City of Chicopee
Consolidated Plan FY2015-2019

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Executive Summary

ES-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

Every five years, HUD requires Entitlement Communities to create a Consolidated Plan to assist in determining community needs and establishing affordable housing and community development priorities. The City of Chicopee, as an Entitlement Community for Community Development Block Grant (CDBG) funds, has undertaken a community-wide dialogue in the development of this Consolidated Plan. The City, as a member of the Holyoke-Chicopee-Westfield HOME Consortium, further assisted in the development of the Consortium's Consolidated Plan, which identifies regional Affordable Housing needs and priorities.

The Consolidated Plan Fiscal Year 2015-2019 is the strategic plan for allocating federal funds to maximize positive impact for low and moderate income persons. Consistent with HUD's priorities, the City of Chicopee has prioritized the goals of Decent Housing, Economic Opportunities, and Suitable Living Environment including provision of public services. Chart 1 delineates the goals, outcomes, and strategies.

2. Summary of the objectives and outcomes identified in the Plan

Through data gathered from the citizen participation process, existing community reports, and quantitative data, the City has established the following high-priority needs:

- Enhance economic opportunities by redevelopment of Brownfields, Industrial, and Commercial properties; Encourage small business creation and expansion within the Downtown; Maximize affordable housing opportunities by creating and preserving affordable rental and homeownership housing; Strengthen neighborhoods through investment in public infrastructure, parks and open space, and public facilities; Increase health outcomes by addressing lack of access to affordable, nutritious food and recreational opportunities; Invest in public services that provide new or improved access to programs that serve youth, seniors, and at-risk, vulnerable households; and, Coordinate efforts with regional homeless providers to assist in the stabilization of individuals and families at risk of or experiencing homelessness.

3. Evaluation of past performance

The City of Chicopee is responsible for ensuring the compliance with all regulations associated with Community Development Block Grant program and HOME projects undertaken within the City.

The City's Annual Action Plans and associated Consolidated Annual Performance and Evaluation Reports (CAPERs) provide the specifics of projects and programs undertaken by the City. During the prior Consolidated Plan period (2010-2015), the City was successful at investing resources to address

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priority needs, ensuring compliant implementation of projects and programs, and achieving anticipated outcomes. Accomplishments during that period include successful conversion of a Mill Building into a mixed-income project, homebuyer counseling and financial assistance to over 150 first-time homebuyers, a Chicopee Center streetscapes improvement program, and clearance and demolition of 23 acre Brownfields site.

4. Summary of citizen participation process and consultation process

The City through the Mayor's Office, the Planning Department, and the Community Development Department implemented a broad-based approach to maximizing citizen participation and stakeholder participation. Citizen Participation efforts included three neighborhood forums, a stakeholders session with downtown property owners, as well as Consortium meetings.

5. Summary of public comments

A summary of public comments is found within Section PR-15 Citizen Participation.

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

All comments were accepted.

7. Summary

The Consolidated Plan is the outcome of an extensive, comprehensive effort to identify community needs and effective investment strategies to meet those needs. The City of Chicopee has crafted a detailed strategic plan to achieve desired outcomes in each of their priority areas of decent housing, economic opportunities, and suitable living environments.

The Process

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

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

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	City of Chicopee	Community Development Department

Table 1 – Responsible Agencies

Narrative

The City of Chicopee is a direct Entitlement Community for the Community Development Block Grant (CDBG) and a member of the Holyoke-Chicopee-Westfield HOME Consortium. As a member of the H-C-W Consortium, the City receives a proportional allocation of HOME funds annually.

The Community Development Department is the City Department charged with the administration of the federal Community Development Block Grant (CDBG), and Home Investment Partnership (HOME). The Community Development Department prepares all plans and reports, provides financial oversight, and monitors program compliance.

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Chicopee through its Community Development Department undertook extensive consultations with relevant agencies, organizations, and community-based groups to obtain input on priority needs, recommended strategies, and investment opportunities. The consultations were conducted through a variety of methods including one-on-one interviews, stakeholder sessions, and meetings with existing networks

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

The Community Development Department, which is responsible for the development of the Consolidated Plan, also coordinates many of the housing, planning, and homelessness initiatives within the City. The Department coordinates with the City's Planning Department on neighborhood based planning efforts and redevelopment activities. The Department participates on the regional homeless Continuum of Care. Finally, Community Development maintains continued collaboration with the Human Services providers, the Council on Aging, and the Parks and Recreation Department, as the entities that develop services for the city's low and moderate income persons.

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

The City of Chicopee, as a member of the Western MA Continuum of Care (CoC), has adopted the goals within the Massachusetts Plan to End Homelessness. The City of Chicopee shares the State's goals of 1. increasing the number of permanently supportive housing units; 2. improving job readiness and achieving employments; 3. providing homeless prevention and rapid re-housing assistance; and, 4. providing case management services to increase the likelihood of residential stability.

A City representative serves on the Board of Directors of the Western MA Continuum of Care and attends the regularly scheduled meetings. During those meetings, policy and program priorities are identified.

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

The City of Chicopee has been an active participant in the Western MA CoC. The City of Chicopee has consulted with the Western MA CoC and regularly consults with non-profits, housing authorities, state agencies, advocacy groups, and property developers.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2– Agencies, Groups, Organizations who participated

1	Agency/Group/Organization	Hampden County Continuum of Care
	Agency/Group/Organization Type	Housing Services - Housing Services - Homeless Service - Fair Housing Publicly Funded Institution/System of Care Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Continuum members were consulted during a regularly scheduled CoC Meeting. Members spoke of need to provide services to transition families from State-funded hotels, and the need for more dedicated affordable housing for households who had poor tenancy histories or problem CORIs. The anticipated outcome is additional focus on dedicated affordable housing options for hard to house persons and households.
2	Agency/Group/Organization	Chicopee Council on Aging
	Agency/Group/Organization Type	Services - Elderly Persons Services - Persons with Disabilities Services - Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted at a Stakeholders meeting. Issues identified include the lack of affordable independent living options for those elders who wished to sell their homes but had no real options, as well as additional issues of necessary services and aging in place services. The anticipated outcome is the exploration of various co-housing models for elders.

3	Agency/Group/Organization	Chicopee Boys and Girls Club
	Agency/Group/Organization Type	Services - Children Services - Health Services -Education Services - Employment Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. Issues included physical improvements needed at the Club, a need for expanded afterschool activities, and increased demand for basic necessities. Anticipated outcome will be to explore opportunities for partnerships for efficient service delivery.
4	Agency/Group/Organization	Valley Opportunity Council, Inc.
	Agency/Group/Organization Type	Housing Services - Housing Services - Children Services - Elderly Persons Services - Persons with Disabilities Services - Victims of Domestic Violence Services - Homeless Services - Health Services - Education Services - Employment Health Agency Child Welfare Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Non-Homeless Special Needs Market Analysis Anti-poverty Strategy

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	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session as well as private consultation. Issues discussed included a need to focus on health initiatives/healthy community outcomes, the challenges of placing hard to house households, and opportunities for housing and commercial redevelopment in downtown. Anticipated outcome is a housing initiative in downtown.
5	**Agency/Group/Organization**	**Lorraine's Soup Kitchen & Pantry**
	Agency/Group/Organization Type	Services - Health Health Agency
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted in a stakeholder session. Issues identified included need for adults to be offered programs that lead to economic security, increased demand for food, and lack of food security for many low and moderate income households. Anticipated outcomes include exploring opportunities to enhance community gardens and the opening of a local supermarket.
6	**Agency/Group/Organization**	**WestMass ElderCare**
	Agency/Group/Organization Type	Services - Elderly Persons Services - Persons with Disabilities Services - Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted in a stakeholder session. The agency identified the increased demand for aging in place and supportive services for seniors. Anticipated outcomes include continued funding.
7	**Agency/Group/Organization**	**Chicopee Department of Public Works**
	Agency/Group/Organization Type	Other government - Local

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	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Department was consulted within a Department Senior Management meeting. The Department identified the continued need for infrastructure improvements and the need to coordinate improvements with major water/sewer replacement projects. Anticipated outcome is better coordination.
8	**Agency/Group/Organization**	**Chicopee Housing Authority**
	Agency/Group/Organization Type	PHA Services - Housing Service - Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted in a one-on-one consultation. Issues identified include demand for affordable housing and employment programs for residents. Anticipated outcomes include exploration of opportunities for partnership using PHA resources within private developments.
9	**Agency/Group/Organization**	**Chicopee Parks & Recreation Department**
	Agency/Group/Organization Type	Services - Children Services - Elderly Persons Services - Persons with Disabilities Services - Health Other government - Local
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Department was consulted during a Department Managers Meeting. The Department identified ongoing park improvement programs including increased accessibility. Anticipated outcomes include continued investment in park improvements.

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10	Agency/Group/Organization	River Valley Counseling Center, Inc.
	Agency/Group/Organization Type	Housing Services - Housing Services - Persons with Disabilities Services - Persons with HIV/AIDS Health Agency
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. The agency identified the need for additional scattered-site housing for HIV/AIDS households. Anticipated outcomes include exploration of partnership for dedicated HOPWA units.
11	Agency/Group/Organization	HAP, Inc.
	Agency/Group/Organization Type	Housing PHA Services - Housing Services - Homeless Service - Fair Housing Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a regional housing forum. The agency identified the opportunities to expand homeownership in coordination with tax taking and the insufficient supply of deeply subsidized rental housing. Anticipated outcomes include identification of rental housing development opportunities.
12	Agency/Group/Organization	The Care Center
	Agency/Group/Organization Type	Housing Services - Housing Services - Victims of Domestic Violence Services - Homeless Services - Health

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	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. The agency identified the need for additional support and housing for homeless households, especially those with young mothers. Anticipated outcome will be the exploration of partnerships between affordable housing developers and providers to create dedicated units.
13	**Agency/Group/Organization**	**Womanshelter/Compañeras**
	Agency/Group/Organization Type	Services - Housing Services - Persons with Disabilities Services - Victims of Domestic Violence Services - Health
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Families with children Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a stakeholder session. The agency identified the need for additional support and housing for homeless households, especially Victims of Domestic Violence. Anticipated outcome will be the exploration of partnerships between affordable housing developers and providers to create dedicated units.
14	**Agency/Group/Organization**	**Chicopee Savings Bank**
	Agency/Group/Organization Type	Business Leaders Foundation
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The private lender and foundation was consulted in a one-on-one consultation. The Bank President identified the need to expand homeownership, improve the quality of older housing stock, and invest in projects that support the redevelopment of long abandoned sites like Uniroyal. The anticipated outcome will be a continued focus on Buyer Assistance and Commercial Redevelopment projects.

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15	**Agency/Group/Organization**	**Soldier On**
	Agency/Group/Organization Type	Housing Services - Housing Service - Veterans
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Needs - Veterans Non-Homeless Special Needs Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted during a one-on-one consultation. The agency identified the increasing numbers of veterans who are in need of housing and services. Of particular concern is lack of options for female veterans. Anticipated outcomes included development of Veterans Housing options.
16	**Agency/Group/Organization**	**Chicopee Chamber of Commerce**
	Agency/Group/Organization Type	Housing Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Chamber leadership was consulted in a stakeholder session. Members spoke of essential investments and improvements needed in Downtown to support the local businesses. Anticipated outcomes include evaluation of Downtown investments that increase economic viability and support additional downtown businesses.
17	**Agency/Group/Organization**	**Pioneer Valley Planning Commission**
	Agency/Group/Organization Type	Housing Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The agency was consulted in a regional planning meeting. Discussion included impact of Route 91 improvements and a casino development on area communities. Improved coordination on regional development projects is necessary.

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

All agency types were consulted

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

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	City of Springfield	The City of Chicopee will continue to support the development of affordable housing with special attention given to at-risk populations.

Table 3 – Other local/regional/federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

During the Consolidated Planning process, the City of Chicopee sought input and guidance from all of the major housing, health, mental health and service agencies. Many of the key stakeholders operate on a regional basis and therefore their input demonstrates the cooperation and coordination that exists. As members of the Western Mass Continuum of Care and of the regional Holyoke-Chicopee-Westfield HOME Consortium, the City of Chicopee plans and implements key housing and homeless initiatives on a regional basis.

The implementation of Consolidated Plan's strategies will be coordinated with regional efforts while responding to the identified needs of Chicopee's low and moderate income persons.

PR-15 Citizen Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation

Summarize citizen participation process and how it impacted goal-setting

The City of Chicopee reviewed its existing Citizen Participation Plan and compared its efforts to the best practices identified by HUD. Many of its past practices were consistent with the HUD recommendations. These successful efforts included broadly advertised hearings held at convenient locations during evening hours, utilization of relevant community-focused plans, and an ongoing dialogue with key stakeholder organizations.

The Citizen Participation process enabled the City to establish Consolidated Planning goals that capitalized on existing networks, identified opportunities to leverage existing investments, and to focus the investment of public resources on the highest priority needs.

