans tend to focus exclusively on labor demand — promoting employment growth in the private sector. There is often insufficient attention to labor supply — developing and supporting residents who can be productive contributors to the region's economy. Developing the supply of workers means ensuring that residents of the region have basic occupational skills and are able to access jobs.
- ***Recognizing market realities and focusing on real competitive advantages.*** It is critical that communities in the region do not try to be something they are not. The region has some very strong areas of competitive advantage that could be further strengthened. The plan must build upon these advantages rather than focus on factors in which the region will never truly achieve competitive advantage in the global economy.
- ***Promoting investments in quality of life and amenity development.*** There is growing recognition in the economic development field that quality of life factors are of increasing importance. As labor becomes more mobile, skilled workers are attracted to those communities that offer them a higher quality of life. In addition, innovators and entrepreneurs seek to live and create businesses in communities with cultural and

environmental amenities.

- ***Addressing economic disparities.*** Economic disparities between the urban and suburban parts of the region are economic issues that affect the economic well being and quality of life of all residents living in the region. Moreover, it is not possible to sustain a strong regional economy with a large concentration of poor residents living in the region's urban centers.
- ***Adhering to Smart Growth.*** Much has been written about the problems associated with urban sprawl throughout the U.S. and the need to develop investment strategies that promote development in areas already served by infrastructure and to conserve open space on the urban fringe. While this economic development strategy does not cover all of the critical policies and investments needed to implement a Smart Growth agenda in the region, the strategies and action steps are designed to conform to the general principles of Smart Growth.
- ***Rejecting the idea of a quick fix.*** Economic development is a long-term process. The economic challenges faced by the southeastern Connecticut region cannot be tied to one factor, and its continued recovery will not come from any one or two high-profile projects. It is important to remember that the focus is on economic *development*, not solely economic *growth,* and development implies more fundamental changes that take time.

Guiding Principles

In addition to the conceptual framework supporting the development of this plan, the following operational principles guide the approach:

- ***Building upon previous work.*** The CEDS builds upon some of the pre-existing work and strategic thinking that has been undertaken in the region.
- ***Balancing municipal and regional priorities.*** The CEDS is a regional strategy that focuses on initiatives and projects that are of regional significance. Each municipality within the region may still have other significant priority programs and projects that focus on enhancing its own community's economic vitality.
- ***Multi-organizational responsibility.*** While seCTer and SCCOG are the sponsors of the CEDS, the strategies and action steps involve numerous institutions throughout the region. Different organizations will be assigned responsibilities within the CEDS. A formal process has been developed to reach consensus on responsibilities and to ensure accountability.
- ***The engagement and sustained commitment from a broad set of leaders.*** The transition from planning to implementation requires leadership, commitment, coordinated action, and risk taking.
- ***An inclusive process that reflects the diversity of the region.*** Much innovation emerges from the bottom-up and from the synergies created through building trust and dialogue amongst groups that often do not sit at the same table. A real commitment to bringing to the table a broad set of actors representing the various interests and diversity in the region is important.

Mission Statement and Summary of Goals

In southeastern Connecticut, a comprehensive economic development strategy must *fundamentally* seek to improve the economic lives of existing residents, to improve the region's

quality of life so that existing residents will remain after they have achieved some level of economic health, and to provide the impetus to draw new residents to the region. Thus, the vision or mission statement guiding this strategic plan is the following:

> ***Promote balanced, diversified, and sustainable regional economic growth that produces shared prosperity, encourages continuous individual achievement, and conserves our existing natural resources.***

With this as a vision, the strategic planning effort has focused on the following goals that could have longer-term and deeper impacts on the quality of life for all citizens of the region:

Goal One: Promote a more effective and efficient civic infrastructure that enhances collaboration around economic development and unites the region behind a common vision.**Goal Two:** Ensure the continued strength of existing economic clusters while seeking to diversify the economy through the development of new employment opportunities.

