



CHAPTER

V

# Housing Strategy





## Chapter V

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## Chapter V

# Housing Strategy

The housing strategy for the Washington Village/South Norwalk transformation Plan focuses on replacing the existing, obsolete 136-unit Washington Village public housing development with a new mixed-income community in the South Norwalk neighborhood. In its current condition, Washington Village not only restricts its residents' quality of life but also hinders further public and private investment in this key area of Norwalk. Washington Village was the subject of a HOPE VI feasibility study in 2009 that explored creating a new mixed-income community to replace the existing units. The Choice Neighborhoods 2010 planning grant has allowed the Norwalk Housing Authority (NHA) and the City of Norwalk to undertake a much more comprehensive assessment of the broader South Norwalk neighborhood and build community consensus for an ambitious yet feasible plan to transform both the Washington Village site and its surrounding neighborhood.

This chapter presents the guiding vision for the Transformation Plan's housing element, details existing conditions at Washington Village that support demolition and redevelopment rather than rehabilitation, outlines how the proposed housing program was developed, describes the proposed design of the new mixed-income community and its appropriateness in the context of the larger neighborhood, and ends with an overview of the implementation issues related to phasing and financing, as well as the capacity and role of the procured developer.



## A. Overall Vision for Housing

The vision for the housing component of the Transformation Plan is based on a detailed assessment of current conditions, the need to deconcentrate poverty on a very dense site, and the community's desire to provide much needed affordable housing in a city with extraordinarily high housing costs. Specifically, the vision includes the following goals:

The goals of the People plan include:

- Replace 136 units of obsolete public housing in a sustainable mixed-income community in South Norwalk.
- Children enter kindergarten ready to learn.
- Design new housing that is high quality, energy efficient, and safe.
- Minimize the displacement and disruption of Washington Village residents resulting from relocation.

The housing plan seeks to achieve these goals through a variety of strategies, starting with the procurement of Trinity Financial, an experienced mixed-income developer, and basing the housing program on a project-specific market study.



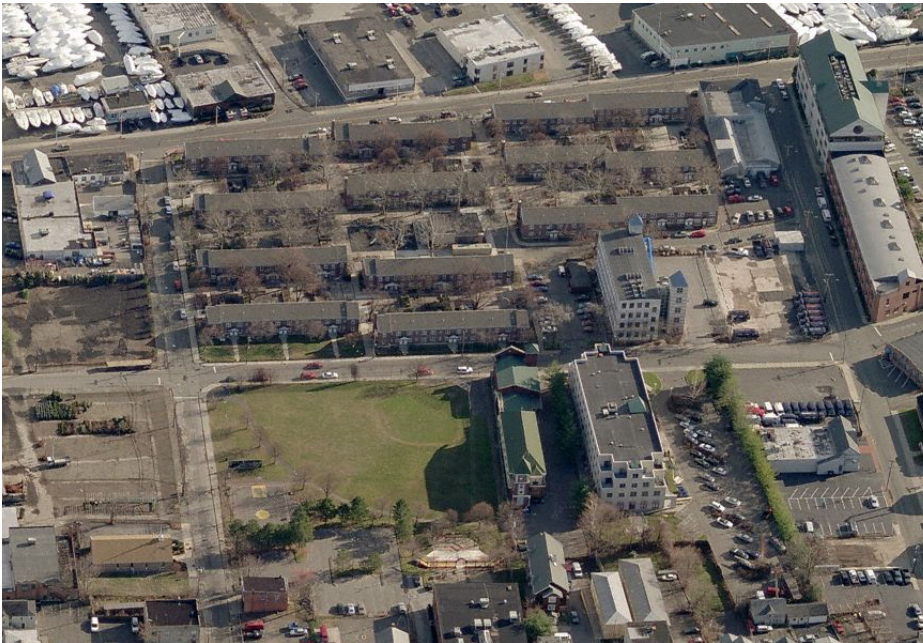


## B. Existing Conditions at Washington Village

Washington Village, constructed in 1941, was built to last, with concrete block walls and masonry construction over poured-in-place basements and crawlspaces. However, at over 70 years old, it is obsolete and no longer meets current codes, nor is it energy-efficient. Its durable construction also makes it extremely difficult and cost-prohibitive to address structural, systems, and infrastructure deficiencies. The building envelope is structurally sound, but there is no insulation, making it difficult to regulate the temperature within the units. The crawlspaces and basements sometimes flood, resulting in mold and poor air quality in the units. During the height of Superstorm Sandy in October 2012, up to 15 inches of water seeped into many of the first floor units, ruining appliances, medications, and personal belongings and requiring the temporary relocation of almost half of the Washington Village households due to uninhabitable conditions.<sup>1</sup>

The current electrical service is 120 amps and there are too few electrical outlets inside the units. As a result, residents frequently run extension cords or overload existing outlets, creating a fire hazard. Additional outlets and power service are needed, but can only be added by running conduit and placing electrical boxes on the interior walls. This is unsightly and creates a safety hazard because the boxes jut out two inches from the wall. The steam pipes that carry heat to the units are original to the site and are breaking with greater frequency. They are difficult to repair because they are located inside the concrete block walls. The sanitary and sewer lines have never been replaced, and these clay pipes have reached the end of their useful life as evidenced by frequent breaks and leaks.

### Aerial view of Washington Village



<sup>1</sup> Norwalk Hour, "Church of the Latter Day Saints crew assists victims of Hurricane Sandy", Steve Kobak, November 11, 2012.

Washington Village’s design is also deficient in many ways, starting with its superblock configuration. With no through streets and densely packed buildings, the development contrasts starkly with the low density housing to the west and the 4-6 story office buildings directly to the south. Situated on 4.78 acres, Washington Village’s two-story buildings have a density of 29 units per acre. The maze-like configuration of Washington Village includes little if any defensible space: units open onto pedestrian-only common courtyards that have no clear sense of ownership and are virtually impossible for the police to monitor and patrol. Only 20 parking spaces are provided on-site; most residents must park on side streets, where cars are not visible from the units.

The existing units are designed as flats over flats, with units sharing entryways. The units are very small – 509 square feet for a 1BR, 700 SF for a 2BR, and 741 SF for a 3BR – some 30-40% below today’s standard unit sizes. All units, regardless of the number of bedrooms, have only one bathroom, and all kitchens are the same size. NHA retrofitted seven of the units to make them “accessible” by installing ramps and grab bars, but due to the buildings’ concrete block construction, it would be cost-prohibitive to rehab the units to meet the full requirements of Section 504 of the Rehabilitation Act of 1973, as amended. Kitchens and bathrooms in these units are non-compliant.

The small community center in the middle of the site, difficult for visitors to find, is heavily used for afterschool programs. It provides limited meeting space, and large resident meetings are difficult to accommodate.

Based on the conditions described above, the plan calls for demolishing Washington Village and building a new state-of-the art “green” development. Most important, the existing units cannot be made storm resilient; new units must be constructed above the Base Flood Elevation (BFE) for the 100 year flood plain.

### C. Housing Program Background

In developing the housing program for the redevelopment of Washington Village, NHA and its developer, Trinity Financial, relied on various sources of information including Connecticut and federal income limits, a third party market assessment, and community preferences regarding housing types and design.

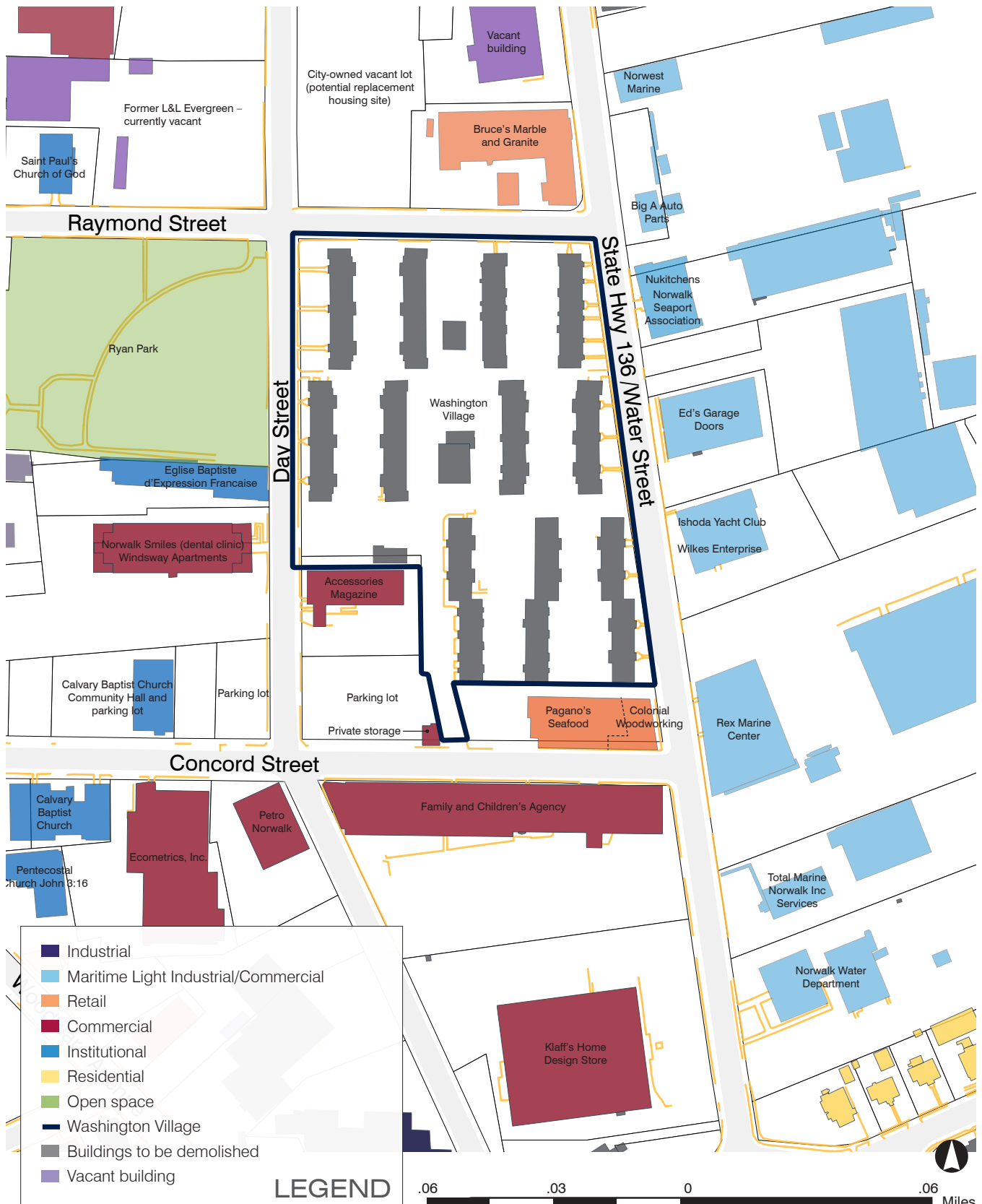
Norwalk is located in the Stamford-Norwalk HUD Metro CT FMR area where the median income is \$115,300. The state’s 2013 LIHTC income limits, which are set at 60% AMI, are:

- 1 person - \$51,240
- 2 persons - \$58,560
- 3 persons - \$65,880
- 4 persons - \$73,200
- 5 persons - \$79,080
- 6 persons - \$84,960



# Exhibit V-1

## Current Site Plan



The rent levels for the LIHTC program at 60% AMI and HUD's Fair Market Rents (FMRs) follow:

**Table V-1 2013 State and Federal Program Income Limits**

	LIHTC	FMR*
1 BR	\$1,372	\$1,327
2 BR	\$1,647	\$1,648
3 BR	\$1,903	\$2,052
4 BR	\$2,124	\$2,553

\*Source: CHFA and HUD

**Washington Village Market Study**

Early in the design process, CB Richard Ellis (CBRE) provided Trinity Financial a preliminary market assessment in Fall 2012 that indicated that market rate developments in the South Norwalk area were in high demand, averaging over 95% occupancy rates, suggesting that additional market rate housing would be well received in this location. CBRE provided recent comparables to guide the development and design program. Highlights from the two most comparable projects follow:

**Table V-2 Recent Comparable (Market-rate) Developments in Norwalk**

Development Name	Avalon Norwalk Class A	Jefferson at 55/77 North Class A
Location	26 Belden Avenue	55 North Water Street (South Norwalk area)
Building Type	311 units 5 story midrise Brick, cement board exterior Constructed 2010	136 units 5 story midrise Masonry Constructed 2007
Amenities	Covered parking, pool, fitness center, business center, resident lounge, W/D in units, balcony/patio	Covered parking, pool, fitness center, business center, club house, W/D in units, balcony/patio
Unit Sizes	1BR: 712-980 SF 2BR: 1027-1264 SF 3BR: 1505-1608 SF	1BR: 677-998 SF 2BR: 1067-1218 SF
Rent	1BR: \$1640-1840 2BR: \$1920-2285 3BR: \$2711-3096	1BR: \$1800-2046 2BR: \$2682-2823
Occupancy	98%	98%

Source: CBRE



CBRE completed a more detailed market study for the proposed new redevelopment effort in early 2013 which confirmed the market rents in Trinity's proforma.

**Table V-3 Market Rent Conclusions as of February 13, 2013**

Unit Type	Unit Size	Projected Rent	Rent/SF
1 BR/1BA	632 SF	\$1,500	\$2.37
2BR/1BA	952 SF	\$1,800	\$1.89
3BR/1.1BA Flat	1,054 SF	\$2,100	\$1.99
3BR/1.1BA TH	1,258 SF	\$2,300	\$1.83
4BR/2BA TH	1,350 SF	\$2,500	\$1.85
Total/Average	866 SF	\$1,749	\$2.02

Source: CBRE Market Study Summary Report, dated February 19, 2013

Based on new construction with a good location near area roadways and the train station, and in an underserved market, CBRE estimated an absorption period of 3-4 months, or 17 to 23 units per month, for the 70 market rate units. As these units are proposed to be constructed in three phases over a multi-year time frame, they are projected to rent up quickly as they come on line.

### Community Input on Housing Design

During the planning process, residents of Washington Village and the broader community had a number of opportunities to indicate their preferences for new housing design. The resident survey included several questions regarding the current design of Washington Village and priorities for a new development.

**Table V-4 Resident Survey Design-related Responses**

#### What improvements would you most like to see at a new Washington Village?

88%	Larger units
81%	Increased security
74%	More parking
73%	Attractive units
69-70%	More programs and services for children, teens, and adults

#### What would you like to see in a revitalized South Norwalk neighborhood?

83%	Private front yards
83%	Private back yards
73%	Gym
73%	Computer learning center
72%	Sitting areas
68%	Community gardens
64%	Playgrounds

Additional suggestions included: resolve ongoing flooding problems; provide front and back doors; include private space between apartments; assign parking spaces; provide better maintenance; and provide individual controls for utilities.

Residents and the broader community were invited to provide additional feedback on preliminary design concepts at a Community Information Fair held September 22, 2012. Trinity Financial and ICON architecture prepared a series of large boards illustrating various midrise and townhouse building types, and community members 'voted' with sticky dots for their preferred housing images. (See Exhibit V-2. Community Design Preferences.) ICON subsequently used this information to inform the design of the new development which includes 3-story townhouses and 3-4 story apartment buildings.

### **D. Goals, Outcomes, Metrics, and Strategies**

The goal for the redevelopment of Washington Village goes beyond a simple one-for-one replacement of the existing public housing units, proposing to create a significant mixed-income, mixed-use development that not only improves residents' quality of life but also serves as a catalyst for additional public and private investment in the South Norwalk neighborhood. Table V-5 summarizes the key goals, outcomes and metrics for the housing component.

To realize these outcomes, the community identified the following set of strategies for meeting each goal.





# Exhibit V-2

## Community Design Preferences

Housing Type: Townhouse



Source: September 22, 2012 Community Information Fair

**Table V-5** Housing Goals, Outcomes, and Metrics

GOAL 1	OUTCOMES	METRICS
<p>Replace 136 units of obsolete public housing in a sustainable mixed-income community</p>	<p>Replace PH units one-for-one</p>	<ul style="list-style-type: none"> <li>• # PH units demolished</li> <li>• # PH units replaced</li> <li>• # PH units by bedroom size</li> </ul>
	<p>Mix of incomes includes PH (deeply subsidized), workforce housing, and market-rate units</p>	<p><i>By development, phase and building:</i></p> <ul style="list-style-type: none"> <li>• # workforce units (serving 50-60% AMI)</li> <li>• # unrestricted market rate units</li> <li>• # by income group on waiting list</li> </ul>
<p>New housing is high quality, energy efficient, and safe</p>	<p>Housing meets new South Norwalk TOD design standards and meets or exceeds CHFA design standards</p>	<ul style="list-style-type: none"> <li>• Density (#units/acre)</li> <li>• Floor area ratio (FAR)</li> <li>• # Off-street parking spaces</li> <li>• Unit square footage</li> <li>• # units that meet satisfactory REAC score</li> </ul>
	<p>New housing is resilient to flooding</p>	<ul style="list-style-type: none"> <li>• # units raised above BFE (base flood elevation) for 100-year flood</li> </ul>
	<p>Provide unit and site amenities that will attract and retain households with a broad range of incomes</p>	<ul style="list-style-type: none"> <li>• # facilities (SF) and resources available to all residents</li> <li>• # facilities comparable to market rate developments in area</li> </ul>
	<p>Housing design and operations incorporate green design principles and energy efficient standards</p>	<ul style="list-style-type: none"> <li>• # energy-efficient units that use less energy per unit or per SF than comparable group of properties</li> <li>• # units meeting EGCC criteria</li> <li>• # units meeting LEED-ND standards</li> </ul>
	<p>Units, buildings and site are accessible to persons with physical challenges</p>	<ul style="list-style-type: none"> <li>• # ADA accessible units</li> <li>• # visitable units</li> <li>• # adaptable units</li> <li>• # accessible outdoor areas</li> </ul>
	<p>Public safety issues are reduced in and around the new housing</p>	<ul style="list-style-type: none"> <li>• # Part 1 Crimes</li> <li>• # crimes against persons</li> <li>• # crimes against property</li> <li>• # residents reporting new housing safe</li> </ul>
<p>Minimize displacement and disruption resulting from relocation</p>	<p>Maximum number of residents who move only once and are stably housed during relocation</p>	<ul style="list-style-type: none"> <li>• # one way moves</li> <li>• # total moves by household type</li> <li>• # evictions during redevelopment period by household type</li> </ul>
	<p>Residents receive their first preference for relocation resource</p>	<ul style="list-style-type: none"> <li>• # who want to return to site and actually do return by household type (e.g. elderly, families with children)</li> <li>• # taking Section 8 voucher and successfully retain housing in private market</li> </ul>
	<p>Families with vouchers move to low poverty/high opportunity neighborhoods</p>	<ul style="list-style-type: none"> <li>• % living in lower poverty/ higher opportunity neighborhoods after redevelopment (by family type)</li> </ul>
	<p>Vulnerable populations are supported during relocation</p>	<ul style="list-style-type: none"> <li>• # youth enrolled in new school due to relocation</li> <li>• # school moves during school year due to relocation</li> <li>• # moves to high quality schools</li> <li>• # elderly residents connected to appropriate services</li> <li>• # persons with disabilities rehoused in accessible units per personal need</li> </ul>



# HOUSING 1

Replace 136 units of obsolete public housing in a sustainable mixed-income community.

A primary goal of the Transformation Plan is to replace all 136 existing public housing units in the South Norwalk neighborhood, providing residents with ready access to the quality services and programs they need to thrive. This is a challenge given high property prices and demand for developable land in this area. A developer recently optioned 17 and 19 Day Street parcels, directly across the street from the city-owned 20 Day Street site, and other developers are pursuing land along the riverfront to the east for market rate residential development. The City's willingness to use its land for this Transformation Plan has been critical to realizing the housing goals for the redevelopment of Washington Village.

The new mixed-income development will be constructed on three adjacent sites with a total of 6.55 acres: the NHA-owned Washington Village site (4.78 acres) and two city-owned parcels – the 20 Day Street parcel (1.32 acres) to the north of the site across Raymond Street and the 13 Day Street parcel (.45 acres) also to the north across Hanford Place. The two city-owned parcels are currently vacant and ready for development. An option agreement transferring the two parcels to NHA for \$1, once funding is identified, has been executed by NHA and the city.

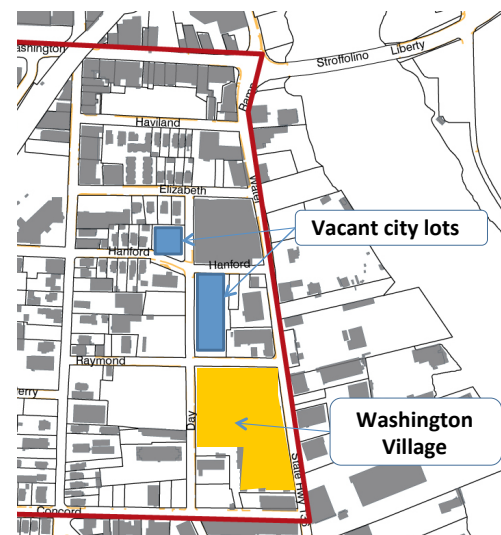
All replacement public housing units as well as the Low Income Housing Tax Credit (LIHTC) units will remain affordable for a minimum of 40 years, with restrictions in place to guarantee this. The goal is to preserve long-term affordability as this neighborhood continues to develop under market pressures.