Table 4 - Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applica ble)
1	Public Meeting	Non-targeted/ broad community	On 12/1/2014, the City through its Community Development Department conducted a public hearing at the City's Main Library at 6:30. Fifteen (15) participants including elected officials attended.	Attendees spoke of need for economic develop-ment, utilization of Brownfields and under-utilized commercial properties, and programs to increase homeowner-ship, and expanded social service programs, especially for elders and veterans.	All comments were accepted	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applica ble)
2	Stakeholder Session	Stakeholder Session	On Wednesday, 2/4/2015, the Community Development Department conducted a stakeholder session to solicit input on the Consolidated Plan priority and Annual Action Plan allocation process	Attendees spoke of concerns about cost of basic necessities for low income households, especially food security and access to nutritious food. Attendees spoke of services for elders, aging in place services.	All comments were accepted	
3	Public meetings	Non-targeted/ broad community	The City held a series of neighborhood meetings in each of the CDBG eligible neighborhoods. Meetings were held in the evenings in neighborhood facilities. Meetings were publically noticed. Attendance ranged from 4-20 residents.	Residents spoke of a continued need for public infra-structure investments, and the lack of recreational and open space.	All comments were accepted.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applica ble)
4	Public Meeting	Non-targeted/ broad community	On 5/4/2015, the City through its Community Development Department will host a public hearing to present the draft Consolidated Plan and draft Annual Action Plan.		All comments were accepted	

Needs Assessment

NA-05 Overview

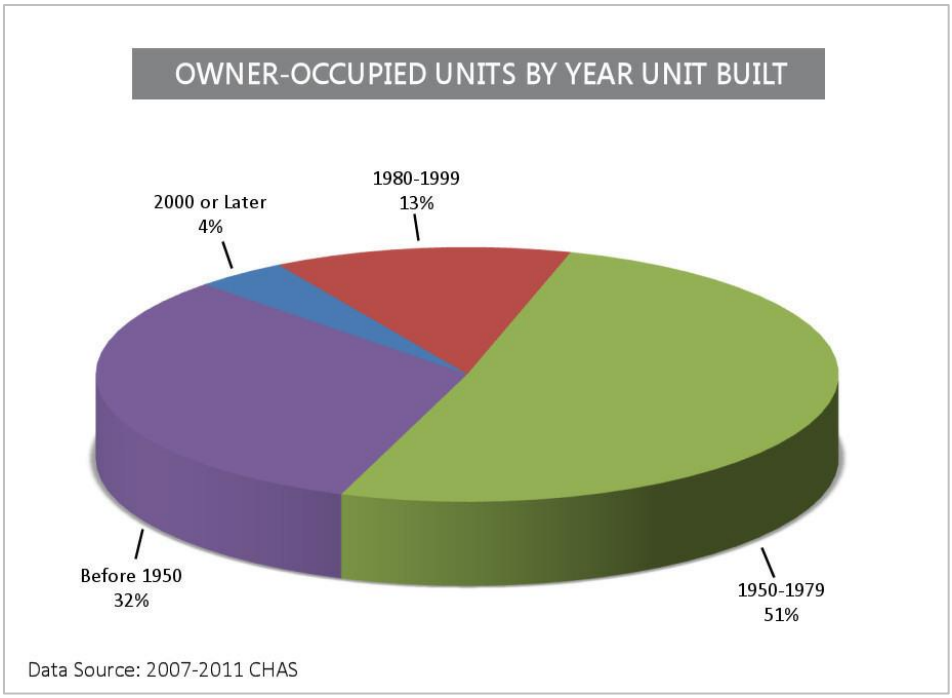
Needs Assessment Overview

Chicopee is a city located on the Connecticut River in Hampden County. It is part of the Springfield, Massachusetts Metropolitan Statistical Area. The city is made up of several neighborhoods, the result of the city's origin as a collection of villages in the northern-most part of Springfield, which it seceded from in 1848. These villages are now represented by the neighborhoods of Aldenville, Willimansett, Chicopee Center (Cabotville), Chicopee Falls, and Fairview.

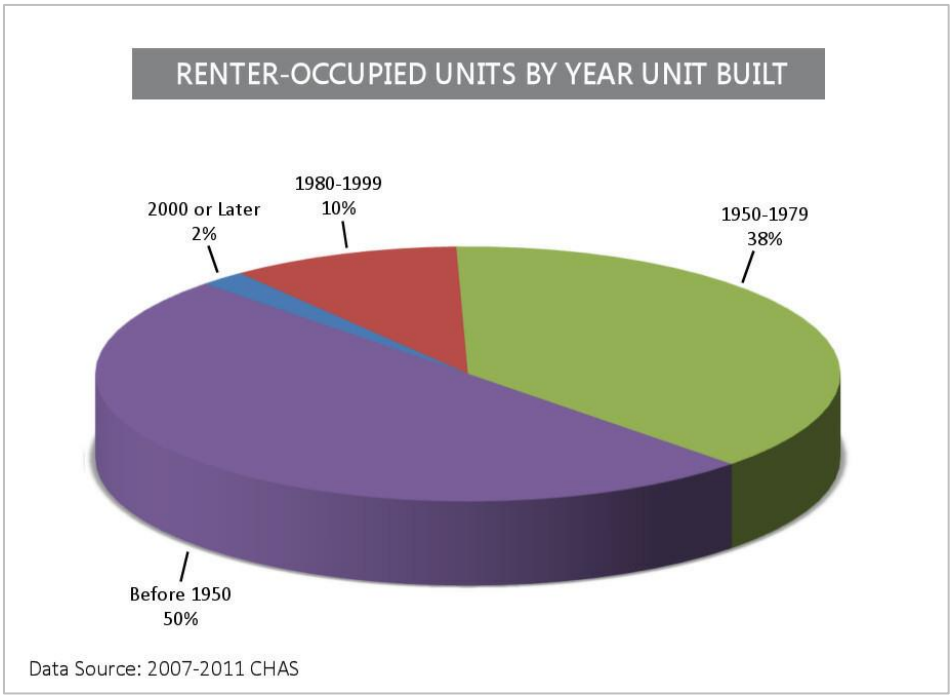
Chicopee's unique position at the confluence of the Chicopee and Connecticut Rivers, with easy access to the Interstate Routes 90 and 91, and as home to Westover Air Reserve Base, the largest air reserve base in the United States, has given the city significant advantages over many older urban communities. Yet, Like Gateway Communities across the Commonwealth, the city of Chicopee has continued to need to adjust to the changing times, markets, and economic opportunities.

According to the American Community Survey data, the city's population has remained stable with a 1% growth from 2000-2011. The city is home to 55,205 persons residing in 23,136 housing units. Chicopee's stable population has experienced an increase of 28% in household income from the 2000 median income of $35,672, to the 2011 median income of $45,763. Housing costs have outpaced the increase in median income and current housing costs are beyond the reach of low-income families. About 9.6% of families and 12.3% of the population are below the poverty line, including 19.5% of those under age 18 and 9.3% of those aged 65 or over.

In addition to insufficient affordable housing stock to meet the needs of lower income households, the condition of Chicopee's housing stock is an additional area of concern. With more than 83% of Chicopee's owner-occupied housing stock and 88 % of its rental stock constructed pre-1980, the stock is likely to have a risk of lead paint. Even properties that meet current standards for habitation have varying degrees of rehabilitation needs.



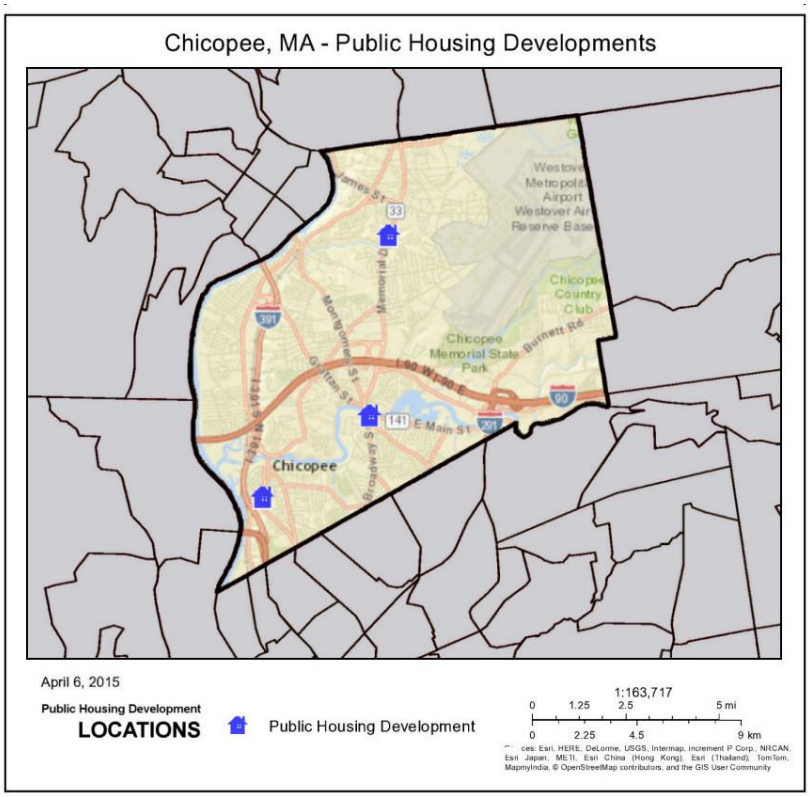
Owner Occupied Units By Year Built



Renter Occupied Units By Year Built

10.2 percent of the City's housing stock is deed-restricted as affordable housing and therefore identified on the State's Subsidized Housing Inventory. There is no risk of units being lost as the owners of expiring units are seeking to restructure and continue the project as affordable.

The City of Chicopee is served by the Chicopee Housing Authority (CHA). The Chicopee Housing Authority "is committed to the provision of decent, safe, sanitary housing in full compliance with all local, state and federal nondiscrimination laws, the Americans with Disabilities Act; and the U .S. Department of Housing and Urban Development regulations governing Fair and Equal housing opportunity". The CHA operates 383 units of conventional federal housing at three sites in Chicopee.



The CHA operates state-aided public housing programs under Chapter 200 (Veterans' Housing), Chapter 667 (Elder Housing) and Chapter 705 (low income housing) of the Massachusetts General Laws. Nine (9) developments totaling 816 units are currently owned and managed in Chicopee.

An assessment of relevant community data along with input from the Consolidated Plan Consultations and Citizen Participation process resulted in the identification of Economic Development, Investments in Public Infrastructure and Parks, and Affordable Housing and as priority needs.

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

Public facility needs include the expansion of recreational opportunities, removal of architectural barriers, upgrading of facilities to achieve compliance with current public safety and access standards, and the preservation and protection of the environment and historic resources.

The City utilizes various funding source to upgrade public facilities and actively seeks grant funds to leverage public funds.

How were these needs determined?

Public facility needs are regularly evaluated through a collaborative process that involves the ongoing evaluation overseen by Mayor's office, with input from relevant City Departments including Parks, Schools, and Public Safety. The evaluation considers the programmatic needs among low and moderate income citizens, neighborhoods, and initiatives designed to improve quality of life.

The City of Chicopee's ADA Plan, Open Space Plan, Downtown Master Plan and various other plans further define priority needs, identify necessary improvements to public facilities and address facility and programmatic accessibility, traffic, pedestrian accommodations, community facilities, parks/open spaces, housing and business development. These plans incorporate significant public input via meetings and consultations during their development. In addition, neighborhood meetings held by the Community Development Department during various stages of ongoing projects, engage residents throughout the program year.

Describe the jurisdiction's need for Public Improvements:

Streets and sidewalks are in need of upgrades including accessibility improvements. Water piping and related underground infrastructure is significantly aged and in need of replacements/upgrades. The City's focus amidst the extensive needs has been to coordinate public improvements with economic development and/or housing initiatives that promote increased neighborhood stabilization.

How were these needs determined?

Public improvements are determined through coordination with City departments, the ongoing assessment of the condition of roadways, water and sewer infrastructure and resident input. The City's Public Works and Engineering Departments perform key functions in the management of the City's roadways, sidewalks, and water and sewer systems and bring essential expertise to the planning process. Water and sewer plans, roadway and sidewalk plans, and redevelopment plans help evaluate needs for public improvements.

Describe the jurisdiction's need for Public Services:

Youth programming, Transportation and recreational opportunities for the elderly, physically and developmentally disabled, affordable child care, and access to food continue to be crucial needs within the Chicopee community.

How were these needs determined?

Chicopee's needs for public services are based upon Consultations with Public Service Providers, relevant data, and an ongoing evaluation of CDBG funded programs.

