



City of Haverhill Massachusetts

Annual Action Plan Program Year 2013 – 2014

For
CDBG

**Community Development Department
Haverhill City Hall
4 Summer Street, Room 309
Haverhill, MA 01830
978-374-2344**

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Table of Contents

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)3
PR-05 Lead & Responsible Agencies – 91.200(b).....7
Table 1 – Responsible Agencies7
AP-10 Consultation – 91.100, 91.200(b), 91.215(l)8
Table 2 – Agencies, groups, organizations who participated.....10
Table 3 – Other local / regional / federal planning efforts.....16
AP-12 Participation – 91.105, 91.200(c)16
Table 4 – Citizen Participation Outreach22
AP-15 Expected Resources – 91.220(c) (1, 2).....23
Table 5 - Expected Resources – Priority Table.....24
AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)27
Table 6 – Goals Summary.....30
Table 7 – Goal Descriptions33
AP-35 Projects – 91.220(d)34
Table 8 – Project Information34
AP-38 Projects Summary35
Table 9 – Project Summary.....35
AP-50 Geographic Distribution – 91.220(f)42
Table 10 - Geographic Distribution42
AP-55 Affordable Housing – 91.220(g).....42
Table 11 - One Year Goals for Affordable Housing by Support Requirement.....43
Table 12 - One Year Goals for Affordable Housing by Support Type.....43
AP-60 Public Housing – 91.220(h).....44
AP-65 Homeless and Other Special Needs Activities – 91.220(i).....46
AP-75 Barriers to affordable housing – 91.220(j)51
AP-85 Other Actions – 91.220(k)53
AP-90 Program Specific Requirements – 91.220(l)(1,2,4)57
Reference 24 CFR 91.220(l)(1)57



Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Haverhill is submitting to the United States Department of Housing and Urban Development (HUD) its Year 4 Annual Action Plan for the 2011-2015 Consolidated Plan for Community Development Block Grant (CDBG) funds. This is the 39th Year of the Community Development Block Grant here in Haverhill.

The City continues to recover the Great Recession, the most damaging economic event since the Great Depression, which featured an epic housing and banking collapse.

This economic calamity occurred after City had absorbed the largest municipal debt load in the history of the Commonwealth of Massachusetts, according to the Massachusetts Department of Revenue, with the collapse and sale of the former city-owned Hale Hospital in 2001.

In 2013, the economy is showing some signs of recovery, albeit slowly. Foreclosures have abated, and the unemployment rate has dropped to 7.3% (source: Mass Division of Unemployment Assistance for month of 7/13). Firms such as Metropolitan Linens have moved into the City, and the City's largest employers (such as Merrimack Valley Hospital, Southwick Clothing, Magellan Aerospace and Nestles/Joseph's Pasta) have been relatively stable.

The City is taking advantage of several zoning incentives and programs such as 40R (Transit-Oriented Smart Growth) 43D (expedited permitting), Growth District Initiatives, Historic Tax Credits and now the MassWorks Infrastructure Program.

The new parking garage is benefiting the western (Washington Street) end of Downtown, featuring new younger residents and creative entrepreneurs in the over 500 units of new housing created from former shoe manufacturing facilities.

Federal stimulus funds have been fully utilized and expended; programs such as CDBG-Recovery (CDBG-R) Funds have been closed out.

However, federal cuts in funding for CDBG, HOME Investment Partnerships Program, HOME BASE and a myriad of other programs have created many pressures as the needs of the community and an increasing underclass.

This Plan seeks to advance the City's Five-Year Consolidated Plan and other long-range goals within this current atmosphere.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Housing

- Preservation of Existing Affordable Housing



- Affordable Housing Production
- Affordable Homeownership
- Public Housing Improvements
- Foreclosed and Abandoned Property Renewal
- First Time Homebuyer Education and Outreach

Public Facilities

- Street Paving and Sidewalk Improvements
- Tree Planting
- Park Improvements
- Accessibility Projects, including access to Waterfront and public recreation areas
- Neighborhood Drainage Improvements in Target Area
- Community Gardens in Target Area

Economic Development

- ‘Gateway’ Area Improvements to facades
- Vacant land redevelopment
- Public sidewalk and access improvements to business/industry employers in the Target Area

Public Services

- Programs to Improve Quality of Life (for Low-Income Persons)
- Programs to Help the Homeless
- Programs for Educational Improvement
- Enrichment for At-Risk Youth
- Community Policing/ Public Safety

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

During the past year the City of Haverhill's Community Development Department can report that it has:

- Expended over 86.6% of its Community Development Block Grant funds on Low-to-Moderate Income Individuals and Families;
- Completed 14 home rehabilitation projects that brought 17 units in 14 separate properties up to Code standards;



- Constructed significant street improvements to Americans with Disabilities Act standards for pedestrians in Downtown Haverhill, including around both main municipal parking garages located at either end of Downtown, as well as access to public docks on the Merrimack River;
- Beautified Downtown Haverhill with street trees and permanent streetscape improvements;
- Worked with the Massachusetts Attorney General's Office to address blighting influences of abandoned/vacant and foreclosed properties that devalue and deteriorate surrounding neighborhoods;
- Completed a \$700,000 Neighborhood Stabilization Program (NSP)-funded construction/renovation of affordable housing, all of it going to individuals/ families below 50% of area median income (AMI).