### **Create at least as many units serving households above 50% Area Median Income as there are public housing units.**

This strategy addresses two concerns raised by the community during the planning process: (1) preserve the existing public housing units, as described above, but also (2) provide additional units for working households with incomes greater than 50% of Area Median Income, ensuring that South Norwalk can offer housing options for households with a wide range of incomes. These new households will boost economic demand for goods and services in the area.

Based on density studies for the available land, market studies and relevant comparables, and experience in developing similar products in nearby Stamford and New Haven, Trinity Financial has proposed an income mix that includes 50% public housing (deeply subsidized) units, 25% workforce housing units (LIHTC), and 25% unrestricted market-rate units.

## Vacant City Lots



**Table V-6 Proposed Income Mix**

Unit Type	Household Income Range		Proposed Units	
	AMI*	Income**	No.	Percent
Public housing	< 30% AMI	< \$36,600	136	50%
Workforce housing	50-60% AMI	\$61,000 - \$69,000	67	25%
Market-rate units	> 80% AMI	> \$78,400	70	25%
<b>Total</b>			<b>273</b>	<b>100%</b>

\* 2013 Median Family Income for Norwalk is \$115,300.

\*\*For family of four persons.

### Develop a unit mix based on current family needs and market study data.

The proposed unit mix for the public housing units is based on the needs of current Washington Village households. For instance, there are currently several households in need of a larger 4BR unit and therefore NHA is recommending that four 4BRs be included in the new development. However, this unit mix may change over time in response to household sizes at the time of redevelopment.

**Table V-7 Public Housing Unit Mix**

	Current	Proposed
1 BR	35	31
2BR	70	70
3BR	31	31
4BR	0	4
<b>Total</b>	<b>136</b>	<b>136</b>

The proposed unit mix for the non-public housing units is based on CBRE's preliminary review of comparables and will be revised, as needed, per updated market studies. Based on preliminary comparables, the following unit mix by unit type is proposed:

**Table V-8 Proposed Unit Mix by Unit Type**

	Public Housing	LIHTC	Market	Total
1 BR	31	27	34	92
2BR	70	39	36	145
3BR	31	1	0	32
4BR	4	4	0	4
<b>Total</b>	<b>136</b>	<b>67</b>	<b>70</b>	<b>273</b>





The design of the new mixed-income community will be high quality, energy efficient, and safe.

**Design to the new South Norwalk TOD design standards while being responsive to the existing historic fabric in the neighborhood.**

The proposed design follows the City’s recently adopted TOD design guidelines, complements the historic qualities of the buildings on Washington and South Main Streets, and serves as a transition from the 2- and 3-story structures to the west of the site to the proposed 4- and 5-story residential structures along the riverfront.

The design includes a series of buildings, primarily 3- and 4-story apartment buildings, all of which front on public streets. (See Exhibit V-3. Development Plan.) Buildings facing Day Street will have larger units located on the first floor of the apartment building with direct private access from the street, activating the streetscape. (See Exhibit V-4. Building B Layout.) A new street between Day and Water Streets is proposed through the existing Washington Village site to create street frontage for all buildings and to maximize ‘eyes on the street’ for enhanced public safety. Building A is proposed as eight 3-story townhouses.

Buildings of three and four stories – within the building height guidelines adopted in the TOD Master Plan – that intersect at Raymond and Day Streets are set back to create the new plaza. With upper floor residential and ground floor active uses, “Village Square” will become a new focal point for South Norwalk. Raymond Street will remain a relatively narrow neighborhood street, with broad, decorative tree-lined sidewalks, and buildings set back to allow additional outdoor activity all along the street, making this a very pedestrian-friendly destination and an attractive connection between South Main Street and the waterfront. Over time it is expected that the riverfront will be redeveloped as a mixed use residential community that respects the current maritime use.

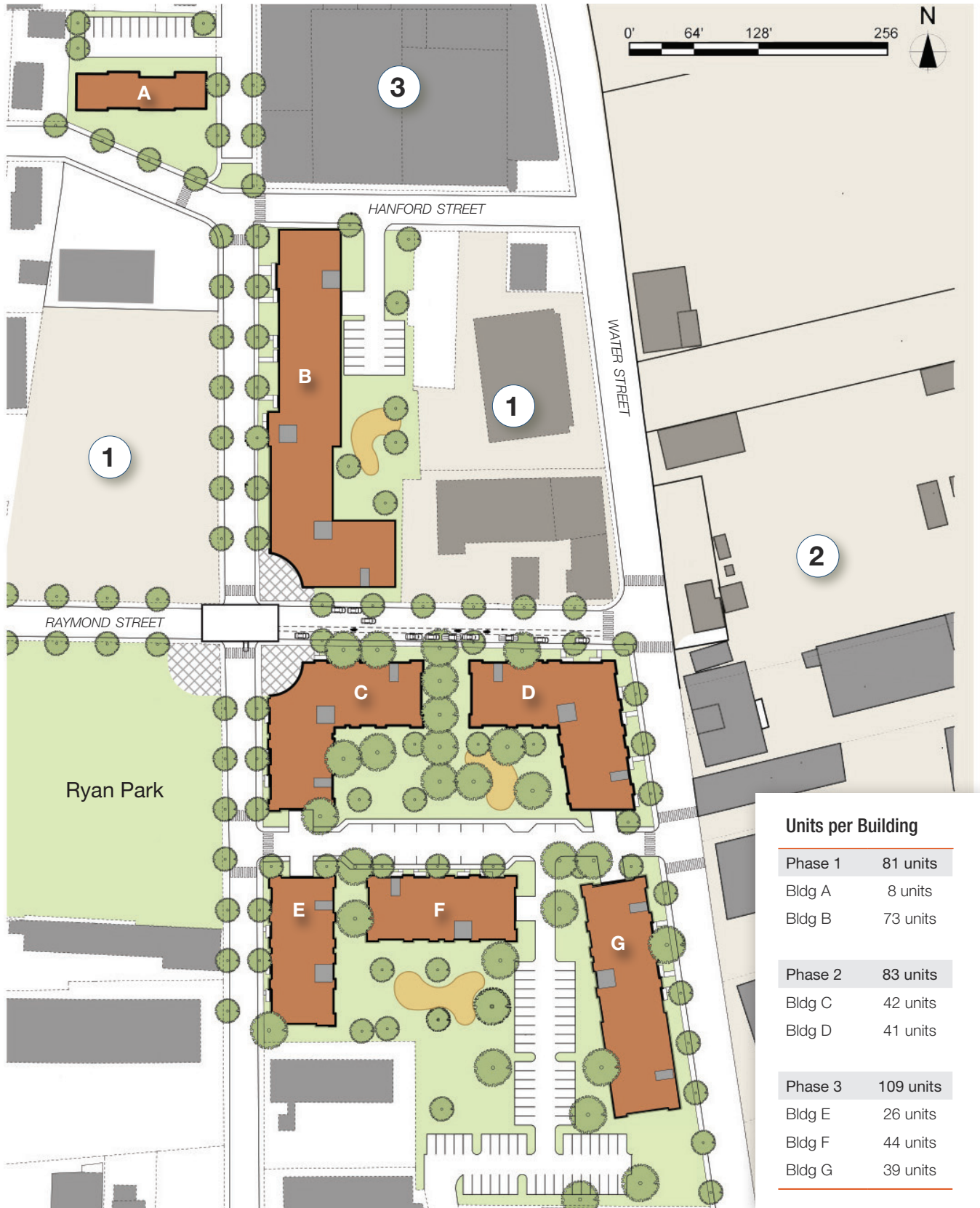
The proposed style and massing of the new buildings reflect the character of the 19th century mercantile buildings of the historic district, with the use of brick and traditional window design. Buildings facing Water Street and the maritime uses along the Norwalk River will take design cues from that context.

***Parking***

Current plans call for providing approximately 252 covered parking spaces at grade under the new residential buildings and another 108 parking spaces to be provided as surface parking, for a total parking count of 360 spaces (including the 16 on-street parking spaces along the new proposed street). (See Exhibit V-5. Residential Parking Locations.)

# Exhibit V-3

## Development Plan



① Potential Redevelopment Sites

② Potential Waterfront Redevelopment Site

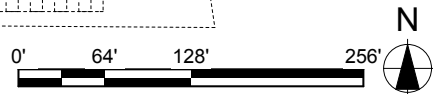
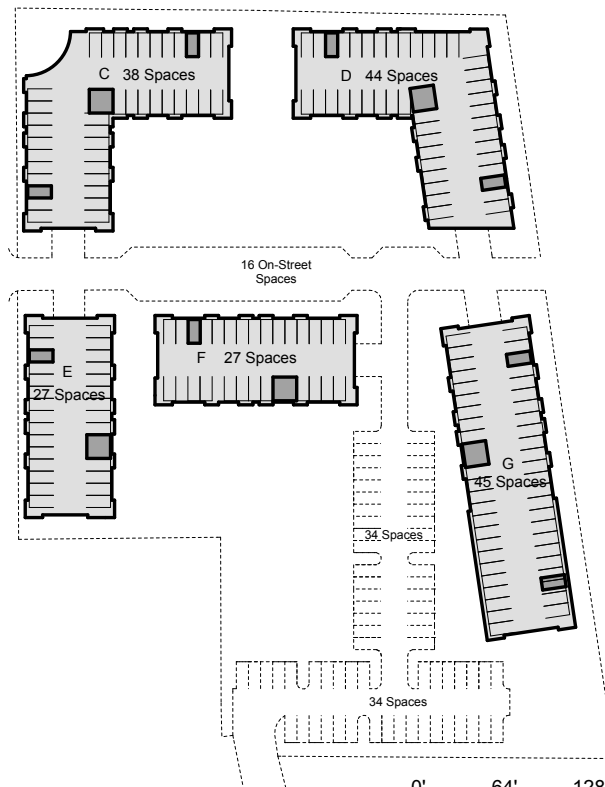
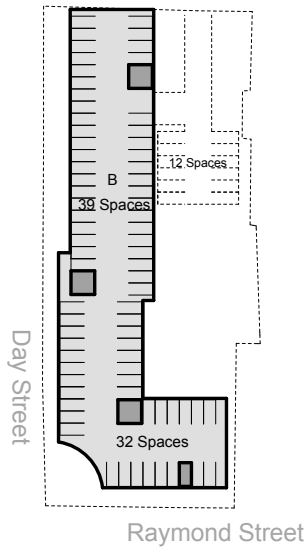
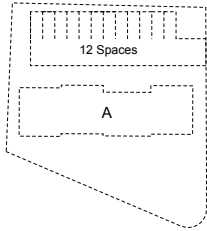
③ Lillian August Cigar Shop/Coffee Shop/Bakery





# Exhibit V-5

## Residential Parking Locations



### **Zoning Status**

The City of Norwalk is currently transitioning to a Transit Oriented Development (TOD) zoning approach for the project area. In July 2012 the Norwalk Zoning Commission amended the existing industrial zoning to allow for multifamily zoning as a Special Permit Use. The City is open to additional changes to their current dimensional requirements and parking standards, to conform to the principles established for the TOD area.