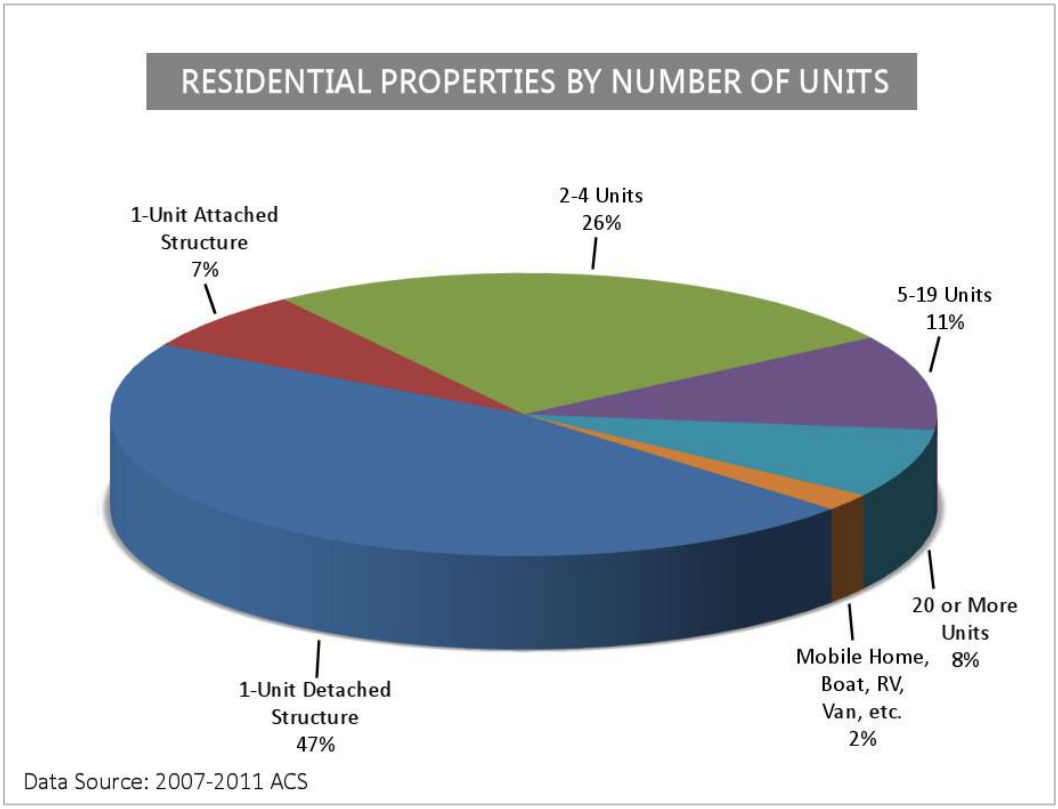
Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Consistent with HUD's objectives, the City of Chicopee has prioritized the expansion of economic opportunity, the availability of safe, decent, affordable housing, and creation of suitable living environments. An analysis of the existing market and community data supports the City's investment in the redevelopment of underutilized commercial/industrial properties and Brownfield sites, preserving and producing affordable housing, and improving the condition of existing housing stock, and public infrastructure, parks, and facilities.

Chicopee has 24,842 year-round housing units. While single family homes represent the majority of the stock, multi-family properties are more prevalent in the older, more urban, neighborhoods.



Not surprising given the number of single family homes, 54% of Chicopee's housing stock is owner-occupied. The majority of the owner-occupied stock, 8,943 units out of the 13,600 units, or 66%, are three or more bedroom units. The second largest segment of property type is 2-4 family stock. The average rental unit in Chicopee is a 2 bedroom unit. These units represent 43% of the rental stock.

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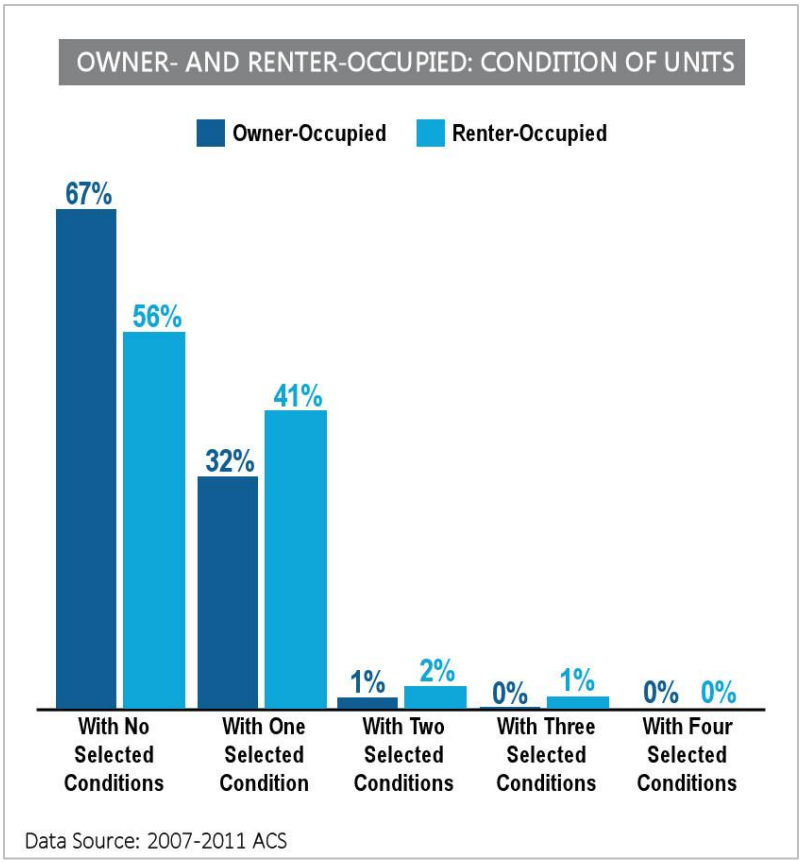
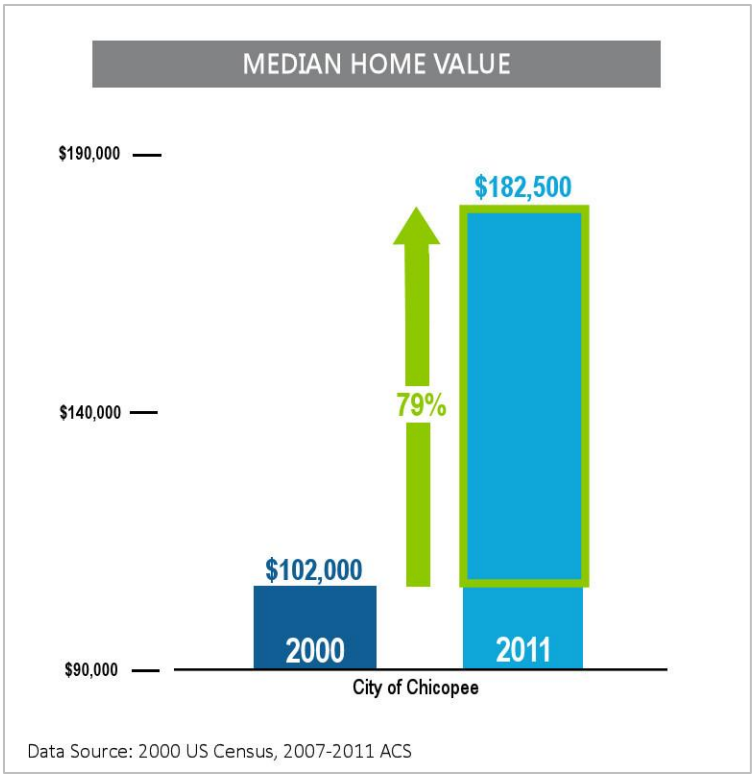
A comparison of housing conditions shows a slight difference between owner-occupied and rental housing. 32% of the owner-occupied units have one of the four conditions versus 41% of rental units.

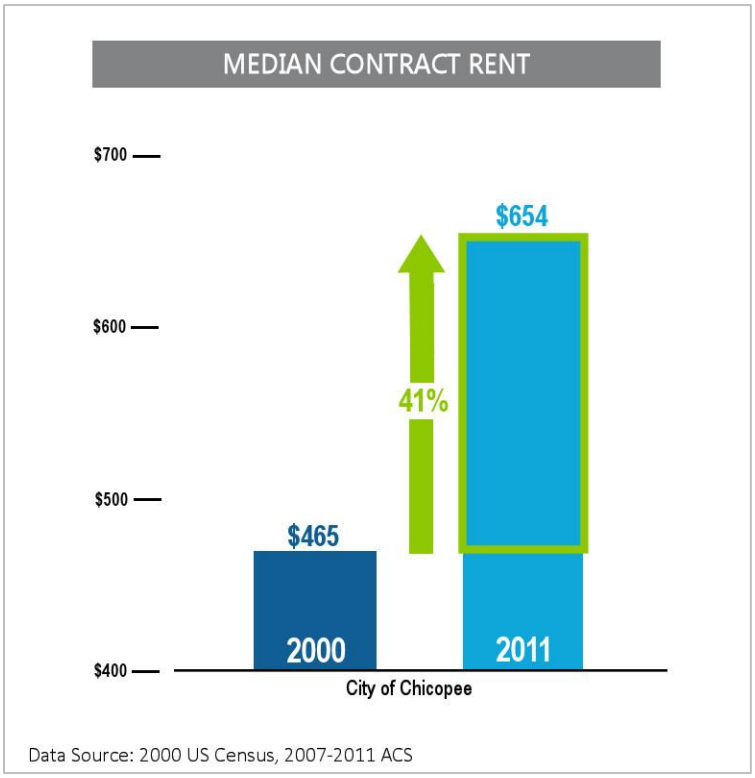


The housing market data clearly demonstrates the lack of sufficient safe, affordable housing stock. The lack of affordable housing is even more acute on the housing value/homeownership front. The median home value has increased by over 79% in the 2001-2011 period. At $182,500 (ACS 2007-2011), the median value is now unaffordable to the majority of low and moderate income residents.



Median Home Value

An analysis of median contract rent shows a substantial increase in rents from 2007-2011. The median rent increased 41% during a period of national housing crisis.



Median Contract Rent

Recognizing the Market Analysis supports continued investment in improving the condition of stock and to increase the inventory of affordable units, the City of Chicopee will continue to provide funding for the acquisition and rehabilitation of distressed properties. The City will also continue to provide financial assistance to low and moderate income buyers which supports increased homeownership rates within CDBG eligible census tracts.

MA-45 Non-Housing Community Development Assets – 91.215 (f)

Introduction

Local economic growth has been identified as a priority need throughout the Consolidated Plan process. The City seeks an environment that is conducive to growing and attracting businesses. Over the past few years, the City has made significant progress on addressing issues of site control, site access, and securing resources to address large underutilized Brownfield sites. While these former industrial and commercial sites present significant challenges, they also present true economic development opportunities. CDBG funds are a critical resource that can support and leverage funds to completed additional environmental testing, remediation, and redevelopment.

The City, along with all HOME Consortium Communities, is served by the Regional Employment Board of Hampden County (REBHC). The REBHC is a public-private partnership whose mission is to enable area residents to gain the skills to maximize their economic sufficiency and provide employers with the workforce they need to effectively compete in the changing world economy. The REBHC charters two career centers, Career Point and FutureWorks. Initiatives of the REBHC are supported by local programs that aim to bolster English language skills, family stability, education, and employment readiness.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	9	0	0	0	0
Arts, Entertainment, Accommodations	221	0	9	0	-9
Construction	121	0	5	0	-5
Education and Health Care Services	360	0	15	0	-15
Finance, Insurance, and Real Estate	308	0	12	0	-12
Information	50	0	2	0	-2
Manufacturing	437	0	18	0	-18
Other Services	70	0	3	0	-3
Professional, Scientific, Management Services	199	0	8	0	-8
Public Administration	0	0	0	0	0
Retail Trade	337	0	14	0	-14
Transportation and Warehousing	159	0	6	0	-6
Wholesale Trade	204	0	8	0	-8
Total	2,475	0	--	--	--

Table 4 - Business Activity

Data Source: 2007-2011 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force

Total Population in the Civilian Labor Force	28,198
Civilian Employed Population 16 years and over	25,305
Unemployment Rate	10.26
Unemployment Rate for Ages 16-24	34.60
Unemployment Rate for Ages 25-65	6.00

Table 5 - Labor Force

Data Source: 2007-2011 ACS

Occupations by Sector	Number of People
Management, business and financial	4,401
Farming, fisheries and forestry occupations	1,403
Service	3,052
Sales and office	6,819
Construction, extraction, maintenance and repair	1,712
Production, transportation and material moving	2,246

Table 6 - Occupations by Sector

Data Source: 2007-2011 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	18,771	77%
30-59 Minutes	4,680	19%
60 or More Minutes	1,024	4%
Total	**24,475**	**100%**

Table 7 - Travel Time

Data Source: 2007-2011 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Less than high school graduate	1,893	366	1,804
High school graduate (includes equivalency)	7,347	746	2,289

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Some college or Associate's degree	7,159	458	1,596
Bachelor's degree or higher	4,527	183	636

Table 8 - Educational Attainment by Employment Status

Data Source: 2007-2011 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	162	126	332	495	1,165
9th to 12th grade, no diploma	863	805	751	1,554	1,949
High school graduate, GED, or alternative	1,824	2,029	2,572	5,801	3,433
Some college, no degree	1,730	1,841	1,257	2,719	1,215
Associate's degree	319	965	692	1,930	356
Bachelor's degree	310	1,249	852	1,672	457
Graduate or professional degree	58	367	363	843	345

Table 9 - Educational Attainment by Age

Data Source: 2007-2011 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	25,080
High school graduate (includes equivalency)	30,788
Some college or Associate's degree	33,925
Bachelor's degree	46,212
Graduate or professional degree	53,630

Table 10 – Median Earnings in the Past 12 Months

Data Source: 2007-2011 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

While the ACS data is not sufficient to fully analyze jobs by business sector, the highest percentages of jobs exist within the following sectors: Manufacturing, Education and Health Care Services, and the Finance, Insurance, and Real Estate industries. The major occupations by sector are Sales and Office followed by Management (business and financial).

Describe the workforce and infrastructure needs of the business community:

The REBHC has identified the following major challenges to workforce development: inadequate educational obtainment, low labor force participation, and high rates of poverty. Hampden County has the highest share of individuals with a high school diploma or less, yet statewide projections show that 60% of all new growth jobs will require an Associate's degree or more.