Nearly all of the activities undertaken immediately prior have addressed the stated Priorities and Strategic Objectives of the 5 Year Consolidated Plan, including:

- Providing Basic Shelter and Service Needs for Homeless Individuals and Their Families;
- Expanding the Supply and Types of Affordable Housing;
- Maintaining and Preserving Present Housing Stock;
- Promoting Neighborhood Stabilization;
- Providing Public Safety and Services;
- Encouraging Economic Development Activity in Inner-City Neighborhoods.

Despite this progress, there are areas of past performance which have been lacking or are not adequately meeting unfulfilled needs. This is driving renewed focus on the following areas:

- Increasing homeownership through first time homebuyer assistance;
- Increased community policing to prevent inner-city street crime;
- Funding for youth gang prevention activities and programs, especially for young girls;
- Fixing up dilapidated parks and playgrounds;
- Providing tighter code enforcement for trash and housing violations;
- Dealing with foreclosures and abandoned properties;
- Promoting energy efficiency and housing rehabilitation.

These issues, successes and failures have lead the City to develop this Plan for its CDBG program and other community development initiatives.

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

There were seven (7) public meetings in the development of the Plan, including neighborhood outreach sessions and publicly posted meetings of the Community Affairs Advisory Board (CAAB). In addition, there was one (1) public hearing and one (1) advertised public notice.

The CAAB benefited from the feedback of a couple of new appointees who were female and/or of racial/ethnic minorities. Feedback and consultation are constantly being provided from the large number of entities with whom the Community Development Department interacts with on a yearly basis.

5. Summary of public comments



This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

In the Mount Washington neighborhood, there was a focus to comments centered on youth needs in the community relative to anti-gang activities, programs to prevent prostitution, and a special focus on bullying and gangs. There were concerns expressed about outreach and programming for youth, especially hungry or homeless youth. There were also concerns raised about a growing younger sub-population amongst the general homeless population, with heroin abuse being a common link. The struggles of young veterans with many issues recently returned from the Iraq and Afghanistan Wars were highlighted.

Strong support was still voiced for housing rehabilitation programs, public services and public improvements. Many wanted to keep up the momentum the City has made with renovating parks. Others wanted better facilities for the elderly, such as accessible ramps, bathrooms and other improvements. The impact of the federal sequester was also highlighted and discussed with concern and trepidation as to the future of the CDBG in Haverhill.

The Community Affairs Advisory Board's input and priorities for the Annual Plan, including Community Development Block Grant Public Services funding featured a general desire to deal with basic necessities (food, clothing, shelter, heat, safety) above all. Concerns about homeless services dominated the discussion. The need for coordination among service providers and the need for additional funding were highlighted. Linkages with the Greater Boston Food Bank to provide free food to local pantries were voiced. Basic needs were prioritized at the expense of other objectives, as well as not leaving any particular group excluded (such as youth, elderly or disabled).

Many comments were focused on the need to develop more affordable housing, both in Haverhill and throughout the region. The differences between Haverhill's housing needs and those of smaller, more affluent suburban or rural neighboring communities were also highlighted. There was feedback of Haverhill 'bucking the trend' of other HOME consortium members by undertaking more First Time Homebuyer activities and aggressive housing rehabilitation work. It was pointed-out that in other communities, there is a need for affordable rentals. In Haverhill, there is also a need for more market rate housing and promoting more owner occupancy. Haverhill was seen as a much more pro-growth community than its fellow HOME partner communities.

The severe HOME cuts and their impact and importance on funding housing project development was discussed. The need to create more affordable housing with HOME funds were emphasized, as it cannot be done with CDBG funds or other local funds or by the local housing authorities. HOME and CDBG priorities for both the City and the North Shore HOME Consortium were reviewed and compared.

Councilors expressed pleasure with the revamped home rehabilitation program. Also, the work of CDBG in improving the Downtown streetscape was cited.

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

Some agencies wanted significant amounts of funding to undertake building rehabilitation activities. These requests were significantly pared back as not fully meeting the needs of the Plan. Tenant Based Rental Assistance (TBRA) and its value were debated but ultimately rejected. TBRA activities will cease until further notice.

Many problems were cited with non-owner occupied multi-family rental housing, but it would be nearly impossible to provide CDBG or other public assistance to the owners of these properties, who are nearly all over-income.