The proposed plan does not meet current zoning requirements in three key areas:

- FAR – Current zoning allows for an FAR of 1.0. Overall, the project exceeds this limit with an FAR of 1.25. Phases 1 and 2 both exceed the 1.0 FAR requirement while Phase 3 meets it at 0.99.
- Residential Density – Under current zoning for residential density, the project can support a total of 346 units but the plan proposes to build only 273 units. However, one of the Phase 1 buildings appears to be non-conforming: Building B includes 73 units where only 70 units are allowed by code. Overall, Phase 1 – and the remaining phases – conform.
- Off-Street Parking – Current zoning requires 500 off-street parking spaces for the proposed program (1.83 parking ratio). The plan proposes 344 off-street parking spaces (1.26 parking ratio) and 360 when the on-street spaces created by the new street are included in the count (1.32 parking ratio).

The developer is in the process of submitting for Site Plan Review and Special Permit approval in mid 2013.

### **Construct new housing above the flood plain elevation to be resilient to flooding.**

Washington Village and its immediately surrounding area is located in the 100 and 500 year flood plain. This area was most recently impacted by Hurricane Sandy on October 29-30, 2012 with widespread flooding in and around Washington Village, leading to substantial property losses and the temporary relocation of many Washington Village residents. The recently completed Tighe and Bond study recommended a series of measures to enhance the storm resiliency of the Washington Village area including raising the intersection of Day and Raymond Streets, relocating existing overhead wiring and cable facilities to underground structures, and relocating existing underground switchgear and transformers to pads above the base flood elevations.

The Washington Village new residential development will follow FEMA regulations and guidelines in accordance with the National Flood Insurance Program. These guidelines permit parking at the existing grade level (8.0'). The 500 year flood plain elevation is 11.9' and the 100 year elevation is 12.0'. The site design strategy, still in the concept design phase, is to maintain the ability for potential flood waters to flow back off the site without being retained in any depressed



areas, while ensuring that any normal on-site storm water management is conducted to the city's storm drain system, which will be upgraded in this area along with the street reconstruction. The first floor residential elevation is proposed at 18.5', putting the first habitable floor level at 6.5' above the Base Flood Elevation (BFE) of 12.0'. (See Exhibit V-6, Flood Mitigation Section). From the street side, a combination of private entry stoops, grading and landscaping will largely conceal the grade-level parking from view, while maintaining air circulation within the parking area. The owner (Trinity Financial) will be required to carry flood insurance for the new development. Dry egress will be provided from the buildings to the raised intersection at Day and Raymond Streets and to other areas outside of the flood plain area.

**Design unit and site amenities that are comparable to or exceed recent market-rate developments in the Norwalk area.**

All residential units will be designed with the same layout, finish and appliance standards. The new units will be significantly larger than the existing Washington Village apartments: a new 1BR apartment will be approximately 650 SF, a 2BR will be approximately 950 SF, a 3BR unit will range from 1,050 to 1,250 SF, and the 4BR will be approximately 1,350 SF. (See Exhibits V-7 through V-11 for comparison of existing to proposed unit sizes and layouts.) The one- and two-bedroom units will be flats and the larger units, with three and four bedrooms, will be a combination of flats and townhouses. These larger units will have washer and dryer hookups within the unit. To serve the one- and two-bedroom apartments, a gracious laundry room with a folding table, seating, and visibility will be situated on each floor of the new multi-story apartment buildings.

The kitchen designs will be clean and elegant. An open peninsula with seating will allow views from the kitchen into the dining/living space, encouraging gatherings under the pendant light fixtures. The refrigerator and pantry will be located adjacent to the peninsula, for efficient access, while the dishwasher, sink with disposal, oven, and microwave venting range hood will be located along the back wall. Most units will have a walk-in closet for the master bedroom and a linen closet in the bathroom. Finishes will be attractive and durable. Every apartment will have wood-look flooring and plastic laminate countertops.

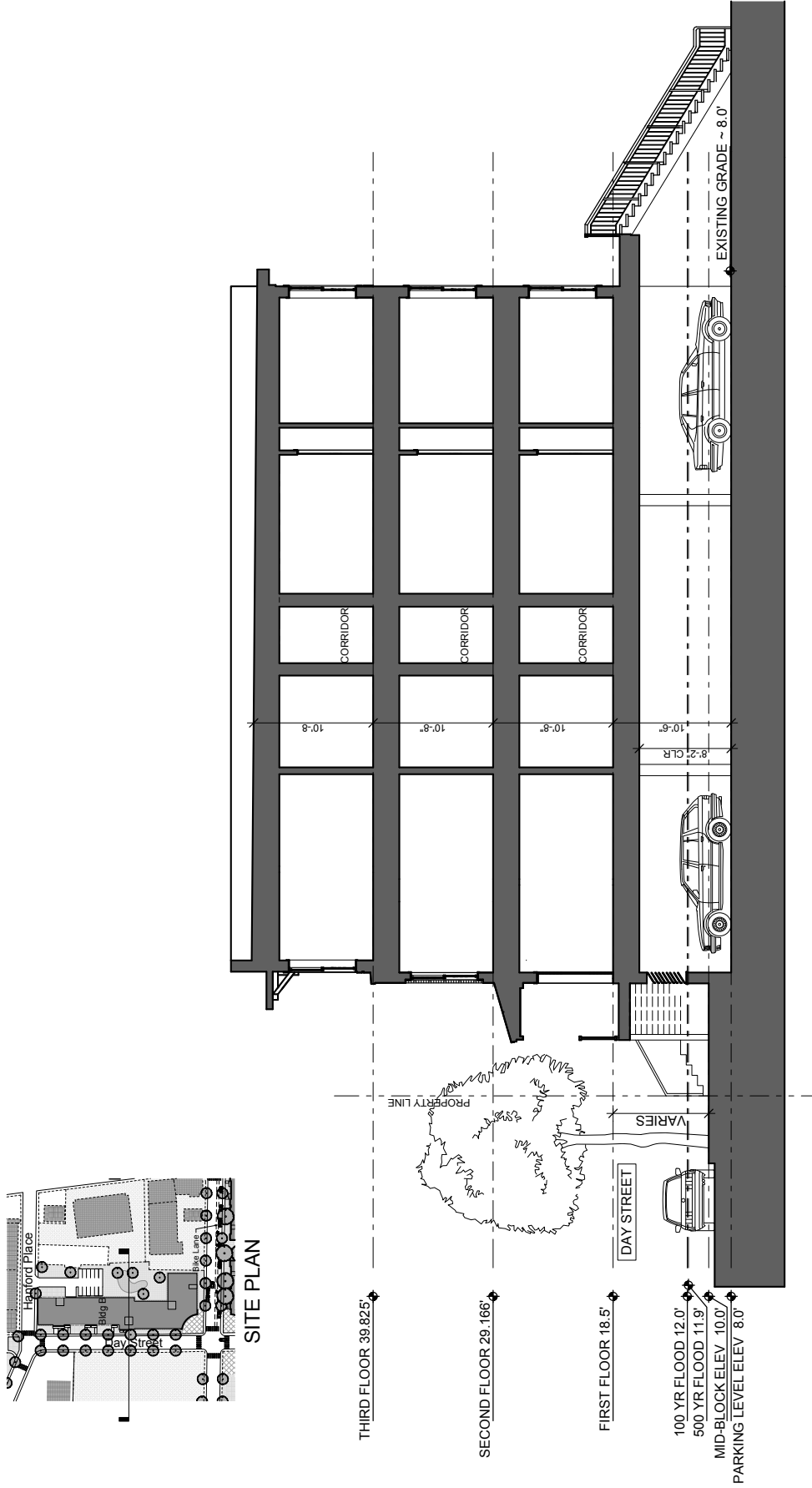
Community and support facilities, including a management and leasing office, will be located on the first floor of the buildings near the central "Village Square" activity node – the intersection of Day and Raymond Streets – as described below. (See Exhibit V-12. Program & Outdoor Space.)

**Community Center**

A new 4,100 SF Community Center is proposed to front onto Raymond Street, providing a neighborhood gathering place and center for resident programs that complement the outdoor facilities at Ryan Park. The Community Center will include a large, divisible community room with adjacent kitchenette (to support healthy food demonstrations tied to the community garden across the street, as well as social gatherings), and an office for the Resident Council. A small 1,600 SF fitness room will also be provided for residents' use – a standard amenity in many mixed-income developments today.