The City of Chicopee will continue to support the infrastructure needs through improvements in transportation and public infrastructure and the preparation/redevelopment of Brownfield sites to support business growth.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

One new major development is the new casino being developed in Springfield. The casino will be located in downtown Springfield and has started construction. The project is proposed to result in thousands of total construction-related jobs and permanent jobs when fully operational. The development of the casino is likely to require significant employment training support and infrastructure improvements. With proper job readiness and job training, currently unemployed workers may be able to take advantage of construction and other casino-related jobs.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

REBHC has identified the need to link technology training with all basic adult education programs.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

REBHC has a number of ongoing workforce training initiatives including:

- Training Workforce Options (TWO) - Financial and Business Services Workforce Collaborative -- a partnership of MassMutual, Holyoke Community College, Springfield Technical Community College, Putnam Vocational Academy, call centers representing finance, insurance, healthcare, hospitality, the banking industry and economic development agencies. The goal is to develop workforce capacity in back-office services to this industry, which is projected to grow 20% by 2020.
- Health Care Partnership - Baystate Medical, Mercy Medical and Health Care providers creating pathways to employment; training in healthcare and nursing seeks to create cultural competencies and the understanding of health care standards.

- The Emerging Workforce Initiative which serves in-school and out-of-school, particularly Pre-K and at-risk youth aged 14-21, who are or will be the newest entrants into the workplace, and who need education, career guidance, job readiness skills, and support services.
- The REB is a collaborative partner within the Mass Casino Career Training Institute (MCCTI). Founded within Massachusetts Casino legislation, the MCCTI will provide training and placement services within the proposed Springfield MGM Casino. Anticipated skills include casino operations, customer service, culinary arts, and hotel operations.

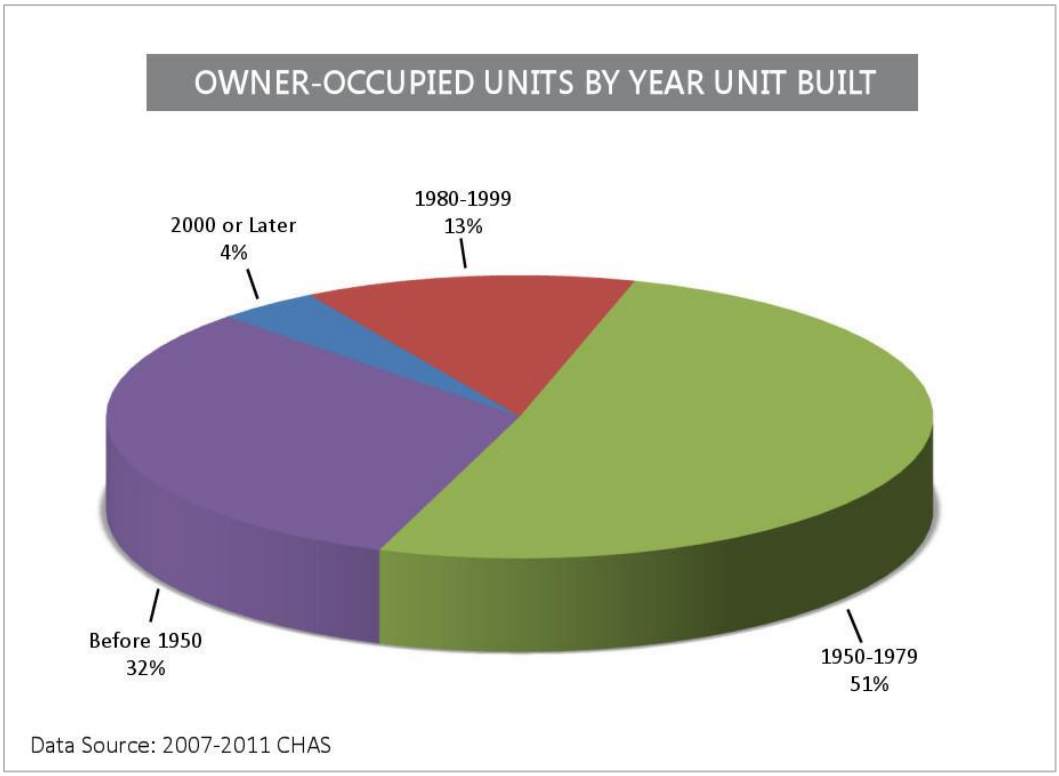
Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

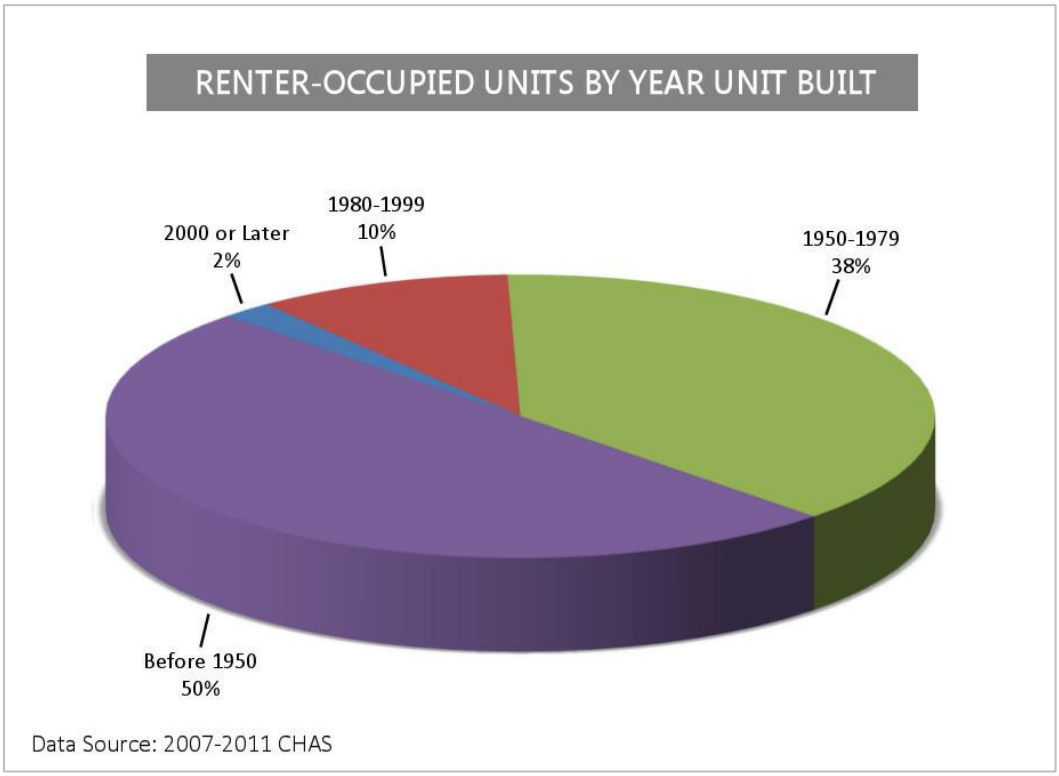
Yes.

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

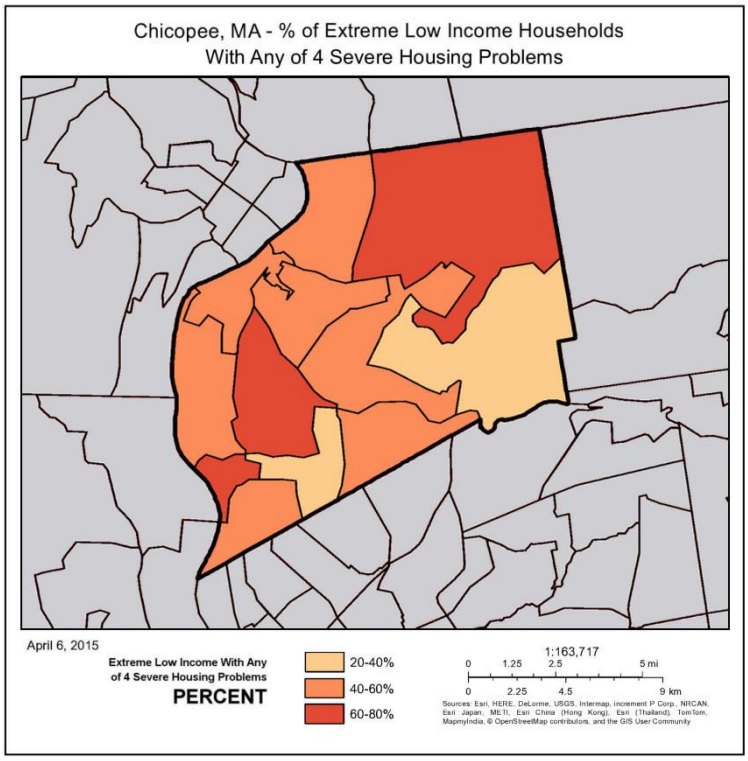
The City continues to fund youth programming which serves the same population as the Emerging Workforce Initiative. The City has collaborated with Elms College to expand its Science laboratories to enable expansion of Health Care programming.

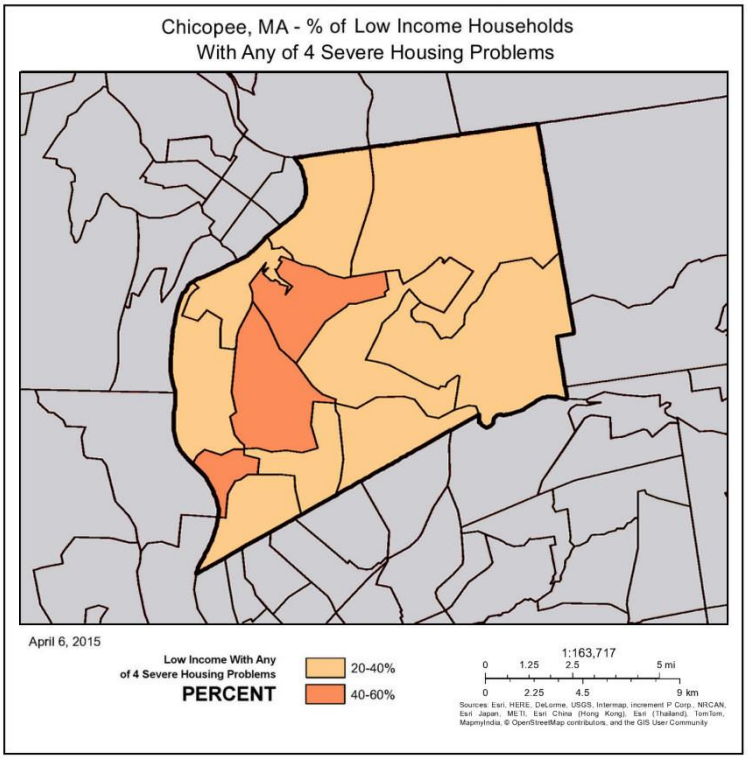
MA-50 Needs and Market Analysis Discussion





Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

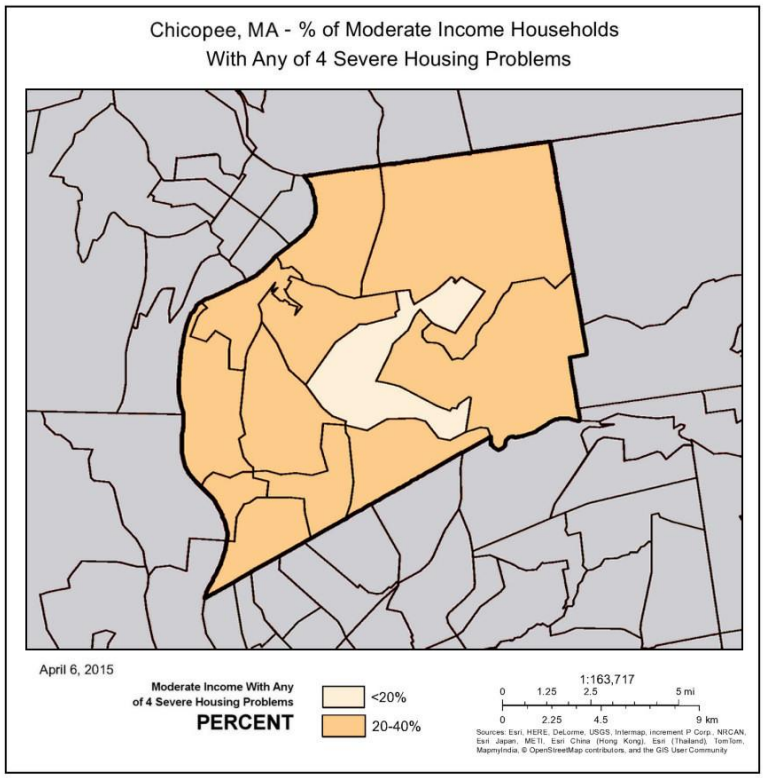




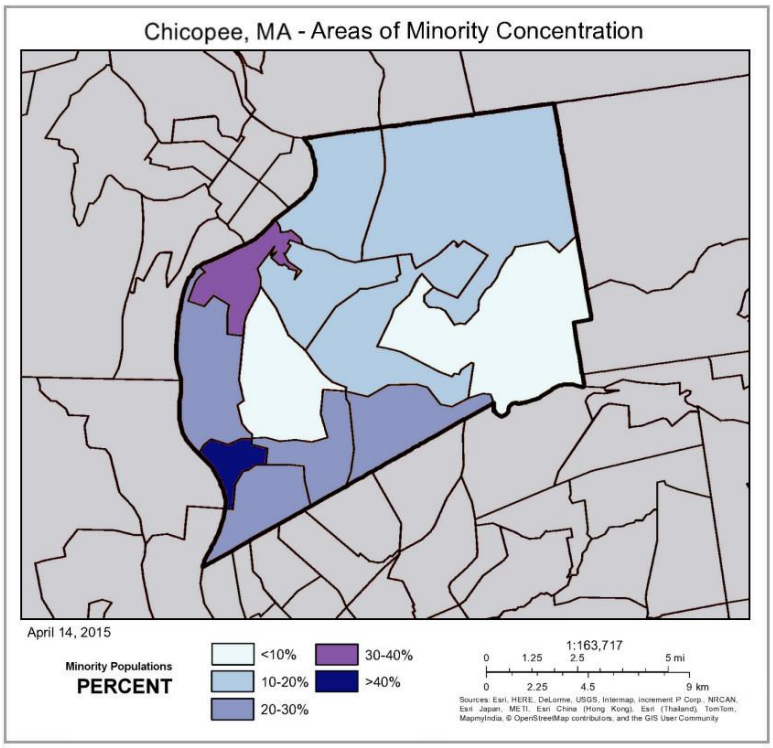
The areas of multiple housing problems are concentrated within the older urban neighborhoods of Chicopee Center, Chicopee Falls, and portions of Willimansett. The City defines concentrations as the occurrence of housing problems more than 20% greater than the community at large.