Goal Three: Build the physical infrastructure needed to support the region's economic transformation.

Goal Four: Promote career ladder opportunities that can move low-wage workers into careers providing a family wage.

Goal Five: Enhance the regional quality of life, balancing vibrant urban centers, rural areas with open space, and sound suburban communities.

Implementing the Plan

The following guidelines are intended to help the CEDS Implementation Committee (CIC) implement the region's economic plan.

- ***Maintaining momentum is critical.*** The plan needs to move forward on several fronts. Even though economic development is a long-term effort, short-term progress is very important to maintaining community support. We propose to update the CEDS through quarterly meetings so the Committee knows about the short-term and long-term progress related to the CEDS.
- ***Starting with several projects or programs that are relatively simple to implement.*** For example, certain programs will be singled out for immediate attention so that we can demonstrate some tangible results within the first six months. This list will be completed no later than September 2004. This gives the implementation effort a degree of credibility that is often needed at the beginning of an economic development initiative.
- ***Engaging all stakeholders early in the implementation process is important.*** This CEDS is comprehensive and needs to engage all of the relevant stakeholders in the southeastern Connecticut region if it is to be successful. The collaboration needs to occur with the cities and towns, other regional organizations, the business community, as well as the state of Connecticut. While seCTer and SCCOG should be the lead agencies responsible for plan implementation, buy-in from all stakeholders needs to be attained, some of whom are:
    - CSC - CEDS Strategy Committee
    - CIC - CEDS Implementation Committee
    - SCCOG - Southeastern CT Council OF Governments
    - seCTer - SouthEastern CT Enterprise Region
    - EWIB - Eastern Ct Workforce Investment Board
    - CTEAST - Tourism District of Eastern CT
    - MC&C - Mystic Coast & Country Travel & Industry Assoc.
    - CSBDC - CT Small Business Development Center
    - CCECT - Chamber of Commerce of Eastern CT
    - MCC - Greater Mystic Area Chamber of Commerce
    - NCC - Greater Norwich Area Chamber of Commerce
    - NCDC - Norwich Community Development Corporation
    - NLDC - New London Development Corporation
    - BRHIP - Blue Ribbon Housing Initiatives Panel
    - MNST - Main Street
    - U/W - United Way of Southeastern CT
    - SEAT - SouthEast Area Transit District
    - GAC - RT 11 Greenway Authority Commission

- TRCC - Three Rivers Community College
- GTNC - City of Groton
- GTNT - Town of Groton
- WTFD - Town of Waterford
- NLON - City of New London
- NRWH - City of Norwich

Monitoring and Evaluating the CEDS

The monitoring and evaluation process will have two major elements:

1. ***Quarterly reports generated by seCTer staff and submitted to the CEDS Implementation Committee.*** seCTer staff will write a brief report on progress to date in reaching the performance milestones in the implementation matrix. The Implementation Committee will identify any significant barriers and constraints to implementation based upon this report and will help to facilitate a process for moving the action steps forward.
2. ***Annual Regional Implementation Team Meetings.*** seCTer will coordinate and lead annual meetings of the CEDS Strategy Committee with all key stakeholders that focus specifically on progress in implementing key elements of the CEDS. These meetings will also be an opportunity to troubleshoot coordination issues as well as to mobilize around any new economic development opportunity that arises in the region.

Managing the CEDS — Oversight

The CEDS Strategy Committee, which has overseen the development of the CEDS, will oversee the implementation of the CEDS and will host an annual meeting of all key stakeholders in the region. The CEDS Implementation Committee will be comprised of members of the CEDS Strategy Committee along with SCCOG and seCTer staff. The CIC will meet quarterly to monitor progress in implementation and report to the CEDS Strategy Committee. At the first meeting of the CIC, it will review the initial prioritization of Goals/Strategies/Action Steps and Projects that may be eligible for funding.