# Exhibit V-6

## Flood Mitigation Section



TRINITY  
FINANCIAL

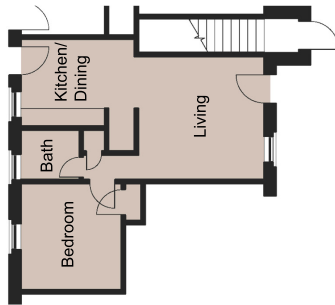


April 11, 2013

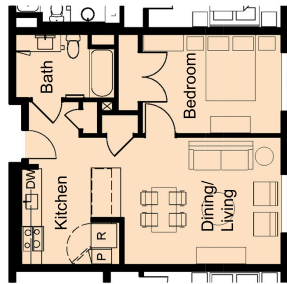
FLOOD MITIGATION SECTION  
Day St, Norwalk, CT

# Exhibit V-7

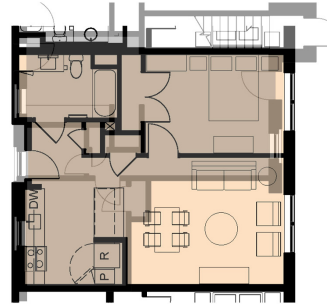
## Unit Plans - One Bedroom



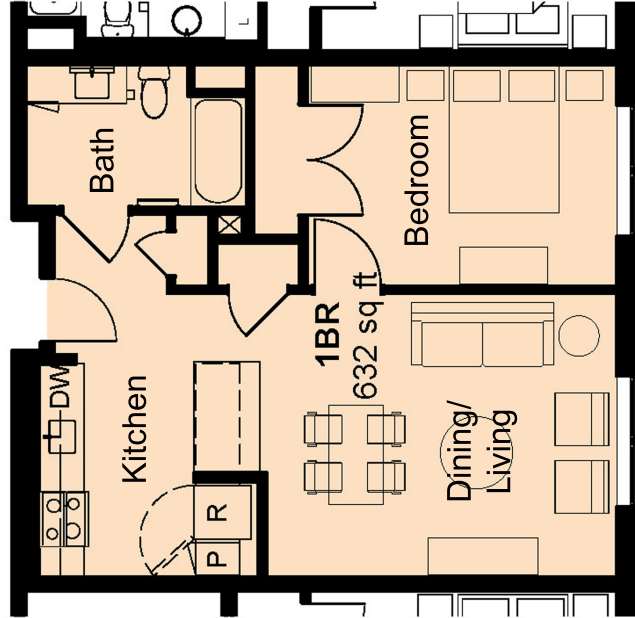
ONE BEDROOM - EXISTING  
453 SQ. FT



ONE BEDROOM - NEW  
632 SQ. FT



EXISTING ONE BEDROOM  
OVERLAID ON  
NEW ONE BEDROOM

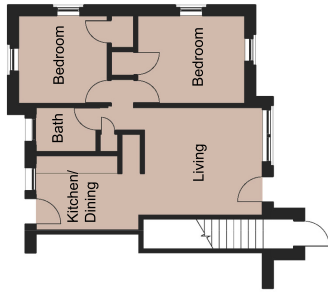


New One Bedroom Unit



# Exhibit V-8

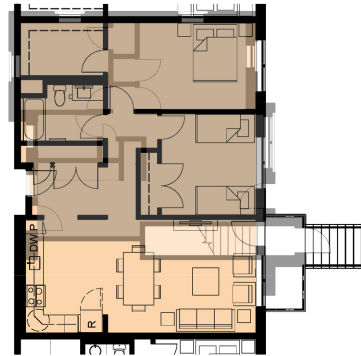
## Unit Plans - Two Bedroom



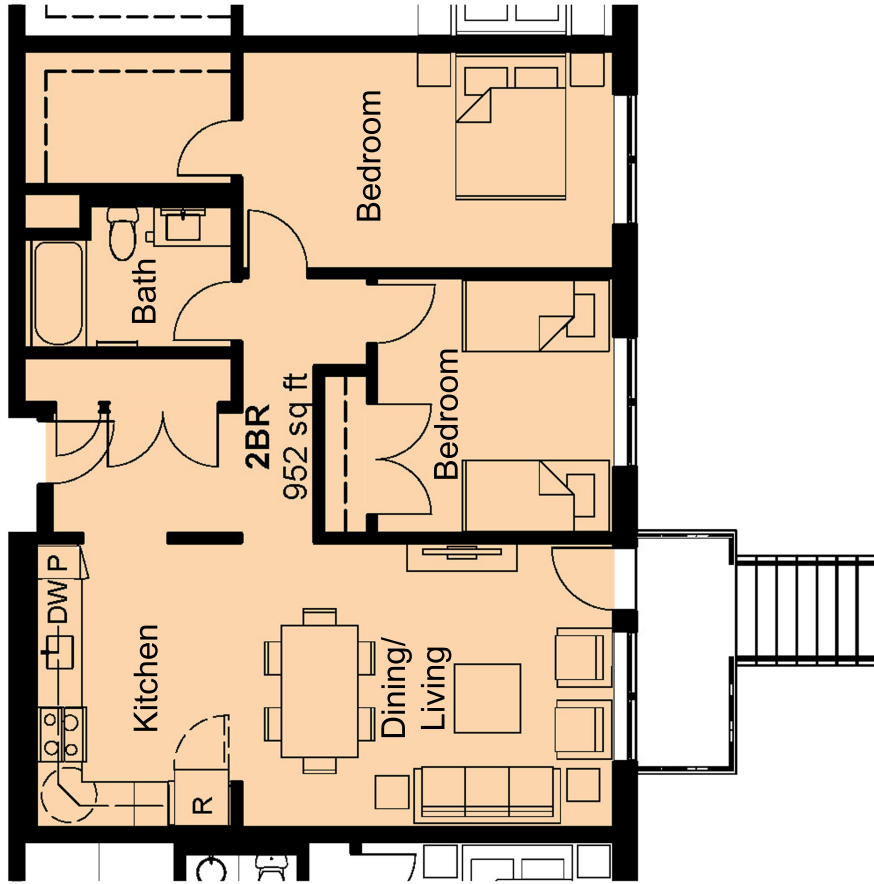
TWO BEDROOM - EXISTING  
608 SQ FT



TWO BEDROOM - NEW  
952 SQ FT



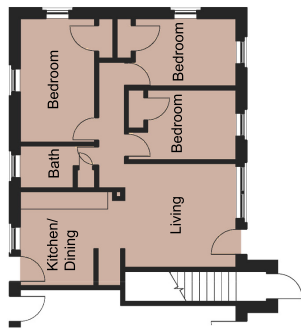
EXISTING TWO BEDROOM  
OVERLAID ON  
NEW TWO BEDROOM