The first three maps identify areas of multiple housing problems by income classifications -- Extremely Low Income, Low Income, and Moderate Income.

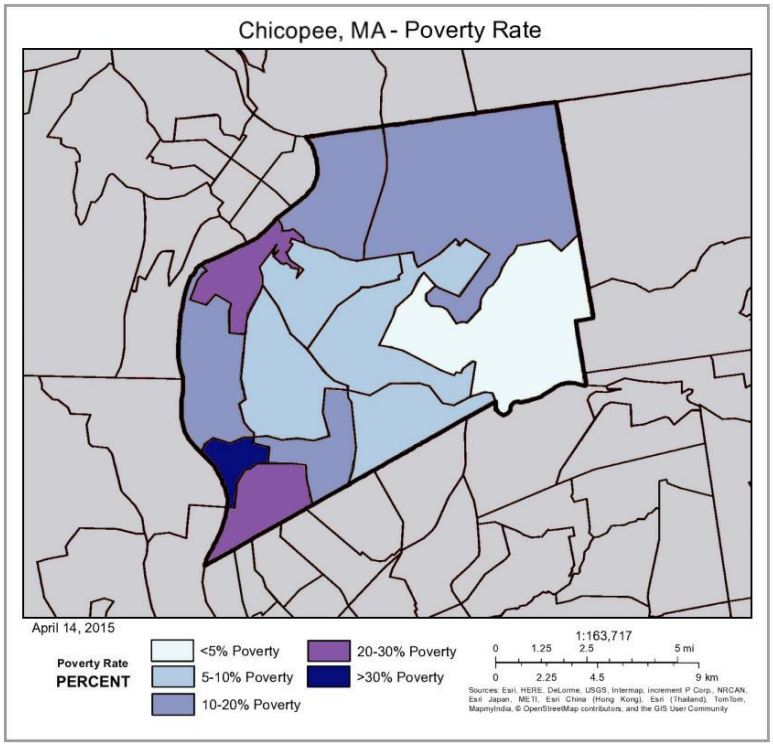
There is a concentration of housing programs for Extremely Low Income households in the three target neighborhoods; the concentration for Low Income households occurs only in smaller neighborhood subsections of Chicopee Center and Chicopee Falls. Moderate Income households with multiple housing conditions are not concentrated anywhere in the City.


Chicopee, MA - % of Moderate Income Households
With Any of 4 Severe Housing Problems
April 6, 2015
Moderate Income With Any
of 4 Severe Housing Problems
PERCENT
<20%
20-40%
1:163,717
0 1.25 2.5 5 mi
0 2.25 4.5 9 km
Sources: Esri, HERE, DeLorme, USGS, Intermap, increment P Corp., NRCAN, Esri Japan, METI, Esri China (Hong Kong), Esri (Thailand), TomTom, MapmyIndia, © OpenStreetMap contributors, and the GIS User Community

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")



The City has only one area -- the West End -- with a high concentration of minority households. A portion of the Willimansett neighborhood has a less significant concentration. The areas of poverty concentration are nearly mirror images of the areas of minority concentrations.



What are the characteristics of the market in these areas/neighborhoods?

These neighborhoods have the oldest, highest density housing stock. Traditionally, these areas are very low incomes, predominantly non-owner occupied units, high rent burdens, and high rates of crowding. Low incomes and high rent burdens make it difficult for renters in these market areas to improve their housing conditions

Are there any community assets in these areas/neighborhoods?

Each of these areas has a variety of community assets. The neighborhoods have neighborhood-based schools with play areas, public parks and community-based public facilities.

The City conducted neighborhood meetings in each of the three target neighborhoods. Community Assets were identified as:

- The Boys & Girls Club of Chicopee, which offers licensed childcare before and after school, as well as a drop-in youth program, at both its Main Club and Teen Center located on Meadow Street.
- Old Field Road and Whittier Road (apparently owned by city and utility)
- Medina Street Boat Ramp and open space -- unofficial trails already here
- Valley Opportunity Council- Services, the City's anti-poverty agency operates programs in all three CDBG target neighborhoods. Programs include: Adult Basic Education -- free GED and ESOL classes, Nutrition, College and Financial Aid Access, Senior Services, Early Education & Child Care, Transportation, Energy Assistance, Youth Services, Family Life Services (Shelter & Case Management), Housing Service, Income Management, Volunteer opportunities and more.
- Holyoke Catholic High School
- Elms College
- Newly constructed Senior Center
- Chicopee River
- Connecticut River

Are there other strategic opportunities in any of those areas?

The City's Open Space Plan identifies further recreational, public park, and open space opportunities in each of these neighborhoods.

- Access for boats, as there is only one now and nothing for Chicopee River
- Access with the CT Riverwalk project & ramp improvements
- Active recreation areas -- basketball courts, tennis, ball fields, etc. -- and better maintenance of existing facilities

Strategic Plan

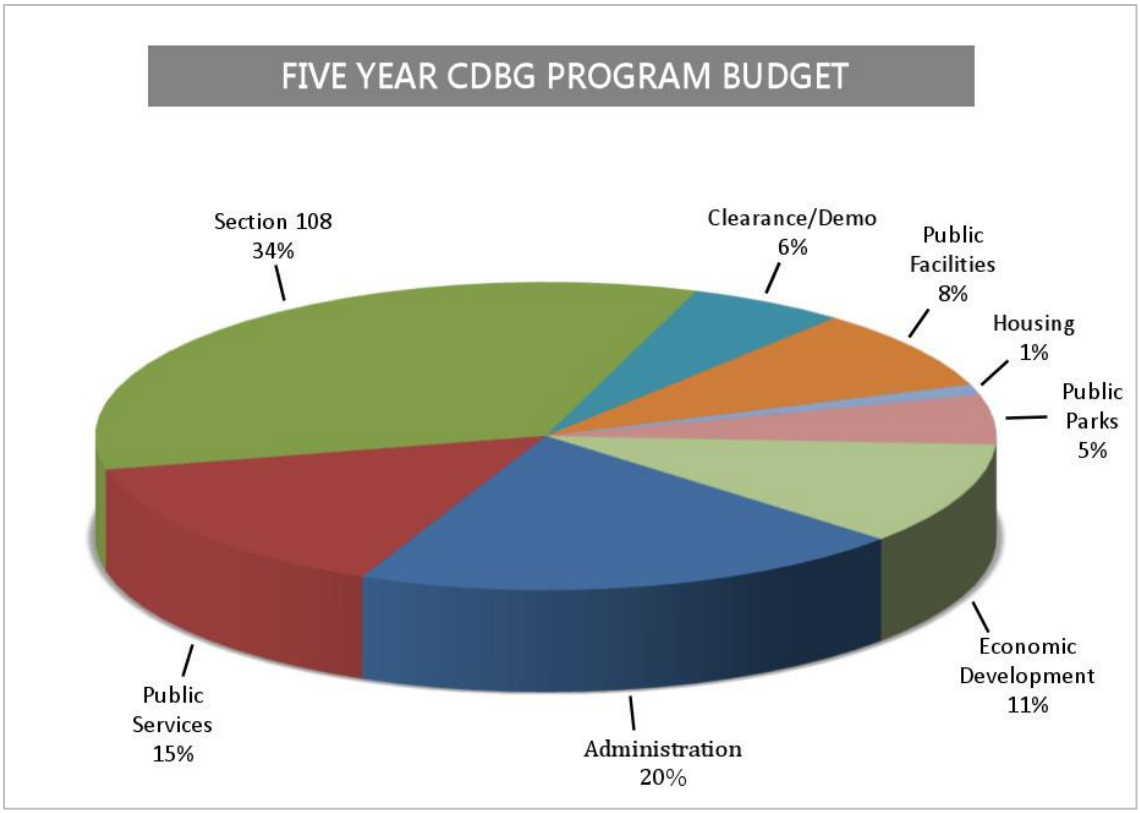
SP-05 Overview

Strategic Plan Overview

The four Consolidated Plan goals represent those needs identified as high priorities during the extensive Consolidated Plan Consultation and Citizen Participation process. These four goals are the basis for the strategic investments in projects and programs that the City will make to address these needs during the five year Consolidated Plan period. The goals are as follows:

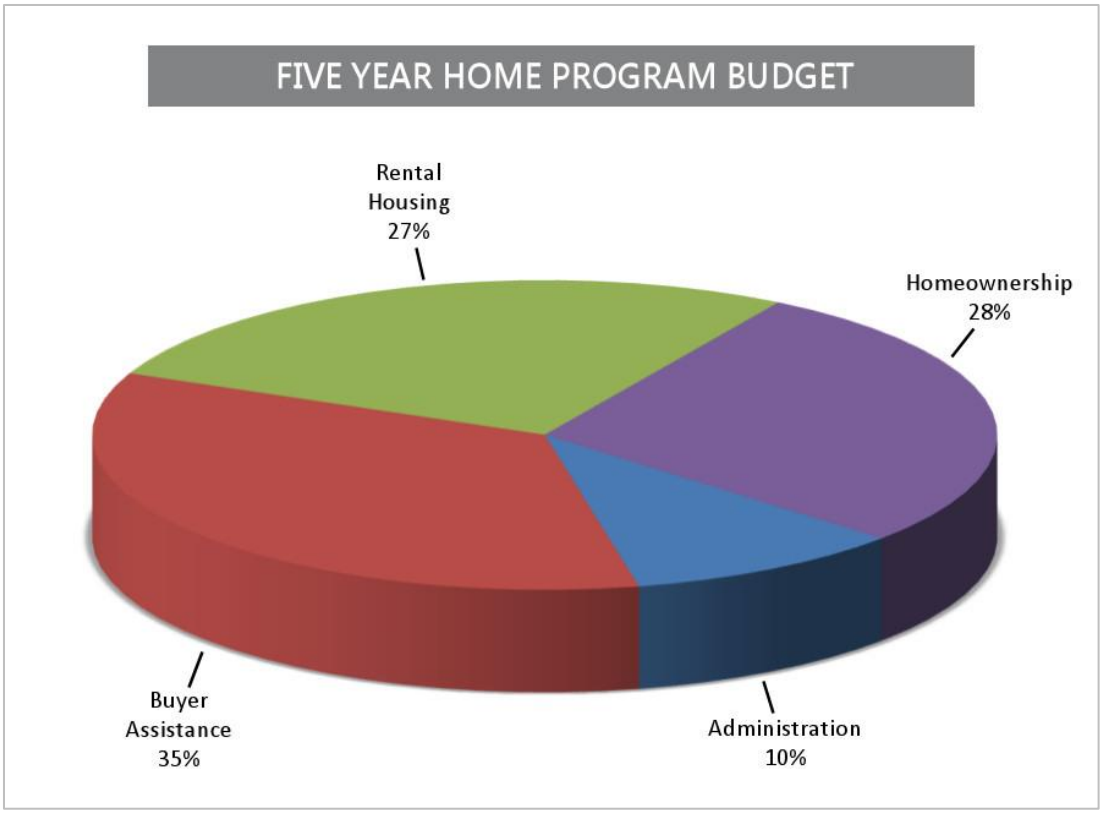
- **Economic Development** Expand the business base through redevelopment or investment in commercial properties and creation of local employment opportunities for residents.
- **Affordable Housing** Increase the availability of affordable housing -- both rental and homeownership -- and improve the condition of the City's aged housing stock.
- **Public Facilities, Infrastructure, and Parks** Invest in public facilities and infrastructure; improve parks, streets, sidewalks and water/sewer infrastructure; increase access and utilization for all residents.
- **Public Services** Provide essential services that improve the quality of life and opportunities to low and moderate income persons, especially youth, elders, and special needs persons.