Methodology of Data Collection

The CEDS Implementation Committee will use several methods to ensure the implementation of the CEDS and to measure progress. Each of the five Goals has a number of Strategies and associated Action Steps. For each Action Step, the CIC will assign the following:

1. *RESPONSIBILITY*: The Lead Organization/Stakeholder that accepts ownership for implementing the Action Step.
2. *PRIORITY:* Assigned as follows:
   - HIGH = Critical to the Economic Strategy of SECT
   - MED = Essential to the Economic Strategy of SECT or Critical to the Economic Strategy of a Municipality

- LOW = Important to the Economic Strategy of SECT or a Municipality

3. TIME FRAME:
   - 1-3 = Start within 1 year/finish within 3 years
   - 3-6 = Start within 3 years/finish within 6 years
   - 5-10 = Start within 5 years/finish within 10 years
   - ONG = Ongoing
4. *PERFORMANCE MEASURE*: The numerical month and year in which a specific Action Step Milestone is scheduled to be accomplished and the identification of the Milestone. In addition, status/progress will also be indicated with a numerical rating system.

Rating Projects Eligible for EDA and/or Other Funds

The CEDS has assembled a list of projects from municipalities in the region. Each may be a candidate for EDA or other funding. The identification of projects, as well as the rating of projects, will be a shared responsibility of the CEDS Strategy Committee, the CIC, and SCCOG and will require the consensus of all three entities. A matrix to evaluate projects that includes three major categories has been developed. A Project Review Form must be completed by the appropriate municipality/sponsor for each project to be discussed and scored by the Strategy Committee, the CIC, and SCCOG. Clear linkage must be specified between the recommended Project and one or more Action Steps of the CEDS.

Conclusion

In the early 1990s, the southeastern Connecticut region was faced with a major economic crisis — the loss of a significant number of defense-related jobs. The region came together at that time and developed a new regional vision, designed a set of strategies for realizing that vision, and spent a decade on a successful implementation process. The region now faces a new set of challenges. This CEDS process has allowed the region to again come together to reach consensus on a vision, to achieve a new understanding of its key assets as well and critical challenges, and to work together to develop a new set of strategic responses.

Coming up with the vision and strategies is only the first step in the process. What distinguishes the most successful regions is the ability to take the bold actions needed to implement strategies. Successful implementation will require forward thinking leadership at the local and regional levels, a collaborative mindset, a well defined process for moving forward, and the flexibility to adjust strategies as conditions evolve. The region has already shown a commitment to this approach through its CEDS planning process. The CEDS can be viewed as a living document designed to further guide this effort.

Goal One: Promote a more effective and efficient civic infrastructure that enhances collaboration around economic development and unites the region behind a common vision.

STRATEGIES AND ACTION STEPS	RESPONSIBILITY	PRIORITY	TIME FRAME	PERFORMANCE MEASURE
A. Establish a CEDS Implementation Committee				
1. Convene key organizations with region-wide focus	CSC	HIGH	1-3	9/04 MTTG 3
2. Hold a one-day Regional Economic Development Forum	seCTer/SCCOG	HIGH	1-3	9/04 FORUM 3
3. Meet regularly to coordinate implementation of CEDS and to evaluate its progress	CSC/CIC	HIGH	ONG	9/04 MTTG 3
4. Coordinate and assist in the implementation of region-wide initiatives	CIC	HIGH	ONG	9/04 MTTG 3
5. Minimize redundancy in support organizations by promoting collaboration and partnerships	CIC	HIGH	3-6	TBD TBD TBD
B. Research and Design Regional Fiscal Equity Initiative				
1. Increase awareness of residents and municipal leaders about the benefits of regional action	seCTer/SCCOG	MED	1-3	12/04 SEMINAR 3
2. Identify and implement service sharing projects	SCCOG	HIGH	1-3	12/04 THAMES BASIN PROJ. 4
3. Develop pilot tax sharing project (Refer to Goal Three, Strategy C)	seCTer/SCCOG	HIGH	3-6	TBD TBD TBD
C. Design and Implement a Regional Image Campaign				
1. Undertake a charette focused on regional "themes" to promote through an image campaign	CIC	LOW	3-6	3/05 CHARETTE TBD
2. Develop a common theme across regional marketing and promotional material	CSC	LOW	3-6	9/05 CAMPAIGN KICKOFF TBD
D. Build a More Diverse Leadership Base				
1. Create a community leadership program that includes a mentoring component	CIC/CCECT	MED	1-3	1/05 MOD PROGRAM 3
2. Encourage participation of community-based groups and organizations representing the minority community in regional civic activities	U/W	HIGH	1-3	9/04 MTTG 3