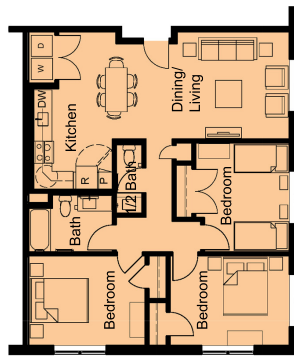
New Two Bedroom Unit

# Exhibit V-9

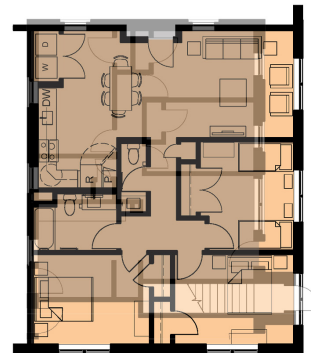
## Unit Plans - Three Bedroom



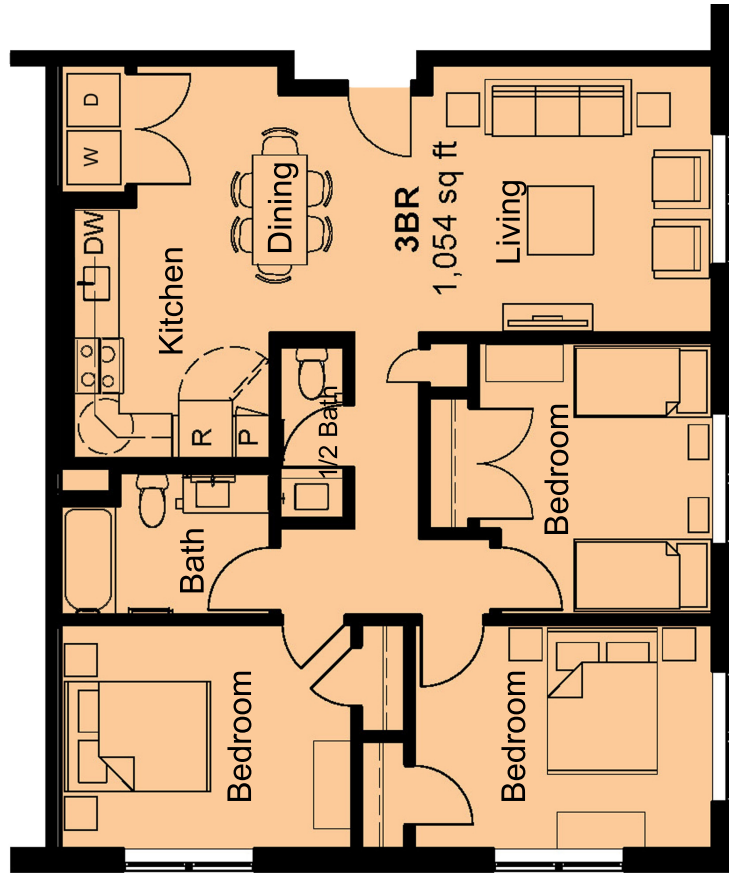
THREE BEDROOM - EXISTING  
724 SQ FT



THREE BEDROOM FLAT - NEW  
1054 SQ FT



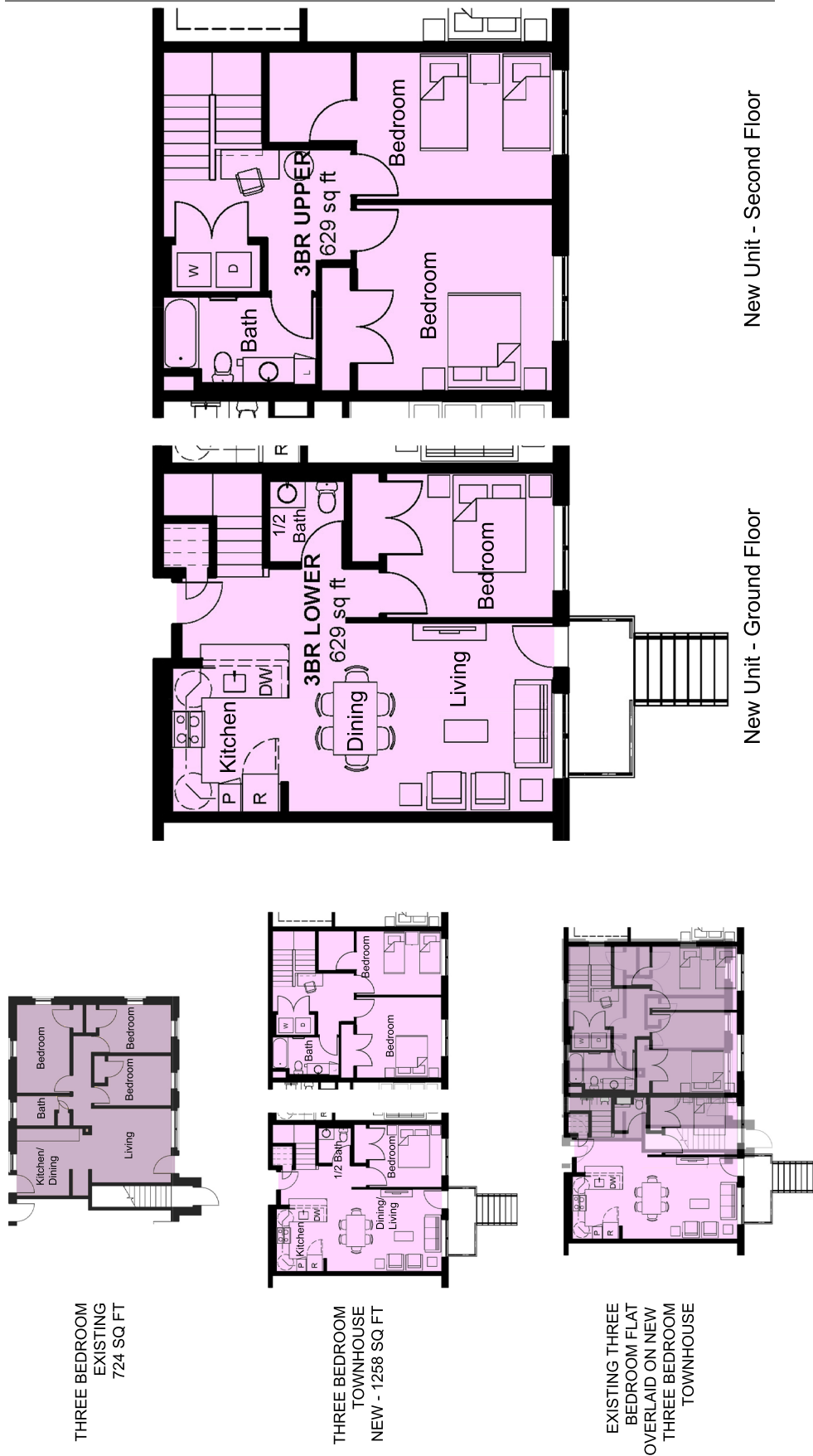
EXISTING  
THREE BEDROOM FLAT  
OVERLAID ON  
NEW THREE BEDROOM FLAT



New Three Bedroom Unit

# Exhibit V-10

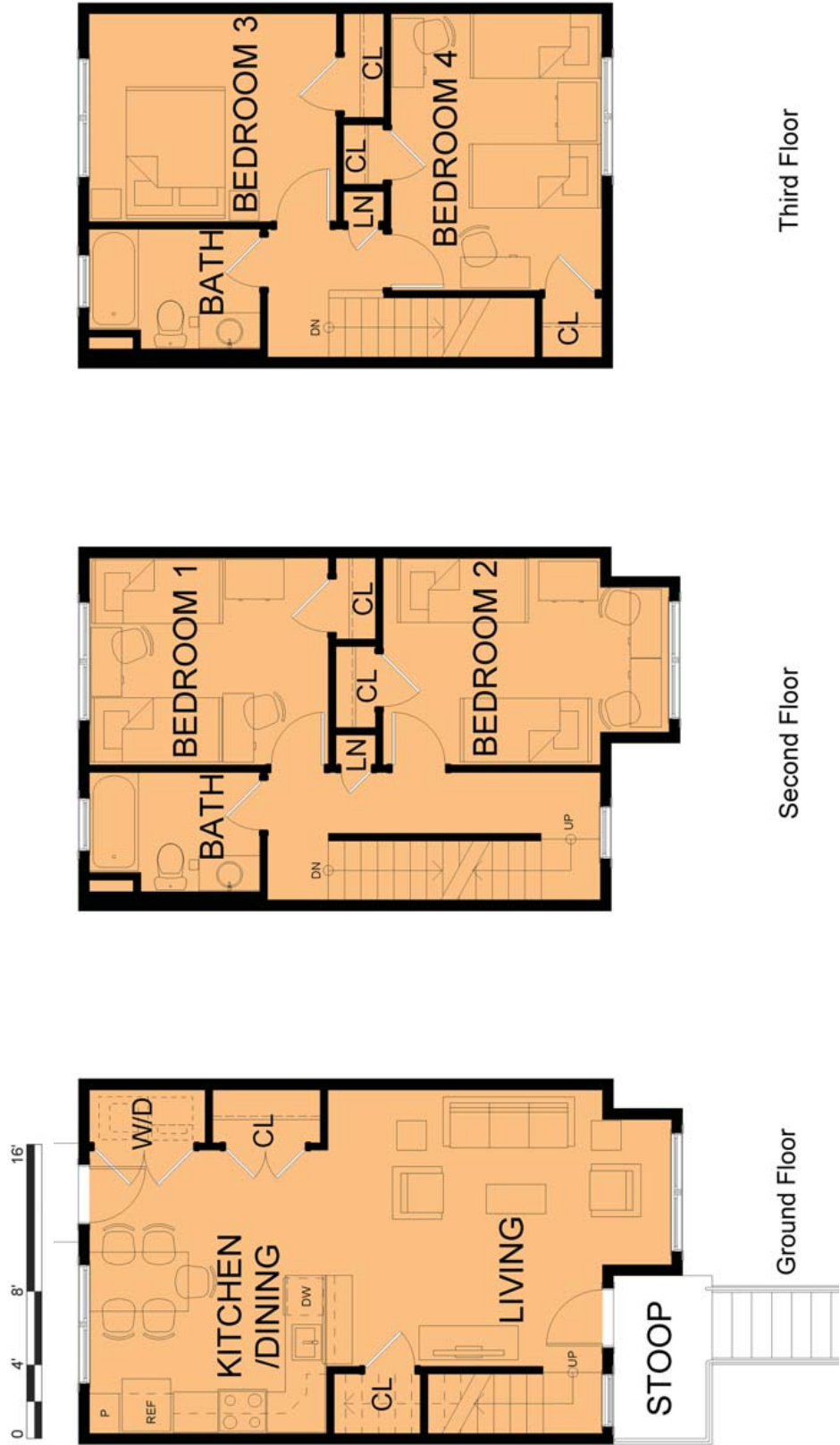
## Unit Plans - Three Bedroom Townhouse





# Exhibit V-11

## Unit Plans - Four Bedroom Townhouse



# Exhibit V-12

## Program & Outdoor Space



### ***Resource Center***

A 7,000 SF Resource Center is planned near the Community Center which will include satellite offices for key service providers, an office suite for case management staff, and a computer lab with 10-12 stations and office space, accessible to all residents near the “Village Square.” Norwalk Community College will have a classroom and office for on-site programs and the Workforce Investment Board (WIB) will also have a satellite office to support on-site workforce development activities. Space for the Clothes Closet – a Dress for Success program – will also be provided. The offices and classrooms will be designed to be flexible, to accommodate changes in on-site service delivery needs over time.

The computer lab will be an important resource for all residents. The existing computers in the current community building are oversubscribed. The new computer lab will feature free, unlimited Internet access for residents. Computer training will be offered to maximize the full capability of the Internet as a tool to access services and information such as online job searches, health information, information on public benefits, connecting with teachers of school-aged children to encourage parental involvement in the educational performance of their children, etc. Nearly all service providers maintain a website with information on eligibility requirements, program descriptions, and location. Residents will learn how to use the Internet to more effectively meet their needs and become better informed consumers so they can advocate for themselves and their children.

### ***Broadband Internet Access***

In addition to the new computer lab, unit-based access to broadband Internet connectivity will be provided in all units. The wiring infrastructure will be installed in all units and residents will be able to select a service provider and pay for their own service if they so choose.

### ***Outdoor Areas***

Outdoor areas will be provided for each building on site, including age-appropriate playgrounds as well as quiet sitting areas, per comments from the resident survey. Courtyards will be well-landscaped and well-maintained. Tot lots for young children will be located on site, with the expectation that Ryan Park, once funding is identified for improvements, will provide outdoor play areas for older children in the development as well as in the surrounding neighborhood. Efforts will be made to preserve existing healthy, mature trees on the current Washington Village site.

Many first floor residential units will have front stoops to allow ready access to the outdoors. Private fenced-in gardens will be provided where possible between the public sidewalk and the building.

### **Employ ‘green’ design standards to ensure the new development is energy-efficient and promotes the health and wellness of its residents.**

The new development will comply with or exceed a variety of green sustainable



design standards and will include design features that promote the personal health and wellness of all households. These green standards are now viewed as fundamental to good design practice, from an environmental, sustainability, and healthy homes perspective. See Appendix V-3. Green and Energy-efficient Design Standards for detailed descriptions of the 'green' improvements and checklists of proposed criteria.

#### ***Enterprise Green Communities Criteria (EGCC)***

The new development will comply with all mandatory elements of the Enterprise Green Communities Criteria (EGCC) Standards 2011 and will be certifiable at a minimum "Silver" level and Energy Star II level. EGCC 2011 increases the efficiency of the building envelopes and systems, includes Energy Star for Homes certification, reduces greenhouse gas emissions through decreased need for fossil fuels, and promotes healthy living environments through the use of healthy interior materials (e.g., low- and no-VOC paints and adhesives, green label carpeting, formaldehyde-free products, etc.), integrated pest control, and adequate ventilation planning. The redevelopment team has extensive experience working together to build high quality, energy efficient housing in the New England region. ICON and Trinity have received numerous awards for their mixed-income LEED certified housing developments.



#### ***LEED ND Certification***

The Washington Village redevelopment program will satisfy the basic prerequisites and point requirements to achieve a LEED-ND (Leadership in Energy and Environmental Design – for Neighborhood Development) certification. ICON architecture has already registered for the LEED ND program and the current design reflects the criteria outlined in this standard. With the location of the new mixed-income community in the TOD district, many goals of the LEED-ND program are already present or underway in the target neighborhood.

- Smart Location and Linkage – The revitalization program for the target neighborhood incorporates brownfield redevelopment, locations with reduced automobile dependence, bicycle network and storage, and proximity between housing and jobs.
- Neighborhood Pattern and Design – Walkable streets, compact development, mixed-use neighborhood centers, mixed-income and diverse communities, reduced parking footprint, connected street network, transit facilities, access to civic and public spaces, access to recreation facilities, visitability and universal design, community outreach and involvement, and tree-lined and shaded streets are all either already present or planned for the target neighborhood.
- Green Infrastructure and Buildings – Many of these elements will be incorporated into the design and construction of the new mixed-income community.

**Maximize the number of units and public areas that are visitable by and accessible to persons with physical disabilities and other challenges.**

Meeting the needs of persons with disabilities, whether existing Washington Village residents or others in the Norwalk community, is an important priority. There are currently seven accessible units at the development, of which three are occupied by residents in wheelchairs. Per Connecticut State law (Conn. Gen. Stat. Sec. 29-271), a total of 10% of the new units must be fully accessible, which exceeds the federal 5% requirement. These units will be provided in each bedroom size and in all buildings.