To achieve these goals, the City proposes to invest its CDBG Program funds in accordance with the following chart:



Five Year CDBG Program Budget

The ultimate expenditure of funds during the Consolidated Plan may differ for reasons such as a function of market changes, investment opportunities, and availability of CDBG funds and other resources. The goals of the plan will only be amended through a HUD-approved Substantial Amendment process.


FIVE YEAR HOME PROGRAM BUDGET
Rental Housing 27%
Homeownership 28%
Buyer Assistance 35%
Administration 10%

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 11 - Geographic Priority Areas

General Allocation Priorities

Describe the basis for allocating investments geographically within the state

The Community Development Block Grant (CDBG) program is intended to predominantly serve the needs of areas and individuals that are low and moderate income as defined by HUD. The CDBG Eligibility map and corresponding chart of eligible Census tracts/block groups identify those Chicopee areas eligible for CDBG Low Mod Area Investments.

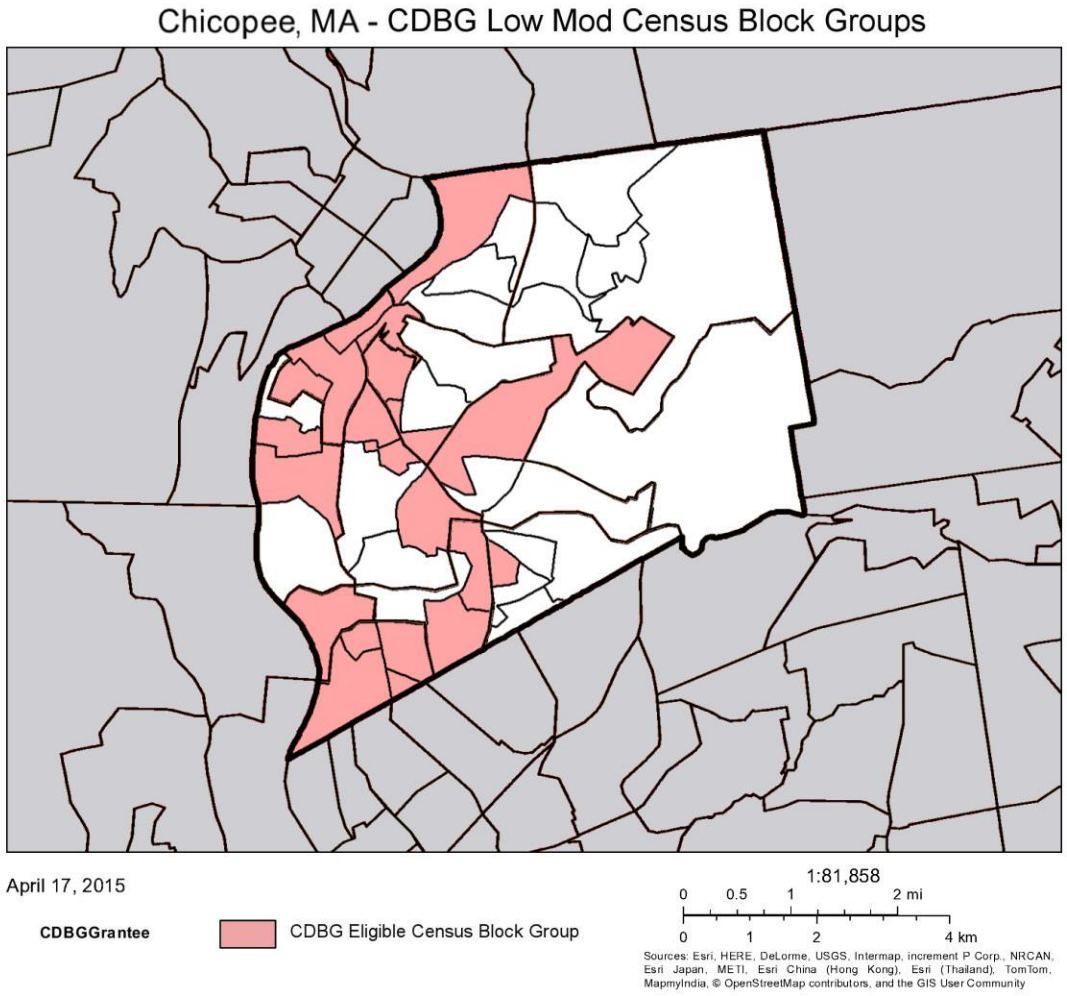
While Chicopee is able to invest CDBG funds on priority projects within those areas, HUD encourages Entitlement Communities like Chicopee to evaluate the benefits of geographic targeting to maximize community outcomes. Geographic targeting is viewed as an effective strategy for neighborhood stabilization. Coordinated investments in public infrastructure, public parks, economic development, and housing within a concentrated geographic area are most likely to yield meaningful improvements in those target areas.

During the course of this Consolidated Plan period, the City of Chicopee will continue to evaluate the opportunities and benefits of geographic targeting. Consistent with recognized Best Practices, Chicopee will consider the following, prior to implementation of geographic targeting:

1. Utilization of relevant data that supports concentrated investment;
2. Identification of 'Shovel Ready' Investment Opportunities;
3. Evaluation of opportunities to leverage funds or enhance outcomes of Neighborhood Improvement efforts; and,
4. Solicitation of public input.

The HOME Investment Partnership program (HOME) is required to serve only low and moderate income households but is not required to be geographically targeted. As a member of the Holyoke-Chicopee-Westfield HOME Consortium, the City of Chicopee has access to HOME funds to support Affordable Housing Development projects as well as direct assistance to homebuyers. HOME funds will be expended citywide.

Name	Tract	Block Group	LM	LM Universe	Low Mod %
Chicopee	810902	4	1,125	1,290	87.21%
Chicopee	810901	1	1,595	1,915	83.29%
Chicopee	811101	1	1,140	1,415	80.57%
Chicopee	811102	2	1,665	2,360	70.55%
Chicopee	811101	3	820	1,180	69.49%
Chicopee	810800	2	950	1,410	67.38%
Chicopee	811101	2	965	1,475	65.42%
Chicopee	811000	4	655	1,050	62.38%
Chicopee	811000	1	500	815	61.35%
Chicopee	811101	4	335	550	60.91%
Chicopee	811102	1	630	1,035	60.87%
Chicopee	811200	3	620	1,050	59.05%
Chicopee	810902	2	420	730	57.53%
Chicopee	811000	2	595	1,040	57.21%
Chicopee	810800	3	475	845	56.21%
Chicopee	811200	4	730	1,305	55.94%
Chicopee	810902	1	655	1,175	55.74%
Chicopee	810601	2	1,195	2,240	53.35%
Chicopee	810700	3	765	1,470	52.04%
Chicopee	810902	3	595	1,150	51.74%
Chicopee	811301	3	1,005	1,965	51.15%
Chicopee	811301	4	735	1,455	50.52%
Chicopee	811102	4	535	1,065	50.23%
Chicopee	810700	5	585	1,185	49.37%
Chicopee	811302	3	410	850	48.24%
Chicopee	810800	1	645	1,385	46.57%
Chicopee	811000	5	405	905	44.75%
Chicopee	811302	5	870	1,950	44.62%
Chicopee	810700	1	700	1,615	43.34%
Chicopee	811302	2	485	1,120	43.30%
Chicopee	811102	3	525	1,240	42.34%
Chicopee	810601	1	315	815	38.65%
Chicopee	811200	2	440	1,160	37.93%
Chicopee	811301	1	420	1,130	37.17%
Chicopee	811200	1	450	1,275	35.29%
Chicopee	811000	3	290	830	34.94%
Chicopee	810601	3	330	960	34.38%
Chicopee	811302	4	530	1,570	33.76%
Chicopee	810700	2	310	925	33.51%
Chicopee	810700	4	330	1,035	31.88%
Chicopee	810602	1	670	2,540	26.38%
Chicopee	811301	2	195	1,125	17.33%
Chicopee	811302	1	-	-	0.00%



CDBG Entitlement Areas

OMB Control No: 2506-0117 (exp. 07/31/2015)

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 12 – Priority Needs Summary

1	**Priority Need Name**	Economic Development
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Persons with Mental Disabilities Persons with Physical Disabilities Non-housing Community Development
	Geographic Areas Affected	City-wide
	Associated Goals	Economic Development
	Description	Redevelopment or investment in commercial/industrial sites; clearance of Brownfields; and support for small businesses.
	Basis for Relative Priority	Redevelopment or investment in commercial sites is viewed as the key to expanding the tax base and employment opportunities for residents.
2	**Priority Need Name**	Affordable Housing
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Individuals Victims of Domestic Violence Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Victims of Domestic Violence
	Geographic Areas Affected	Citywide
	Associated Goals	Affordable Housing Development Housing Rehabilitation
	Description	Chicopee's housing market remains relatively stable but with relatively high percentage of three-family stock within the CDBG eligible areas. This older stock is less attractive to today's homebuyers. Additionally, 32% of owner-occupied housing and 50% of rental housing stock was constructed prior to 1950. Rehabilitation of the existing aged housing stock is essential to the health and safety of Chicopee residents.
	Basis for Relative Priority	After broad community and stakeholder participation in the Consolidated Planning process, the City identified Housing Investments as a high priority.
3	**Priority Need Name**	Public Facilities, Infrastructure, and Parks
	Priority Level	High

	Population	Extremely Low Low Moderate Middle Large Families Families with Children Public Housing Residents Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Non-housing Community Development
	Geographic Areas Affected	Low Moderate Income Census Tracts
	Associated Goals	Public Facilities Public Parks and Open Spaces Public Infrastructure
	Description	The City of Chicopee is committed to the preservation of its public facilities, open spaces and parks, as well as the need to protect and improve its natural resources. The City has updated its Open Space and Recreation plan, which details need, goals, and objectives related to public parks and open spaces. The City's Park and Recreation Commission has developed a long-term capital plan and is studying the improvements needed to achieve current ADA standards. The public infrastructure is aged and need of repair or replacement.
	Basis for Relative Priority	After broad community and stakeholder participation in the Consolidated Planning process and the City's Open Space Planning efforts, the City identified investments in public facilities, public infrastructure, public parks and open spaces, and the city's natural resources as high priorities.
4	**Priority Need Name**	Public Services
	Priority Level	High

	Population	Extremely Low Low Moderate Large Families Families with Children Mentally Ill Veterans Victims of Domestic Violence Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities
	Geographic Areas Affected	Citywide
	Associated Goals	Public Services
	Description	A range of essential services to provide support and opportunities to low income households
	Basis for Relative Priority	After broad community and stakeholder participation in the Consolidated Planning process and the City's Master Planning efforts, the City identified Public Services as a high priority. Data within the Needs Assessment and Market Analysis, while regional, served as an additional basis for the designation as a high priority need.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

The City anticipates receipt of CDBG funds in the amount of approximately $1,000,000 annually. To maximize the impact of the CDBG Entitlement funds, the City expends significant general government funds and encourages all partners and projects to strategically leverage additional funds.

As a member of the North Suburban Consortium, the City has available HOME Investment Partnership Funds to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improve-ments Public Services	1,045,212	15,000		1,060,212	4,240,848	Re-programmed funds will be utilized to support year 1 activities. Actual amounts may vary slightly.

Table 13 - Anticipated Resources

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

The City of Chicopee anticipates CDBG funds will leverage additional resources. Non-Entitlement funds that will be used to further the goals of the Strategic Plan may include: private foundations, organizations, and individuals. The following leveraged resources are anticipated during the Consolidated Plan:

City General Funds: The projected City budget commits resources for the priority activities including Public Parks, Facilities, and Infrastructure, Housing, and Economic Development.

Affordable Housing Resources: Affordable Housing Developments are likely to utilize a variety of State Housing Resources including Housing Bond funds, the Mass Rental Voucher program, funds for historic preservation, and private mortgage financing.

EPA Funding: Funding from the EPA to test and remediate environmental conditions at industrial and commercial sites.

Philanthropy: Private funding from national, state, and local funders including the United Way, private foundations, Chicopee Savings Bank Foundation and private donors.

New Market Tax Credits: NMTCs were created in 2000 as part of the Community Renewal Tax Relief Act to encourage revitalization efforts. The NMTC program provides tax credit incentives for equity investment.

Section 8 and MRVP Funds: Section 8 is administered by the Chicopee Housing Authority and provides rental subsidies to approximately 400 Chicopee households.

The HOME program matching requirements are met through State Housing Bond funds and the Mass Rental Voucher program. Matching funds requirements are monitored by the City of Holyoke as the Consortium Lead Agency.

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

The City intends to utilize City-owned commercial and industrial sites as well as a former school in the furtherance of the plan. The commercial properties will be tested, remediated, and redeveloped as mixed-use sites; the former school is slated to be redeveloped into supportive veterans housing.

Discussion

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs. The Strategic Plan assesses the available resources available to meet those needs. The City of Chicopee's investments will leverage public and private funds to address the economic development, affordable housing, community development, and special needs populations' needs.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Community Development	Grantee	Grantee	Jurisdiction
CHICOPEE HOUSING AUTHORITY	PHA	Public Housing Public Services	Jurisdiction
Valley Opportunity Council	CHDO and Community Action Agency	Housing Development Anti-poverty programs	Jurisdiction

Table 14 - Institutional Delivery Structure

Assessment of Strengths and Gaps in the Institutional Delivery System

The Institutional structure within the City of Chicopee has been developed over years of successful operation. Chicopee is truly a full-service community. Chicopee has departments including the Board of Health, the Council on Aging, and Veterans Services. In addition to the essential services provided by the these programs, the Chicopee Housing Authority, and the private, non-profit Chicopee Neighborhood Development Corporation play key roles in the development and provision of affordable housing.