Goal Two: Ensure the continued strength of existing economic clusters while seeking to diversify the economy through the development of new employment opportunities

STRATEGY AND ACTION STEPS	RESPONSIBILITY	PRIORTY	TIME FRAME	PERFORMANCE MEASURE	
A. Promote Small Business Development and New Entrepreneurship					
1. Establish a One-Stop Business Resource Center	CSBDC	MED	3-6	TBD TBD	3
2. Establish SECT Small Business Network	CCECT	MED	3-6	TBD TBD	TBD
3. Develop initiative to support immigrant and ethnic entrepreneurship (part of larger Regional Newcomer Initiative)	seCTer/CSBDC	MED	3-6	12/04 NEEDS ASSESSMENT	TBD
4. Target entrepreneurs in regional marketing campaigns	seCTer/CSBDC	MED	ONG	12/04 PROGRESS RPT	3
5. Develop a Business Calling Program	CCECT	MED	3-6	TBD TBD	TBD
6. Promote youth entrepreneurship	EWIB	MED	3-6	TBD TBD	TBD
B. Support the Growth of the Maritime Cluster					
1. Develop regional maritime infrastructure initiative	seCTer	HIGH	ONG	6/04 COALITION MTTG	3
2. Promote R&D and commercial applications related to maritime security	seCTer	HIGH	ONG	6/04 COALITION MTTG	3
3. Enhance linkages between the educational system and maritime activities	TBD	TBD	TBD	TBD TBD	TBD
C. Ensure the Continued Strength of the Region's Defense-related Facilities and Companies					
1. Support the activities of the Subase Realignment Coalition	seCTer	HIGH	1-3	6/04 COALITION MTTG	3
D. Promote the Region's Arts and Cultural Strengths as a Regional Economic Engine					
1. Establish a regional creative cluster council	seCTer/CTEAST	MED	3-6	TBD TBD	TBD
2. Improve regional marketing of cultural programs and events	CTEAST	MED	3-6	TBD TBD	TBD
3. Develop artist live-work space in downtowns and old mill buildings	TBD	TBD	TBD	TBD TBD	TBD

E. Further Support the Region's Tourism Industry and Ensure that its Development Provides Maximum Economic Benefits for Residents and Businesses in the Region					
1. Update region-wide tourism development and marketing plan and build consensus on implementation priorities	CTEAST/MC&C	HIGH	1-3	9/04 MTTG	3
2. Promote agricultural tourism	CTEAST/MC&C	MED	3-6	TBD TBD	TBD
3. Develop one or more new events that promote regional "community building" and/or attraction of non-local visitors	CTEAST/MC&C	MED	3-6	TBD TBD	TBD
4. Establish cooperative initiatives with adjacent regions	CTEAST/MC&C	HIGH	1-3	9/04 MTTG	3
5. Capitalize a regional tourism development fund	TBD	TBD	TBD	TBD TBD	TBD
F. Support Economic Opportunities in Agriculture to Create Jobs and to Preserve the Region's Natural Landscape					
1. Form a regional subgroup within the state's agricultural industry cluster initiative to work on issues to support the retention and strengthening of the regional agricultural base	TBD	TBD	TBD	TBD TBD	TBD
G. Expand the Labor Pool for Regional Employers by Retaining More Older Workers in the Workforce	**EWIB**	**MED**	**1-3**	**TBD TBD**	**TBD**