Additional funds for travel and other administrative expenses were rejected as well as being imprudent and potentially placing the city over its 20% Administration funding cap.

7. Summary

Despite staffing and funding challenges, the City of Haverhill, through its Community Development Department, is committed to doing what it can to meet the serious and growing needs identified in the (2010-15) 5-Year Consolidated Plan and its Annual Action Plan. This is occurring in the context of the City emerging from the national Recession and Housing Collapse and the City's own fiscal issues that have its roots nearly a dozen years prior. The City is collecting a great deal of input towards the development of the Consolidated Plan for the next 5 years.

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

1. Agency/entity responsible for preparing/administering the Consolidated Plan

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

Agency Role	Name	Department/Agency
Lead Agency	HAVERHILL	
CDBG Administrator	HAVERHILL	Community Development Department

Table 1 – Responsible Agencies

Narrative (optional)

The City of Haverhill, through its Community Development Department, is the agency responsible for preparation and execution of the Annual Plan, within the framework of the 5-Year Consolidated Plan. The Community Development Department is led by William Pillsbury. The Division Director is Andrew Herlihy.

The City of Haverhill is not a Participating Jurisdiction (PJ) in terms of HOME funding, but rather participates in the North Shore HOME Consortium.

The City contracts with a number of sub-recipients in order to undertake its various projects. These include local non-profits, other city departments, consultants, contractors and agencies.

Consolidated Plan Public Contact Information

The City of Haverhill Community Development Department is the lead agency responsible for development, implementation and oversight over the Consolidated Plan. The Department operates out of Haverhill City Hall, 4 Summer Street, Haverhill, MA 01830. The City of Haverhill's Community Development Department's telephone number is 978-374-2344 and fax is 978-374-2332.



AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Haverhill, through its Community Development Department as well as other city departments-- by way of collaborations, meetings, and outreach-- engages in a constant dialog with local non-profits, public housing agencies, homeless service providers, social service providers, neighborhood leaders, churches, businesses, chambers, civic organizations and residents for feedback that drives our Annual Plan.

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 City of Haverhill's Community Development Department works to coordinate activities between public- and assisted-housing providers and private or governmental health, mental health and service agencies.

For example, the City has developed a renewed sense of engagement with the Haverhill Housing Authority (HHA), especially since successful completion of the renovation of 18 units of public affordable housing on Mount Vernon Street. During this (NSP) Neighborhood Stabilization Program-funded activity, the City and the HHA were able to work more closely and subsequently understand the dynamics of how each of these separate entities operates. City staff are attending HHA Board meetings more regularly, and the Mayor is scheduling regular updates from City-appointed HHA Board members about any issues that may arise for residents.

The City works closely with several agencies that provide assistance to individuals with developmental disabilities, including American Training, Career Resources Corporation, and Fidelity House.

The City enhanced its longstanding relationship with one of the community's major homeless services providers, Emmaus, Inc. This Community Housing Development Organization (CHDO) operates the city's main overnight homeless shelter (Mitch's Place) as well as a variety of housing for various needs (abused women and families, chronically homeless or others supported by Emergency Solutions Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and other McKinney-Vento programs. Emmaus greatly contributes to the development of this Plan.

One of the strongest relationships is between the City and Community Action Inc. (CAI), the Community Action Provider (CAP) agency for the Greater Haverhill area providing assistance and coordination between various agencies as it relates to housing, education, nutrition, family assistance and other anti-poverty programs. The City supports CAI's Homeless Drop-In Center through Community Development Block Grant (CDBG) Public Services funds along with CAI's Heating Assistance program. The Community Development Department stays in close contact with CAI's Housing Specialist, who works to refer individuals needing housing to the appropriate resources. CAI's feedback is integral to the development of this Plan, especially relying on CAI's expertise in combatting poverty.

The Salvation Army is one of the largest recipients of funding from the CDBG Public Services program. CDD staff toured the Army's operations recently and reviewed possible linkages and further coordination between them and other agencies. The Salvation Army is serving several hundred Acre residents on a walk-in basis every year, and their consultation was important from a 'street level view' that helped develop this Plan.

With the nation ending two wars and many Vietnam-era veterans approaching a post-employable age or nearing retirement, the needs of local veterans is clearly on the rise. The City and the CDD have a close relationship with Veterans Northeast Outreach Center (VNEOC) that is clearly reflected in this Plan.



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 Haverhill, being the largest single community represented in the North Shore HOME Consortium, has taken an active role in the regional Continuum of Care (CoC). The City is one of the few municipal presences regularly attending CoC meetings, as the City has a homeless population that is of great concern to the Administration and the Community Development Department.