Through clearly defined roles and responsibilities within a collaborative working environment, the City of Chicopee has a delivery system capable of undertaking projects, programs, and services to meet the priority needs of low and moderate income residents.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance			
Street Outreach Services			
Law Enforcement			
Mobile Clinics			

Street Outreach Services			
Other Street Outreach Services			
Supportive Services			
Alcohol & Drug Abuse			
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare	X		
HIV/AIDS			
Life Skills	X		
Mental Health Counseling	X		
Transportation	X		
Other			

Table 15 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The City of Chicopee is not a direct recipient of public or private resource with which to address homelessness or to prevent homelessness. Chicopee is an active member of the Western Mass Continuum of Care (CoC), which is administered by the City of Springfield. Chicopee supports the goals of the CoC and the efforts of regional non-profits and service providers to provide coordinated access and services. Chicopee is able to utilize the CoC partnership to direct homeless residents to appropriate services.

The City does provide funding services to veterans through the City's Veterans Services program. The Office is supported by Chicopee General Government funds as well as State resources.

The City of Chicopee is not a direct recipient of public or private resources with which to address the needs of HIV families. Despite the lack of direct funding to support these vulnerable households, mainstream services are provided through a network of regional providers. Services are available to homeless, at-risk households, veterans, and persons with HIV.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The City of Chicopee is an active member of the Western Mass Continuum of Care (CoC), which coordinates an effective service delivery system for persons experiencing homelessness. The CoC has identified the insufficient supply of permanent affordable housing as a gap, and the removal of barriers to workforce participation as a strategy to end homelessness. The City of Chicopee funds

affordable housing efforts as well as a number of education and employment skills programs, consistent with the CoC's priorities.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The City of Chicopee is not a direct recipient of public funds dedicated to homeless or any particular special needs population, but has consistently funded public service programs for vulnerable populations and special needs persons. Through its funding decisions, the City selects programs that seek to stabilize at-risk populations by funding affordable housing, scholarships and food support, jobs and tutoring for youth.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
1	Economic Development	2015	2019	Non-Housing Community Development	Economic Develop-ment	CDBG: $570,860	Commercial redevelopment/ business building rehabilitation: 2 businesses Businesses assisted: 3 Businesses Assisted
2	Affordable Housing Development	2015	2019	Affordable Housing	Affordable Housing	CDBG: $60,000 HOME: $300,000	Rental units rehabilitated: 45 Households Housing Unit Direct Financial Assistance to Homebuyers: 5 Households Assisted
3	Public Facilities	2015	2019	Non-Housing Community Development	Public Facilities, Infra-structure, and Parks	CDBG: $450,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Needs Addressed	Funding	Goal Outcome Indicator
4	Public Parks and Open Spaces	2015	2019	Non-Housing Community Development	Public Facilities, Infra-structure, and Parks	CDBG: $275,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted
5	Public Infrastructure	2015	2019	Non-Housing Community Development	Public Facilities, Infra-structure, and Parks	CDBG: $625,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted
6	Public Services	2015	2019	Homeless Non-Homeless Special Needs	Public Services	CDBG: $785,000	Public service activities other than Low/Moderate Income Housing Benefit: 9800 Persons Assisted
7	Clearance/ Demolition	2015	2019			CDBG: $300,000	Clearance of 2 sites
8	Section 108	2015	2019			CDBG: $1,8000,000	Payment of the Section 108 loan for senior center

Table 16 – Goals Summary

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Hazards created by lead-based paint are addressed through enforcement of the Lead Paint Notification Laws, the promotion of the MassHousing "Get The Lead Out" Program, which provides Lead Remediation financing to eligible property owners, and the integration of lead remediation in the housing rehabilitation programs and affordable housing development programs.

Public Awareness and Education is the keystone of an effective public health policy. The Commonwealth's Childhood Lead Paint Prevention Program (CLPPP) provides a wealth of information on the hazards, safe treatment, and legal responsibilities related to Lead-based Paint Hazards. The CLPPP additionally tracks childhood blood testing rates and incidence of poisoning. The commitment to raise public awareness led to the passage of Massachusetts' Lead Law that requires property owners to remove or cover all lead paint hazards in homes built before 1978 if a child under six (6) resides in the home.

In addition, a Rental Property Owner must provide these notifications and forms prior to execution of the rental agreement:

- Provide a copy of lead inspections reports
- Provide a copy of the letter of compliance
- Any information about lead in the home

A Seller of home built prior to 1978 must provide the Buyer the following:

- Property Transfer Notification
- A signed Property Transfer Lead Certification
- Any information about lead in the home
- A copy of any lead inspection report, Letter of Compliance, or Letter of Interim Control
- A 10 day period to have the home inspected for lead at the Buyer's expense

The Commonwealth operates the "Get the Lead Out" program through certified Local Rehabilitation Agencies and private lenders. The program provides secondary financing at desirable rates to remediate/remove lead hazards from residential units. The funds, while limited, are available throughout the Commonwealth. Additionally, the City of Chicopee and the North Suburban HOME Consortium provide rehabilitation financing to eligible households.

How are the actions listed above integrated into housing policies and procedures?

Chicopee and the Holyoke-Chicopee-Westfield HOME Consortium have fully integrated Lead Hazard education and remediation into housing policies and programs. The City of Chicopee and the Consortium require compliance with Mass Lead Notification Laws to be documented within all project files. Affordable rental projects are required to be free of lead-based paint hazards prior to

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occupancy; first time homebuyers are required to sign the Commonwealth's Transfer of Property Notification in the case of purchasing of existing properties; and, any new construction or substantial rehabilitation will be fully lead compliant.

Additionally, CDBG and HOME Programs' Policies and Procedures require the following:

1. The Property Owner is required to provide the required notice to all occupants
2. The home to be inspected by a trained professional
3. Assessment if the project is low, moderate, or high-risk of requiring de-leading
4. Work is to be performed by appropriate party
5. The monitoring de-leading to ensure compliance with federal and state laws
6. The obtaining of project clearance

The City of Chicopee has prioritized the creation of lead-safe housing.

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SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City of Chicopee has three over-arching poverty reducing goals: economic growth, creation of middle income jobs, and self-sufficiency programs and support for households living in poverty. In the long term, this focus on economic development and creation of middle income jobs will mean that Chicopee residents will be better able to afford housing in Chicopee. In the short term, support and self-sufficiency programs reduce the likelihood of housing instability, especially of elders and disabled populations.

Performance measures for each Anti-poverty goal are as follows:

Economic Growth

- Increase General Fund non-residential tax revenue
- Increase business activity within Central Business District and Neighborhood Commercial Corridors

Creation of Middle Income Jobs

- Decrease the unemployment rate
- Increase the median Chicopee income
- Reduce the number of persons living in poverty

Support and Self-Sufficiency Programs

- Increase Chicopee resident participation in Workforce Development programs
- Decrease the housing cost burden for Elders and Disabled persons

Additionally, an evaluation of trends in the for-sale housing prices, even in a time period that includes the foreclosure crisis and economic recession, concludes that helping Chicopee residents become first time homeowners can be a way of building the wealth of low and moderate income families, although Chicopee recognizes that homeownership is not the best option for every household.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan?

The City's anti-poverty strategy is coordinated with this Consolidated Plan as follows:

Economic Development Growth Initiatives

- **Business Development** - The Plan prioritizes the need for economic development and improvements to commercial properties and Business Districts, and funds ADA improvements in Year 1.

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- **Provision of Training to Small Businesses** - The Consolidated Plan identifies support for small business development as a priority.

Creation of Middle Income Jobs

- **Provision of job readiness and job training programs** - The Consolidated Plan prioritizes job readiness and training programs and identifies collaboration with Workforce Development programs as an Institutional Delivery System goal.

Self-Sufficiency Programs

- **Public Services -** The Consolidated Plan prioritizes afterschool programs and Senior Services. The City has proposed funding for both programs in Year 1 of the Plan.

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SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

All CDBG-funded projects and programs are monitored by the Community Development Department for compliance with all applicable regulations and contract provisions. The Department approaches monitoring as an ongoing process from award through project completion. Section 3 and Equal Opportunity Contracting is included within the Department's monitoring functions.

The Department performs the following monitoring functions:

1. Inclusion of program requirements within funding agreements;
2. Review of reimbursement requests through desk audits, and if appropriate, field observations;
3. Review of grant recipient's program reports for eligibility of beneficiaries and of activities; and,
4. Provision of technical assistance upon request or as determined by desk reviews.

The monitoring process is regularly evaluated to ensure effectiveness and improve efficiencies.

HOME program requirements are monitored by the City of Holyoke as the administrator of the HOME Investment Partnership Program.

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Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City anticipates receipt of CDBG funds in the amount of approximately $1,050,000 annually. To maximize the impact of the CDBG Entitlement funds, the City expends significant general government funds and encourages all partners and projects to strategically leverage additional funds.

As a member of the Holyoke-Chicopee-Westfield Consortium, the City of Chicopee receives a proportional share of HOME Investment Partnership Funds to support direct assistance to moderate income homebuyers and to subsidize the development cost of affordable housing projects. The City anticipates receipt of $210,000 in HOME funds.

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Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,045,212	15,000	0	1,060,212	4,240,800	Funds to invest in eligible projects including economic development, clearance and demo, public infrastructure, parks, and open spaces.

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HOME			211,400	10,000	0		224,000	Fund to provide homebuyer assistance and to develop affordable housing both homeowner-ship and rental.

Table 17 - Expected Resources – Priority Table

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

The City of Chicopee anticipates CDBG funds will leverage additional resources. Non-Entitlement funds that will be used to further the goals of the Strategic Plan may include: private foundations, organizations, and individuals. The following leveraged resources are anticipated during the Consolidated Plan:

City General Funds: The annual City budget commits resources for the priority activities including Public Parks, Facilities, and Infrastructure.

Affordable Housing Resources: Affordable Housing Developments are likely to utilize a variety of State Housing Resources including Housing Bond funds, the Mass Rental Voucher program, and private mortgage financing.

Philanthropy: Private funding from national, state, and local funders including the United Way and private foundations, and private donors.

New Market Tax Credits: NMTCs were created in 2000 as part of the Community Renewal Tax Relief Act to encourage revitalization efforts. The NMTC program provides tax credit incentives for equity investment.

Section 8 and MRVP funds: Section 8 is administered by the Chicopee Housing Authority and provides rental subsidies.

Continuum of Care fund: Project funds awarded to non-profit human service providers to assist in housing and services to homeless persons.

The HOME program matching requirements are met through State Housing Bond funds and the Mass Rental Voucher program. Matching funds requirements are monitored by the City of Holyoke as the HOME Consortium's Lead Agency.

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

City parks and public facilities will continue to be operated to provide recreation and services to low and moderate income persons.

Additionally, the City will seek to redevelop City-owned Commercial and Industrial Brownfield sites as well as a former school into supportive Veterans' Housing.

Discussion

The priorities identified within the Strategic Plan are the outcome of an extensive, comprehensive effort to identify community needs.

The Strategic Plan assesses the resources available to meet those needs. The City of Chicopee's investments will leverage public and private funds to address the economic development, affordable housing, community development, and special needs populations' needs.