Goal Three: Build the infrastructure needed to support the region's economic transformation

STRATEGY AND ACTION STEPS	RESPONSIBILITY	PRIORITY	TIME FRAME	PERFORMANCE MEASURE
A. Strengthen the Region's Intermodal Transportation System				
1. Concentrate transit efforts on two groups — tourists and casino workers	SCCOG/SEAT	HIGH	1-3	9/04 RPT 3
• *Partner with the casinos to improve transit where casino workers are clustered* • *Explore the possibility of high-image, "fun" transit connections between the casinos and the intermodal terminal in New London, including use of the rail line, ferries, etc.* • *Use seasonal transit service to link the region's numerous small tourist attractions*	SCCOG/SEAT	HIGH	1-3	9/04 RPT 3
2. Continue to promote New London as the transportation hub of the region	SCCOG/NLON	HIGH	ONG	TBD TBD TBD
• *Integrate all modes of transportation — Amtrak, local bus, ferry, and Interstate 95* • *Partner with Amtrak and a rental car company to provide easy and seamless access to rental cars at the train station and ferry terminal* • *Consolidate other traveler information at the train station* • *Focus on coordination and marketing to enhance existing infrastructure* • *Explore the possibility of expanding Shoreline East service to New London*	SCCOG/NLON	HIGH	ONG	TBD TBD TBD
3. Extend Route 11 to Waterford and the interchange with I-95 and I-395 as the priority roadway (and associated Greenway) project	SCCOG/GAC	HIGH	ONG	9/05 EIS 2
4. Expand roadway capacity to the casinos, especially Foxwoods	SCCOG	HIGH	5-10	TBD EIS 2
B. Provide Sites and Utilities Needed to Support the Region's Economic Development Priorities				
1. Expand availability of appropriate sites with necessary access and utilities	SCCOG	MED	3-6	TBD TBD TBD
2. Provide support for the development of the Regional Water Network	SCCOG	HIGH	1-3	5/04 CONTRACT 4
C. Support the Development of New and Affordable Housing Options in the Region				
1. Adopt a "fair share" approach to equitably distribute regional housing responsibilities	BRHIP	HIGH	1-3	TBD TBD TBD
2. Adapt particular housing strategies for each community	BRHIP/SCCOG	HIGH	3-6	TBD TBD TBD
3. Aggressively pursue a revenue sharing strategy to offset costs associated with housing	BRHIP/SCCOG	HIGH	3-6	TBD TBD TBD
4. Encourage the State Legislature to strengthen the state's affordable housing laws	BRHIP	MED	3-6	TBD TBD TBD
5. Secure funding to sufficiently staff regional housing initiatives	BRHIP	HIGH	1-3	TBD TBD TBD

Goal Four: Promote career opportunities that move low wage workers into careers providing a family wage