All accessible units will be designed to have adequate space for a wheelchair to turn around (an unobstructed radius of 60 inches); light switches and other controls at accessible heights; adequate hallway widths for wheelchair accessibility to all rooms; bathrooms with appropriately located grab bars and room for wheelchair maneuverability; lowered cabinetry; no-step entrances; and a reserved handicapped parking space close to the entry. In addition to the 28 fully-accessible units, at least 2% of the total units will be accessible for persons with vision and hearing impairments. Finally, all public and common areas in the new development, such as the management office, computer center, community room, and social services offices will also be fully accessible.

Universal design principles will be followed to ensure the greatest degree of mobility and community participation by everyone, including persons with varying degrees of disability as well as those carrying groceries, pushing strollers, and riding bikes. All new dwelling units that are not fully accessible will be both adaptable and visitable to the fullest degree possible.

***Adaptable Units***

All 265 units in the elevator buildings (all buildings with the exception of Building A) will be adaptable. Adaptability features include blocking in walls for future grab bar installation, door widths and passages at least 32 inches wide, adjustable kitchen counters and cabinets, and low-voltage wiring to allow for the installation of doorbells and smoke alarms for persons with vision or hearing impairments. These adaptability features will accommodate persons with varying degrees of disability.

***Visitability***

The goal is to maximize the number of units that are visitable while also addressing the need to raise the first floor of all buildings 6.5' above the flood plain level. All units in the elevator buildings will be visitable and, to the extent possible, the townhouses will have an accessible entrance with an accessible route leading to it. Visitability features will include at least one no-step entrance; doorways with at least 32 inches of clear passage space; and lever hardware on ground floor doors. Visitable units, like the adaptable units, will be available across all bedroom sizes.

***Accessible Playgrounds and Pathways***

The residential redevelopment plan will incorporate universal design specifications so that children as well as adults with physical, sensory, or developmental disabilities can effectively use the outdoor areas at each building. These include accessible open spaces, tot lots, and pathways/bike paths that connect the buildings to the surrounding community. Age-appropriate equipment will be provided and designed unobtrusively so that children of all ages and abilities can explore and challenge their capabilities without the appearance that the equipment was designed to cater to any specific group. Design considerations will include surface materials, type of equipment, clearances, circulation around and egress from equipment (including gates and fencing enclosures), slope gradients, type of landscaping, and accessible parking. Playgrounds, tot lots and open spaces will provide accessible seating adjacent to play areas for family members and caregivers.

**Use design features to enhance safety in and around the new residential community.**

The neighborhood plan lays the groundwork for the creation of a walkable district, with easy access to the train and buses at the South Norwalk Train Station, retail activity along South Main and Washington Streets, educational opportunities at the Maritime Museum, and future access to development along the waterfront to the east of Water Street.

CPTED (Crime Prevention through Environmental Design) principles have been employed in the design of the new housing and open space. The existing superblock configuration and densely packed buildings create dangerous areas on the interior of the site – out of view of passing cars and police vehicles. In response, the proposed plan adds a new through street between Raymond and Water that allows all new buildings to front on an active, public street. This will provide “eyes on the street” for all pedestrian and vehicular traffic, discouraging non-residents from inappropriate activity on site. Building and unit entries will be well-lit and security cameras will be strategically placed around the site to discourage illegal activities. New sidewalks and street lighting will encourage pedestrian activity and safe passage during the day as well as at night. In addition, the new community center has been strategically located to overlook Ryan Park. In addition, Trinity will install security cameras around the site and facilitate the creation of a Neighborhood Crime Watch group.



HOUSING  
**3**

**Minimize the displacement and disruption of Washington Village residents resulting from relocation.**

As part of the Washington Village redevelopment process, NHA will hire an experienced relocation contractor to carry out all relocation counseling and supports for residents. The relocation contractor will work closely with NHA to create a detailed relocation plan before any moves take place. All relocation will occur in accordance with the requirements of the Uniform Relocation Act and Real Property Acquisition Policies Act of 1970, as amended, and the Housing and Community Development Act of 1974, as applicable, and will fully comply with HUD's right to return policies. Additionally, the Washington Village relocation plan will be grounded in several important goals:

- (1) To optimize relocation options and accommodate resident preferences whenever possible.
- (2) To maximize the number of Washington Village residents in the newly developed units by providing the right to return to all original households who remain lease-compliant.
- (3) To provide individualized counseling and support before, during and after initial relocation, to educate residents about the full range of options available to them and to accommodate household priorities and preferences.
- (4) To minimize the displacement of families during redevelopment through the phasing of construction and relocation.
- (5) For those who do move off site even temporarily, to minimize the disruption and negative impacts of relocation through comprehensive and coordinated supports.
- (6) Through regional mobility counseling, to maximize the number of residents moving to a lower-poverty/higher-opportunity neighborhood.
- (7) To track relocation and related activities via the comprehensive community and supportive services tracking system.

**Phase the redevelopment process to minimize displacement.**

To limit the negative impacts of relocation on Washington Village residents and minimize the number of moves by affected residents, NHA and its developer partner will phase the redevelopment. Construction of Phase 1 will be completed on the two off-site parcels on Day Street prior to demolition of the existing on-site units. This will enable some families to move only once, directly into a new unit, without needing temporary off-site relocation.

**Optimize relocation options and accommodate resident preferences.**

The intent is to maximize good relocation options available to residents and to accommodate preferences whenever possible. To this end, NHA will seek additional Housing Choice Vouchers to support relocation preferences.

The table below indicates preferences of Washington Village residents at the time of the resident survey in 2011. Although this data will be used for planning purposes, it is important to note that these preferences are not binding. Residents may change their minds as the redevelopment process moves forward and they receive additional information and counseling.

**Table V-9 Washington Village Relocation Preferences**

Relocation Preference	% of Residents
Utilize a Section 8 voucher	49%
Move Directly to new WV unit	13%
Move to Another NHA unit	2%
Unsure/Need more information	39%

Source: Washington Village Resident Survey

NHA will seek 94 new vouchers which include 67 for the 49% of residents who expressed a definite interest in Section 8 and an additional 27 to accommodate half of the 39% who were not yet sure, should they eventually choose this option.

**Guarantee right to return for all lease-compliant residents.**

NHA’s goal is to maximize the number of original Washington Village households that return to the newly constructed units. All households living in Washington Village at the time of redevelopment that remain lease-compliant will have a right to return. NHA has informed residents during both public and resident meetings that a revitalization effort is underway that may cause their displacement. The right of all lease-compliant households to return to the new development with first priority for on- or off-site replacement units has been clearly and repeatedly articulated in public meetings.

At a resident meeting on December 4, 2012, NHA solicited resident input on how to define lease compliance. Based on this initial discussion, residents proposed that lease-compliant residents would include: (1) those who are current on their rent payments, including those with a stipulated agreement who are paying on time; (2) those without pending eviction action for non-payment or for cause; and (3) those who are able to secure a utility account. As the process moves forward, NHA will work with residents to finalize this definition. NHA will also continue to communicate residents’ right to return in written notices to residents and will explain relocation procedures during a series of relocation briefing sessions held in advance of relocation.

**Provide individualized counseling and support.**

Prior to relocation, the relocation contractor will work with each Washington Village household to develop a housing plan, identifying the household's desired housing situation and any potential obstacles that must be addressed to maintain lease compliance and eligibility to return to a redeveloped unit. Each Washington Village head of household will be interviewed personally by relocation staff to determine housing needs, paying particular attention to senior residents, residents with special needs or any family that is hard to house. The relocation contractor will review tenant history, noting any past issues related to lease compliance and any vulnerable areas that may need to be addressed moving forward, track lease compliance status, and serve as mediator of potential landlord-tenant disputes. Relocation counselors will also help residents find suitable units before they are available to ensure that residents can move quickly to secure relocation housing once it is available. Throughout the relocation process, relocation and case management staff will closely coordinate in communicating about all relocation and service issues, linking households to a full array of NHA and partner supportive services, and ensuring a seamless handoff from relocation to case management.

The relocation contractor will focus closely on elderly residents, residents with special needs, and other vulnerable populations, locating suitable housing, maintaining accessibility to services, and ensuring any special accommodations are made. For each relocation, relocation counselors and case managers will work closely with the household throughout the relocation process, to assist them throughout what is often a stressful period, and to ensure a smooth transition regardless of where they choose to move.

Relocation staff will also work with households to minimize the impact on school age children. Since most students are currently bussed to schools outside of the neighborhood, they should be able to remain in their current school no matter where in the city their family chooses to relocate. However, the relocation contractor will help households work with the school department to address any transportation issues that may arise as a result of relocation, and will try to time such moves to occur prior to the start of the school year or during school holidays, whenever possible.

**Provide regional mobility counseling to help voucher holders move to neighborhoods of opportunity.**

To maximize the housing options available to Washington Village residents, NHA intends to apply for at least 96 relocation housing choice vouchers (HCVs). These relocation HCVs will provide residents with the option to move to a lower-poverty/higher-opportunity neighborhood outside of South Norwalk. Mobility counseling will be offered to all residents who choose to relocate with HCVs before, during and after their move, and will include referrals to neighborhoods within the Metropolitan Statistical Area that do not have high concentrations of poor or minority residents and have high quality schools and early learning programs. As part of the relocation counseling process, relocation staff will work

with households who choose to relocate with a voucher by setting up a budget, establishing and maintaining good credit, and offering guidance on how to make a successful transition to private housing.

**Track relocation via database system.**

NHA will procure an integrated relocation and case management data tracking system to track families for at least five years after their initial move. Data will be collected throughout this period to assess the impact of relocation on individual Washington Village households based on the outcomes and metrics listed in Table V-5. Information on the quality of schools relocated children attend will also be collected from [www.GreatSchools.org](http://www.GreatSchools.org).



## E. Appropriateness of Preferred Plan

The preferred plan for the redevelopment of Washington Village has evolved during the planning process in response to program goals, the availability of land, and density studies. NHA made an early decision to replace all 136 public housing units in the South Norwalk neighborhood because of its prime location in a Transit-oriented Development (TOD) district and easy access to amenities, as well as the difficulty and expense of acquiring developable parcels of land in other parts of Norwalk.

The availability of city-owned land adjacent to the Washington Village site furthered interest in focusing redevelopment in the targeted South Norwalk neighborhood. The focus of the public planning process on the redevelopment of Washington Village piqued the interest of local private developers who have long been eyeing residential opportunities in South Norwalk where land values are estimated at over \$1.5 million per acre. A local developer (Spinnaker) has option agreements on parcels at 17 and 19 Day Street and intends to build new housing directly across the street from the proposed Building B at 20 Day Street. Spinnaker is also currently constructing 20 North Water Street just north of Washington Street. In addition, the owners of the vacant health center and surrounding land between Water Street and the back of 20 Day Street (121-123 Water Street) have put this property on the market with an understanding that the highest and best use is for multi-family residential. Clearly, the proposed redevelopment of Washington Village has already increased private developer interest in the area.