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Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Housing	2015	2016	Affordable Housing	City-wide	Affordable Housing	CDBG: $20,000 HOME: $129,044	Rental units rehabilitated: 5; Homeownership unit rehabilitated: 1
2	HOME Buyer Assist-ance	2015	2016	Affordable Housing	CDBG Eligible Areas	Affordable Housing	HOME: $70,000	Direct Financial Assistance to Homebuyers: 15 Households Assisted
3	Public Park and Open Space Improve ments	2015	2016	Non-Housing Community Develop-ment	Low Moderate Areas	Public Infrastructure, Parks, and Facilities	CDBG: $96,212	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 200 Persons Assisted;
4	Public Service	2015	2016	Non-Homeless Special Needs Non-Housing Community Develop-ment	City-wide	Public Services	CDBG: $155,000	Public service activities other than Low/Moderate Income Housing Benefit: 300 Persons Assisted
6	Clearance/ Demolition	2015	2016	Non-housing community developme nt	CDBG eligible areas	Public Infrastructure, Parks, and Facilities	CDBG: $100,000	Buildings Cleared: 1

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Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Brown-fields	2015	2016	Non-housing community development	CDBG eligible areas	Public Infrastructure, Parks, and Facilities	CDBG: $120,000	Acres Remediated:
8	Section 108	2015	2016	Non-housing community development	Chicopee Falls	Public Infrastructure, Parks, and Facilities	CDBG: $360,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 100 Persons Assisted

Table 18 – Goals Summary

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Goal Descriptions

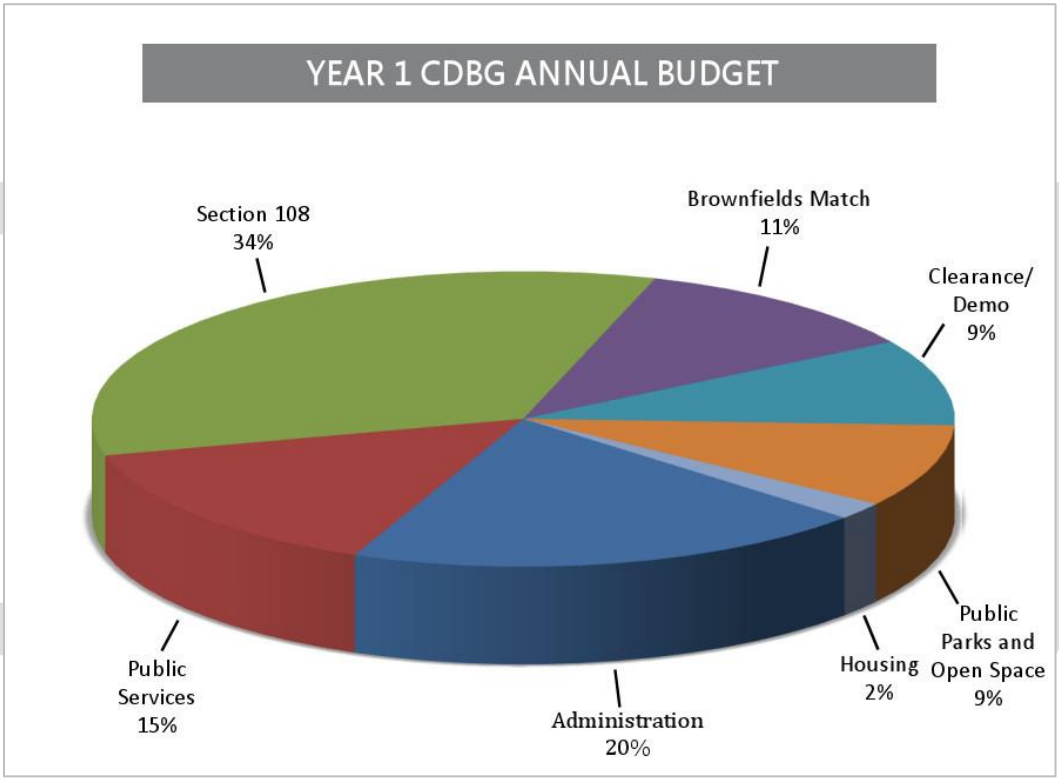
1	Goal Name	Housing
	Goal Description	Improve the quality of housing, increase housing opportunities available to low and moderate income households, and fund developer-driven affordable housing projects -- both rental and homeownership.
2	Goal Name	Public Park and Open Space Improvements
	Goal Description	Improvement to parks and open space consistent with the City's Open Space Plan. The upgrading and replacement, where necessary, of the water, sewer, sidewalk, drainage, and street systems including: sewer, water and drainage rehabilitation. Implement handicap access improvements and removal of architectural barriers with a focus on sidewalks, crosswalks and public parks. Rehabilitation of public parks and recreational facilities.

3	Goal Name	Public Service
	Goal Description	The City seeks to provide a variety of public service programs and to continue to support nonprofit community development agencies to encourage the development of affordable housing. The City objectives include: • Combating social illnesses, public safety and substance abuse, which each weaken the stability of the City's households and neighborhoods; • Improving quality of life for Chicopee's school children, through the provision of after school child care programs; • Improving the resources available to the City's population at risk of homelessness, residents in crisis, local consumers, and the physically and emotionally disabled population; • Improving quality of life for Chicopee's elderly population, through the provision of day health and recreational programs and transportation to reduce isolation; • Encouraging the creation of affordable housing and assisting those with emergency and transitional housing needs. Programs include legal aid, food pantry and meals, and referral and counseling services;
4	Goal Name	Buyer Assistance
	Goal Description	Assist First Time Homebuyers with down payment assistance.
6	Goal Name	Clearance/Demolition
	Goal Description	Matching funds for pending grant applications to support the clearance and demolition of blighting properties.
7	Goal Name	Brownfields
	Goal Description	Matching funds for the remediation of environmental conditions and other redevelopment activities on vacant and/or underutilized industrial parcels.
8	Goal Name	Section 108
	Goal Description	Payment of the Section 108 loan used to support the development of a new Senior Center.

AP-35 Projects - 91.420, 91.220(d)

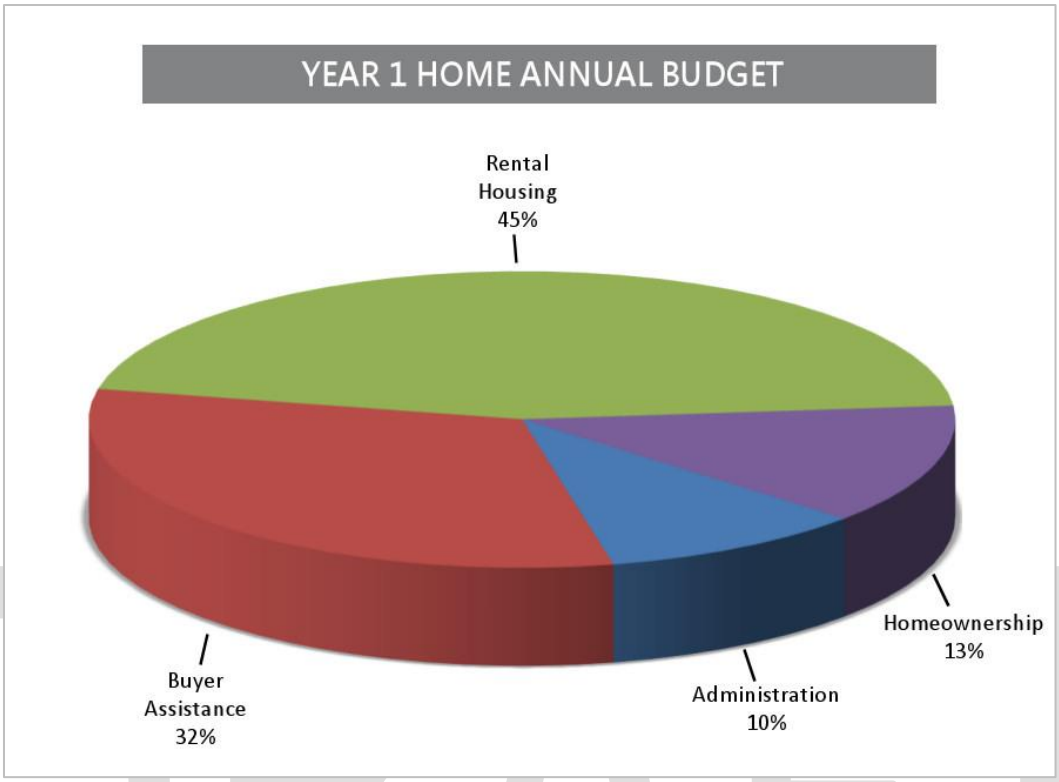
Introduction

In Year 1 of the Consolidated Plan, the City allocated funding that addresses unmet priority needs while continuing commitments to successful multi-year initiatives. The projects funded within Public Infrastructure and Public Facilities are long-standing commitments that make physical improvements to City systems and public facilities. Public Service Activity programs are likewise long-standing successful programs operated by the City and non-profit partner agencies.



Year 1 CDBG Annual Budget

OMB Control No: 2506-0117 (exp. 07/31/2015)



Year 1 HOME Annual Budget

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

The primary objective of CDBG is to benefit low and moderate income residents and as such, the City focuses community development investments in neighborhoods with a high concentration of low and moderate income households. Census- and HUD-derived data support the basis for identifying eligible neighborhoods. Citizen participation and input from service providers also play a considerable role.

The City allocated funding to address the priorities identified within the Consolidated Plan process. The City is required to allocate funding towards the loan payment for the Senior Center. Funds were additionally allocated as matching funds for additional clean-up of Brownfields sites. These two activities account for nearly 65% of the CDBG Entitlement funding.

The second significant funding allocation, representing nearly 15% of CDBG funds, is to successful public service programs. As the need for services far exceeds the available resources, service providers are encouraged to maximize leveraged funds and to avoid duplication of services.

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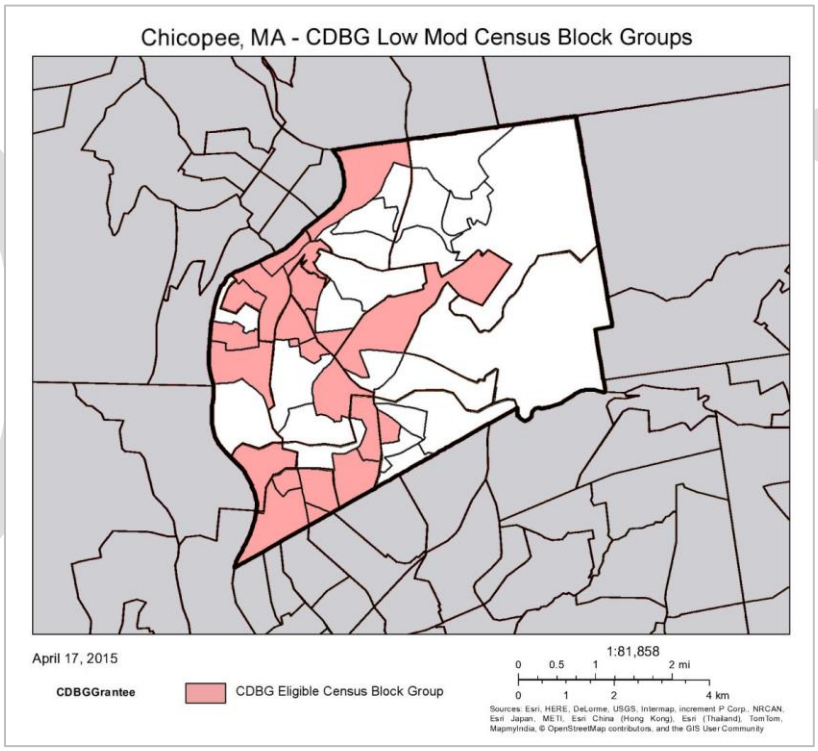
AP-50 Geographic Distribution - 91.420, 91.220(f)

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

The majority of CDBG funding in Year 1 is allocated to projects that are within CDBG eligible areas. 34% of the CDBG funding is expended to make payment on Section 108 borrowing for a new Senior Center located in a target neighborhood. Public service activities, which account for 15% of funding, are operated based upon the eligibility of the person/household, not through geographic targeting.

Geographic Distribution



Rationale for the priorities for allocating investments geographically

Projects were priorities to address identified need rather than allocated to a particular neighborhood. In Year 1 of the Consolidated Plan, the CDBG funds are expended to improve low and moderate income areas in direct response to residents' identification of the need for Open Space, Parks, and Recreational Opportunities.

Discussion

Utilizing input from the Consultations and Citizen Participation, the City chose to target programmatic responses to identified needs rather than geographic targeting.

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AP-85 Other Actions - 91.420, 91.220(k)

Introduction

The Annual Action Plan activities and goals coincide with the priorities identified within the Consolidated Plan. The activities selected for Year 1 funding are those projects that are ready to proceed, and are able to make immediate impacts to low and moderate income persons. Eligible projects selected through the process included clearance and demolition as a continuation of ongoing efforts at the Uniroyal/Facemate site, matching funds for park and open space grants, public infrastructure improvements, as well as Section 108 payments for the Senior Center.

Eligible public service activities were selected through a formal solicitation process, which prioritizes programs to best addressed identified needs.

Actions planned to address obstacles to meeting underserved needs

One of the City's highest priorities is the lack of affordable housing. The City's membership within the Holyoke-Chicopee-Westfield Consortium provides access to funding to address this goal. The City will seek to engage with private developers and property owners to create opportunities for low and moderate income persons.

The City will ensure that selected public improvement projects are ready to proceed. Often, public works projects can encounter numerous delays due to public process, design, and weather constraints. To minimize delays, the City has selected those improvements that are able to be undertaken during Year 1 of the Consolidated Plan.

Actions planned to foster and maintain affordable housing

Per the discussion above, the City has identified Affordable Housing as a High Priority need. Towards the goal of preserving, producing, and improving affordable housing, the City employs a Housing Specialist to engage with developers to maximize production of affordable units. Additionally, the City will explore opportunities to create a home rehabilitation program.

Actions planned to reduce lead-based paint hazards

The City will ensure compliance with Massachusetts lead laws on all homebuyer assistance and developer-driven projects, both homeowner and rental.

Actions planned to reduce the number of poverty-level families

The Action Plan includes funding of public service programs that support self-sufficiency.

The City will continue to actively ensure that anti-poverty programs operated by the Valley Opportunity Council, the recognized community action agency, will continue to be provided to Chicopee residents.

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The City is an active member of the Regional Employment Board of Hampden County and will continue to support job training and employment readiness programs.

Actions planned to develop institutional structure

The City will continue to enhance its program coordination functions, specifically in the areas of prioritization of projects and performance monitoring. Through interdepartmental communication, the Community Development Department will be readily available to identify ready-to-proceed public works and facility projects. The City will evaluate its process for selection of public service projects to include a greater focus on outcome measures.

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

The City benefits from a strong network of regional housing and human services providers. The City directly operates quality programs for elders through its Council on Aging.

The City will continue to participate as a member of the Holyoke-Chicopee-Westfield HOME Consortium. Through this participation, the City is able to effectively coordinate its housing agenda with the surrounding communities.

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