STRATEGY AND ACTION STEPS	RESPONSIBILITY	PRIORITY	TIME FRAME	PERFORMANCE MEASURE
A. Further Enhance the Positive Relationship between Workforce Development System and Economic Development				
1. Integrate regional and local strategic planning for economic and workforce development	EWIB	HIGH	1-3	1/05 RPT 3
2. Further engage regional chambers of commerce in the region's workforce development activities	EWIB/CCECT/MCC/NCC	HIGH	1-3	1/05 RPT 3
3. Involve workforce development organizations in business expansion, retention, and recruitment efforts	EWIB/seCTer	HIGH	1-3	1/05 RPT 3
B. Establish a Regional Newcomer Initiative	**TBD**	**MED**	**3-6**	**TBD TBD TBD**
C. Develop a Tourism Career Ladder Initiative				
1. Organize a collaborative effort involving key participants	EWIB/CTEAST/MC&C	MED	1-3	TBD TBD TBD
2. Expand hospitality management degree program at Three Rivers Community College	TRCC	MED	3-6	TBD TBD TBD
D. Develop Healthcare/Biomedical Training Initiative				
1. Develop an industry cluster approach to healthcare training	EWIB	MED	1-3	TBD TBD TBD
2. Develop regional healthcare and biomedical career education and exploration program aimed at the region's high schools	EWIB	MED	1-3	TBD TBD TBD
E. Maintain and Augment the Capacity to Produce a Highly-skilled Manufacturing Workforce				
1. Develop longer-term strategy to replace retiring highly-skilled workers at EB and other advanced manufacturing firms in the region	EWIB	HIGH	1-3	TBD TBD TBD
F. Develop a Regional Career Literacy Initiative Targeted at K-12 Education	**TBD**	**TBD**	**TBD**	**TBD TBD TBD**
G. Engage Regional Economic Development Organizations in Policy Advocacy around Critical Regional Education and Workforce Development Issues				
1. Continue to support the timely consolidation of Three Rivers Community College campuses	TRCC/NCDC/NRWH	HIGH	1-3	TBD TBD 3
2. Fill gaps in available degree and certificate programs	TBD	TBD	TBD	TBD TBD TBD
H. Expand Construction Training Capacity to Maximize Resident Employment in New Development Projects	**EWIB**	**MED**	**1-3**	**TBD TBD TBD**

Goal Five: Enhance the regional quality of life, balancing vibrant urban centers, rural areas with open space, and sound suburban communities

STRATEGY AND ACTION STEPS	RESPONSIBILITY	PRIORITY	TIME FRAME	PERFORMANCE MEASURE
A. Enhance the Downtowns of the Larger Cities in the Region				
1. Reconceive downtown New London as a waterfront residential community	NLON/NLDC	MED	1-3	TBD TBD TBD
2. Reposition Norwich as a regional center for entertainment, dining, and unique shopping	NRWH/NCDC	MED	1-3	TBD TBD TBD
3. Emphasize culture and entertainment in New London and Norwich	NLON/NLDC NRWH/NCDC	MED MED	1-3 1-3	TBD TBD TBD TBD TBD TBD
4. Develop a comprehensive circulation and parking strategy for Norwich	NRWH/NCDC	MED	1-3	9/04 RPT 3
5. Partner with the Main Street to explore an ethnic shopping strategy for New London and Norwich.	NLON/NLDC/MNST NRWH/NCDC/MNST	MED MED	1-3 1-3	TBD TBD TBD TBD TBD TBD
6. Consider establishing Wireless Fidelity (WiFi) zones in downtown Norwich and New London	NLON/NLDC NRWH/NCDC	LOW LOW	3-6 3-6	TBD TBD TBD TBD TBD TBD
B. Promote Regional Sustainable Land Use Policies				
1. Develop smart growth policies that support and complement regional economic development	SCCOG/MUNICIPALITIES	HIGH	1-3	TBD TBD TBD
2. Preserve and enhance the historic built environment	SCCOG/MUNICIPALITIES	MED	ONG	TBD TBD TBD
3. Protect and preserve the region's rural places	SCCOG/MUNICIPALITIES	MED	ONG	TBD TBD TBD
4. Emphasize high design standards for new development	TBD	TBD	TBD	TBD TBD TBD
C. Enhance Recreation Opportunities and Protect Open Space				
1. Increase shoreline access and trails wherever possible	SCCOG	MED	ONG	TBD TBD TBD
2. Develop tourism strategies that enhance open space and recreational assets for residents and visitors alike	CTEAST/MC&C	HIGH	1-3	9/04 RPT 3
3. Develop initiatives to preserve agricultural lands and other open space	TBD	TBD	TBD	TBD TBD TBD