

Lead Applicant:
Norwalk Housing Authority



Transformation Steering Committee
Chair: Dr. David Levinson, President, Norwalk Community College
Membership: Norwalk Chamber of Commerce, Norwalk Redevelopment Agency, Norwalk Housing Authority, NAACP, Mayor's Marketing and Business Development, General Electric, Family and Children's Agency, Washington Village Residents
Facilitator: EJP

Partners/Members:

- City of Norwalk Fair Housing Officer
- Norwalk Chamber of Commerce
- Norwalk Redevelopment Agency
- City of Norwalk Planning & Zoning
- Architects
- Washington Village Residents

Proposed Activities:

- Resident participation process
- Resident needs assessment
- Housing design
- Site/building investigations
- Financing plan/applications
- Relocation planning
- Management planning
- Project due diligence
- Developer procurement

Technical Assistance:
EJP (Gayle Epp)
NHA Architectural Consultant
Master Developer

Partners/Members:

- Norwalk Community Health Center
- City of Norwalk Health Department
- School Based Health Center
- Youth Services
- Senior Services
- Calvary Baptist Church
- Norwalk Hospital
- Day Street Health Center
- Human Services Council
- Workplace/Career Resources
- YMCA
- Grassroots Tennis
- Norwalk Housing Authority
- Stepping Stones Museum for Children
- Norwalk Community College
- Norwalk Board of Education
- Maritime Aquarium
- Norwalk Public Library
- NEON (Head Start)
- Early Childhood Council
- Bauer Foundation
- Norwalk Education Foundation
- Fairfield County Comm Foundation
- NAACP
- Ministers
- Mid Fairfield Child Guidance Center
- Washington Village Resident Reps

Proposed Activities:

- similar to Neighborhood process but focused on services and educational needs

Technical Assistance:
Family & Children's Agency
EJP (Rhae Parkes)

Partners/Members:

- Transit District
- Human Relations
- Norwalk Community Health Center
- Norwalk Police Department
- City of Norwalk Health Department
- NEON
- Mayor's Marketing and Business Development
- City of Norwalk Planning & Zoning
- City of Norwalk Parks & Recreation
- NAACP
- SONO Business Alliance
- Norwalk Redevelopment Agency
- Day Street Community Health Center
- Local Businesses
- Washington Village Resident Reps

Proposed Activities:

- Inventory existing activities
- Identify gaps in data collection on community need/assets/vision.
- Collect additional baseline data as needed.
- Develop process of communicating among efforts, collect baseline data, fill in gaps as needed.
- Create unified vision statement, strategies, scope of work, budgets

Technical Assistance:
NRA Staff
The Cecil Group (TOD Consultant)
EJP (Nina Liou)

Choice Neighborhoods Initiative

Choice Neighborhoods is a new initiative by HUD focused on developing a comprehensive approach to neighborhood transformation and revitalization. Beyond just addressing severely distressed public housing which is the target of the very successful HOPE VI program, the Choice Neighborhoods initiative seeks to address the distressed neighborhoods around these developments by also targeting other assisted and vacant housing in the community and investing in people and neighborhood assets.

Toward this end, HUD has identified three goals for the program and where to direct resources:

- **Housing** – transform severely distressed public and/or assisted housing into energy-efficient, mixed-income housing that is financially and physically viable over the long term. Implementation typically requires an experienced housing developer.
- **People** – support positive outcomes for both the public/assisted housing residents and the surrounding neighborhood with a focus on health, safety, employment, mobility and education. HUD encourages the grant recipients to work with the educational institutions and providers in the community to develop a comprehensive cradle to college educational delivery system including early childhood learning, schools, and other educational programs.
- **Neighborhood** – transform poverty neighborhoods into viable, mixed-income ones with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation and improved access to jobs. A key goal is to coordinate the investment by public and private institutions in the community to leverage each other's investments and contribute to the revitalization of the area.

The goal is to transform communities as well as the lives of residents.

In 2010, the first year of the Choice Neighborhoods Initiative, Congress authorized \$3 million for planning grants and \$62 million for implementation grants. Recipients of Choice Neighborhoods Planning Grants have a two-year planning period to develop a thoughtful and thorough comprehensive "transformation" plan for the targeted neighborhood and housing development. Planning Grant recipients will then have the opportunity to apply for an Implementation Grant to make the "transformation" plan a reality.

