

To: Gary Kleiman and Elise Woodward, Co-Chairs, CLRPC  
and Members of the CLRPC  
From : The Concord Housing Authority Board of Commissioners (CHA)  
Date: September 28, 2017  
Re: Requested Board Response to SWOT Analysis and CLRPC Letter of August 7, 2017

The Concord Housing Authority (CHA) would like to first thank the entire *EnvisionConcord* CLRPC for the thoughtful and excellent work to date presented in the materials sent to us with your request for board and committee response. We also applaud the committee for its ongoing creative and broad-based outreach to reach a diverse sector of citizens' responses to your work.

The following is provided in outline form to respond to the committee's input requested:

#### **SWOT Analysis and Values:**

- The use of "town character" in the SWOT Analysis for CHA suggests inclusivity of all Concord citizen sectors and town characteristics, rather than a term selectively used for only certain principle categories in the SWOT analysis.
- As an effective property manager of a significant number of local affordable low-income housing units, CHA witnesses the anguishing decisions some of our long-term citizens have to make when they can no longer afford to live here and waiting lists or availability of affordable housing options are limited or non-existent. Taking action on issues of affordable housing opportunities sooner rather than later requires political will, commitment and cultivated citizen engagement.
- Local economic diversity of residents has already been seriously eroded and will continue to do so with an ever-increasing price tag for housing. Financial implications of the final CLRPC plan recommendations are likely to exasperate this reality without a balanced approach to "town character".
- The population already in, or who would benefit from affordable housing often are highly under-represented in outside groups' attempts to solicit feedback. This provides an additional burden on the CLRPC is its endeavor to reflect citizen need and priorities.
- More cross-town automotive transportation options are particularly important for some sectors of our community (individuals and families).
- Regionalization can also be viewed as a threat to providing a range of local affordable housing options to maintain diversity and "town character".
- Political uncertainty is a potential real threat to future funding for public housing.
- Generational and citizen differences in defining priorities for their tax dollars are an equity issue and point of tension.

#### **Pressing Issues for the Concord Housing Authority**

- To fund the preservation and modernization of existing CHA scattered site low- income rental housing units for seniors and families, with particular attention to sites close to town centers and transportation.
- To retrofit existing bathrooms to increase accessibility in older housing units designated for seniors.
- Complete a strategic portfolio analysis to identify opportunities for greater efficiencies and/or readiness for new opportunities.
- Develop a new strategic plan to meet existing and future affordable housing needs.
- Continue to work with town entities and departments in meeting the goals of the 2015 Housing Production Plan.

#### **Recent Major Accomplishments for the Concord Housing Authority**

- Major Peter Bulkeley Modernization Project with the last four units recently completed.
- Proven affordable housing town resource with a well-run portfolio that seamlessly blends into the community.

We hope this information is helpful and will assist the CLRPC with the important task before it. Keep up the great work!