Prior to procuring Trinity to work with the community on the housing component, NHA contracted with DHK Architects to explore zoning issues and prepare density studies. The density studies were useful in testing the impact of different densities on building massing and parking needs. The current Washington Village has a density of 29 units per acre, and DHK prepared preliminary concept drawings for three density levels – 30, 45 and 60 units per acre. These studies resulted in multiple apartment buildings with five stories, the maximum height permitted under zoning. At the same time, developers responding to NHA's Master Developer RFQ proposed their 'vision' for the new mixed-income development, which included up to five-story apartment buildings. The NHA Board felt strongly that the new development, since it serves public housing families with children, should not include five-story buildings and, to the greatest extent possible, wanted families with children to have direct entries to their unit without having to use elevators. As a result, the program, originally targeted at 340 units, was scaled back to 273 units, more in keeping with the scale of new multi-family structures in the area.

Another key program goal was to provide much-needed workforce housing in a market that is unaffordable to most Norwalk households and to include market rate units to ensure that at least 50% of the units in the new development served working households with incomes over 50% AMI. This mixing of incomes, along

with the City’s requirement that any new private development in South Norwalk must include at least 10% affordable units, further ensures that the neighborhood will remain affordable over the long-term.

The resulting preferred plan addresses the key goals identified by the community: one-for-one replacement of deeply subsidized public housing units, in a mixed-income community that includes as many non-public housing units for working families, on publicly controlled land, in buildings ranging no more than four stories in height, with larger families (those in three- and four-bedroom units) having direct unit entries with street addresses and front stoops.

## F. Phasing

The redevelopment plan currently calls for three phases of development, starting with the city-owned vacant land at 13 and 20 Day Street. This currently vacant land allows for a phasing strategy that minimizes the off-site relocation of Washington Village residents. Enough new public housing (40 units) can be created in Phase 1 to accommodate a portion of the Washington Village residents, allowing them to move to new housing before any demolition on the existing site is required. The proposed phasing plan follows:

**Phase 1** – Construct Buildings A and B, for a total unit count of 81 units, of which 40 will be public housing replacement units.

**Phase 2** – Construct Buildings C and D, for a total of 83 units, of which 41 will be public housing replacement units. This phase also includes the construction of the new street between Day and Water Street.

**Phase 3** – Construct Buildings E, F and G, for a total of 109 units, of which 55 will be public housing replacement units.

**Table V-10 Income Mixing by Phase**

Phase	Public Housing		Workforce Housing		Market Rate		Total
1	40	49%	18	23%	23	28%	81
2	41	50%	21	25%	21	25%	83
3	55	50%	28	26%	26	24%	109
<b>Total</b>	<b>136</b>	<b>50%</b>	<b>67</b>	<b>25%</b>	<b>70</b>	<b>25%</b>	<b>273</b>

Phasing is a function of both physical constraints and financing issues. As initially proposed, Phases 1 and 2 were to be funded with 9% LIHTC allocations and the final phase would include one 9% allocation and a 4%/bond transaction. Based on previous experience with the CT Housing Finance Authority (CHFA), Trinity has sized each phase to reflect the typical allocation awarded per project on an annual basis. Additional proformas, however, have been run assuming only 4% credits/bonds which are non-competitive.

The following redevelopment schedule is an estimate of the implementation timeframe, assuming NHA and Trinity are able to successfully secure necessary funding for each phase in a timely manner.

### Redevelopment Schedule

	2013	2014	2015	2016	2017	2018	2019
Finalize plan; approvals; pursue funding	■	■					
<b>Phase 1 (81 units)</b>							
Secure funding; approvals; financial closing		■	■				
Construction			■	■	■		
Finalize plan; approvals; pursue funding				■	■		
<b>Phase 2 (83 units)</b>							
Secure funding; approvals; financial closing				■	■		
Relocation				■			
Demolition					■	■	
Construction					■	■	■
Occupancy						■	
<b>Phase 3 (109 units)</b>							
Secure funding; approvals; financial closing						■	■
Relocation						■	
Demolition							■
Construction							■
Occupancy							■

## G. Financing Plan

The preliminary Total Development Cost for the residential component is approximately \$106 million. This does not include the reconstruction of infrastructure including public streets, sidewalks, lighting and utilities. The construction estimates and projected sources of funds are based on Trinity's current development experience on similar projects in nearby Stamford and New Haven. The preliminary development costs are summarized below.

**Table V-11 Preliminary Development Costs**

Components	Expected Cost
Demolition (WV site and buildings)	\$1,600,000
Residential Construction	\$66,900,000
Construction Inflation and Contingency	\$10,500,000
Soft Costs (A&E, market study, surveys, etc.)	\$13,500,000
Reserves (Lease-up/Operating/Affordability)	\$2,100,000
Developer Fee, etc.	\$11,100,000
<b>Total Development Cost</b>	<b>\$105,700,000</b>

Preliminary financing assumptions include conventional first mortgage (\$14.4 million), DECD CHAMP (State) funds of \$5 million, private equity of approximately \$29.5 million (assuming only 4% tax credits), and City funds (for public infrastructure). This proforma is based on 4% tax credits/bonds and no allocation of competitive 9% tax credits. However, this leaves a gap of approximately \$57 million. Other potential gap sources include Sandy CDBG disaster funds, State Urban Development Action Grant funds, Choice Neighborhoods grant funding, Federal Home Loan Bank AHP funds, project-basing deeply subsidized units, etc. All sources are actively being explored at the local and state level. NHA and the City are currently pursuing State CDBG-DR funds for Phase 1 development of the vacant 13 and 20 Day Street properties.



## H. Housing Implementation

The development of the housing program requires an experienced mixed-finance developer and manager of mixed-income urban properties. The developer will partner with NHA and the city throughout the entire development process, from financing to zoning and permitting to coordination of other public and private improvements abutting the new development. The relevant experience and proposed roles and responsibilities of Trinity Financial, the developer, are highlighted below.

### Housing Implementation Lead

NHA procured Trinity Financial in accordance with 24 CFR 85.36, 24 CFR 941.602(d), and all relevant state procurement regulations, through a competitive process which attracted six regional and national developers. NHA and Trinity have executed a Memorandum of Agreement that outlines expectations, roles and responsibilities for the redevelopment of Washington Village.

Trinity Financial, Inc. (“Trinity”) is a Boston-based full-service real estate development firm dedicated to the acquisition, development, construction and management of multi-family and mixed-use properties in urban locations throughout the Northeast. Founded in 1987 by James Keefe and Patrick Lee, Trinity has established itself as preeminent in the development of complicated mixed-finance transactions utilizing private and public sources of capital. The company has organized more than 50 limited partnerships, through which it has completed or is currently developing over \$1.95 billion in a wide range of real estate projects, including over 6,800 units of housing and 439,000 SF of commercial and retail space.

Within the last few years Trinity has completed the 396 unit Maverick Gardens HOPE VI in 2006 (Boston), the 299 unit Newport Heights HOPE VI in 2007 (Newport, RI), the 266 unit Franklin Hill Mixed Finance Transaction in 2009 (Boston), and the 206 unit Washington Beech HOPE VI in 2011 (Boston). All of these projects came in on or ahead of schedule and under budget. Trinity recently started construction on two rental phases for the 2010 Taunton (MA) HOPE VI project which includes 160 units on two sites. These projects have robust resident service programs which include job training assistance and community building components. All of Trinity’s projects are built to be environmentally friendly, and Maverick Gardens HOPE VI and Washington Beech HOPE VI have been LEED certified.

Trinity also has a wide range of experience developing large-scale projects that provide a mix of housing options as well as a mix of uses. In 2001 Trinity completed a project near Northeastern University in Boston that contained a mix of student housing, homeownership housing, and retail space. In 2009, Trinity worked with the community of Lowell, Massachusetts to develop a master plan for 15 acres of vacant and underutilized land known as the Hamilton Canal District. This plan has received all major approvals necessary for development, and the first phase completed construction in 2011.

### **Section 3 Experience**

Trinity has an excellent track record of providing Section 3 employment and contracting opportunities at each of its seven HOPE VI/Mixed Finance redevelopments. The company has worked hard with its general contractors and its property management staff to put strong Section 3 hiring provisions in place and to hold them accountable for meeting or exceeding those goals. The Section 3 effort is focused on the recruitment, contracting, and hiring of workers and businesses for construction and property management because these areas offer the best opportunity for significant and effective results even on projects where union labor is required. Some highlights of Trinity's accomplishments include:

- At the Washington Beech (Boston) HOPE VI, Section 3 employees worked 40% of the total hours.
- At the Quinnipiac Terrace (New Haven) HOPE VI, Trinity and Dimeo Construction achieved 34.4% Section 3 hiring, significantly exceeding the Phase 1 Section 3 goal of 10%. Subsequent phases also exceeded 30% Section 3 hiring.
- At Franklin Hill (Boston) Phase One, Section 3 employees worked 36% of the total hours and earned a total \$1.05 million in wages. On Phase Two, Section 3 employees worked 41% of the total hours.
- At the Maverick Landing (Boston) HOPE VI, Section 3 employees worked 25% of the total hours.

On each of these projects, lasting results were achieved with a number of public housing residents who took advantage of the Section 3 opportunity and now are members of various building trade unions, continuing to work with their sub-contractors at other construction projects throughout the region.

### **Role of the Housing Developer**

Throughout the redevelopment of Washington Village, Trinity Financial will work closely with NHA staff, the residents, NHA's consultants, and the City of Norwalk and its consultants, and will be responsible for ensuring that the final Transformation Plan is financed and implemented. It is Trinity's responsibility to ensure that the new public housing units are indistinguishable from those targeted to other income groups, and that the new buildings are integrated into the fabric of the existing neighborhood. The developer's general scope of work during the development process includes the following tasks:

- Oversee and implement the housing components of the plan.
- Hire and manage consultants and contractors necessary to implement the project.
- Maintain communication regarding project progress with NHA, the City, and HUD.

- Develop and maintain quality control measures to ensure the redevelopment components are constructed and managed with the highest quality materials and workmanship.
- Develop and maintain a detailed development and critical path schedule to ensure timely completion.
- Foster resident involvement including providing job opportunities for residents during and after implementation.
- Be responsive to local community, neighborhood, and City interests.
- Comply with all applicable federal, state and local laws, rules and regulations applying to the activities, as required by the Development Agreement.
- Develop a strategy for fostering Section 3 employment, training and contracting opportunities throughout the redevelopment process.