Choice Neighborhoods Planning Tool

Topics to Consider When Developing Your Transformation Plan

Planning Grantee Activities	Questions to Address
<p>1) NEEDS ASSESSMENT: Conduct a comprehensive needs assessment to inform the development of the Transformation Plan. Consider all 3 CN Goals:</p> <p>a) People - Support positive outcomes for targeted families/ surrounding neighborhood e.g. health, safety, employment, education, recreation, etc.</p> <p>b) Housing - Transition distressed housing into viable, energy efficient mixed-income</p> <p>c) Neighborhood - Transform impoverished neighborhoods into mixed-income, well-functioning, and resource-rich neighborhoods.</p>	<ul style="list-style-type: none"> • Have you identified what indicators you will collect; how you will collect them; who will provide the information; and when you will collect the indicators? • Are you facing any barriers or challenges in conducting the needs assessment? • What progress have you made to complete the needs assessment? • How are you using the need assessment data to inform your decision-making and plan development?
<p>2) TRANSFORMATION PLAN: Develop a plan to deliver the continuum of solutions that addresses the challenges and gaps identified through the needs assessment and segmentation analysis (or other assessment tools used). Consider all 3 CN Goals as defined above: People, Housing, and Neighborhood.</p>	<ul style="list-style-type: none"> • What challenges and gaps do you anticipate in the development of your Transformation Plan? • When do you anticipate you will begin to write your plan for a continuum of solutions? • Have you already identified solutions for the continuum? • Have you developed a preliminary plan?
<p>3) FINANCIAL SUSTAINABILITY: Work with public and private agencies, organizations (including philanthropic organizations), and individuals to gather and leverage resources needed to support the financial sustainability of your Transformation Plan. Planning grantees must demonstrate this financial sustainability by identifying the sources and amounts of current Federal, State, and local funds, including public and private funds that can be used for the plan implementation.</p>	<ul style="list-style-type: none"> • What preliminary ideas do you have about how you will gather resources to support the plan? • What types of funding sources will support the solutions and the administrative activities of your plan? • What sources and amount of funds do you believe will be necessary to sustain your plan? What are the potential sources of these funds?

<p>4) PLAN INTEGRATION: Identify strategies for building upon and leveraging high-quality programs and family and community supports; existing and anticipated Federal resources, including HOME, NSP, CDBG, Capital Funds, etc.; and existing and anticipated investments in neighborhood revitalization efforts and similar place-based initiatives funded by other Federal agencies.</p>	<ul style="list-style-type: none"> • How will you integrate other programs into your plan? • What are the preliminary sets of programs you plan to integrate? • What specific programs will you ultimately pursue for sustainability?
<p>5) RESIDENT AND COMMUNITY ENGAGEMENT: Build community support for and involvement in the development of the plan, which includes establishing outcomes for the neighborhood that are communicated and analyzed on an ongoing basis by leaders and members of the community.</p>	<ul style="list-style-type: none"> • What steps have you taken to engage the community in the development of your plan? • What challenges do you anticipate in engaging the community in the development of your plan? • How will you address the challenges? • How will you ensure continued engagement with the community in your planning process?
<p>6) MANAGING PARTNERSHIPS: Obtain commitments from partners to work long-term to implement the plan, help ensure continued programmatic success of their plan, and develop a strategy to hold partners accountable for meeting performance goals and milestones.</p>	<ul style="list-style-type: none"> • What commitments have you obtained from your partners for the planning process? • What preliminary commitments have you obtained from your partners for the implementation process? • What plans have you made for revised commitments? • How will you maintain partnership engagement?
<p>7) DATA SYSTEM: Plan, build, adapt, or expand a comprehensive data management system, while abiding by Federal, State, and other privacy laws and requirements, for all individual, family and community support indicators.</p>	<ul style="list-style-type: none"> • What are your preliminary plans for planning, building, adapting, or expanding a data system? • How are you managing privacy requirements in the collection of indicators for your needs assessment? • What additional steps have you taken to plan for building, adapting, or expanding a data system for the indicators in your needs assessment? • How have you used (do you plan to use) the data to inform your decision-making and plan development?
<p>8) TECHNICAL ASSISTANCE: Work with TA when assigned to ensure the development of the Transformation Plan.</p>	<ul style="list-style-type: none"> • Have you identified any areas where you are in need of technical assistance? • Are there areas of the planning process that you anticipate will be particularly burdensome / troublesome for your group?
<p>9) COMMUNITY OF PRACTICE: Participate in a community of practice.</p>	<ul style="list-style-type: none"> • Have you planned on reaching out to the other 16 CN Planning Grantees to improve your work? • Have you identified any existing relationships between other CN Planning Grantees and their partners? • Do you have resources available to participate in a community of practice?