In the CoC, the City shares information, data and best practices about treatment, care and sheltering of homeless individuals and families. For example, thanks to guidance from the CoC, the CDD coordinates with the Haverhill Police Department and service providers such as Emmaus and CAI on the Annual Homeless Count. This upcoming Program Year, Homeless Information Management Systems (HMIS) will be a greater focus of the CoC and its sub-recipients such as Emmaus, Inc. Another key focus for the CoC will be the housing of homeless veterans, and the City, through its recent NSP activities, and its pending HOME-committed plans with Veterans Northeast Outreach Center, is well-positioned to continue its lead in this regard, which is a source of great pride for the City and the Mayor.

The CoC provides an opportunity, vehicle and forum for the City to learn of effective strategies, funding options and regulations that can help transition homeless families to temporary and permanent housing more seamlessly. The CoC regularly presents guest speakers and experts on the subject matter of serving the homeless, and the lessons learned constitute valuable feedback and coordination. Among the focus areas include dealing with ex-convicts, housing of registered sex-offenders, substance abusers, immigrant families and mentally ill populations. As a region surrounded by many smaller, more affluent and less diverse communities, there is a disturbing trend of discharging such subpopulations into fiscally-challenged cities such as Haverhill. These present difficult issues for the CoC and North Shore HOME Consortium to handle. Innovative and cooperative solutions are needed to deal with such issues in a time of reduced budgets.

One innovative approach that the City has deployed, in conjunction with CAI, is to provide an emergency housing fund that provides first/last rental assistance for rent-paying tenants who lose their units due to fire or other catastrophes not of their causing. In cases of devastating fires or other tragic mishaps, some individuals and households end up in homeless shelters even though they are employed and paying regular rent, due to the lack of having enough savings to provide a first and last to a new landlord when they are suddenly displaced. This is an example of the sort of issues that are addressed through the CoC process.

The other major concern with the CoC is the opportunity to provide additional federal funding for organizations such as Emmaus and Veterans Northeast. The City is an advocate through the CoC process for projects that provide housing benefits for needy Haverhill residents. During the past Program Year, this meant securing additional CoC funds for Emmaus to add 2 new units of permanent housing on Emerson Street. Housing for homeless veteran's projects will likely be an ongoing priority for CoC funding over the next Year.

The City is also monitoring the capacity and need for housing for homeless youth following the closure of Team Coordinating Agency's Phoenix House for teens due to a shrinking population. These residents were placed into another existing structure in the Bradford section of Haverhill.

Coordination for all of the various subsets of homeless or under-housed individuals remains an ongoing priority.



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

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

Table 2 – Agencies, groups, organizations who participated

1	Agency/Group/Organization	Haverhill Housing Authority
	Agency/Group/Organization Type	Housing PHA
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Housing Authority input was sought in terms of Housing issues in general, in terms of what they are seeing from applicants seeking housing, and obviously they contributed in a specific sense, through joint discussions at the Board meetings, toward the Public Housing needs section of the Plan. As a result, the City and the HHA are in discussions to assist each other in terms of sharing buildings and grounds maintenance and vehicles, adding HHA properties to the city’s curbside recycling program and providing expedited, free building inspections as the HHA undertakes a more expansive building modernization effort as well as a separate effort to turn over vacant units. Closer collaboration with the Police and Water departments is also underway. Perhaps most importantly, greater coordination is occurring between the City and the HHA in terms of referrals of individuals and families seeking housing, especially those with disabilities.
2	Agency/Group/Organization	American Training
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-Education
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Market Analysis



	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	American Training provided feedback on the challenges faced by those with developmental disabilities to find adequate housing and employment. Over the past year, 510 Chadwick Road was renovated and expanded for American Training. In the upcoming year, the progress of this project will be tracked and further collaboration with this Lawrence-based agency will be undertaken for pursuing new impacts in Haverhill.
3	Agency/Group/Organization	Career Resources
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-Employment
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Non-Homeless Special Needs Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Career Resources was consulted in terms of housing individuals with moderate to severe developmental disabilities, working with brain-injured or traumatized veterans, and the job market, particularly as regards manufacturing, and service jobs. As a recipient of public services funds through CDBG, CRC offers unique perspective on some of the hardest to employ individuals, who often cannot be served by the One Stop Career Center system under the Workforce Investment Act. Over the past year, ground was broken on Shattuck Road for a new group home for Career Resources. It was interesting to hear the concerns and fears of upscale neighbors and abutters to this "supportive housing" project, which is allowed by zoning. The City will work with CRC to address ways in which to work with neighbors on public relations strategies now and in the future.
4	Agency/Group/Organization	Emmaus Inc.
	Agency/Group/Organization Type	Housing PHA Services-Elderly Persons Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Education Neighborhood Organization



	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs HOPWA Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The contributions of Emmaus are hugely important to the Plan, in terms of homelessness information, ESG and HOPWA data and strategy, assessment of homeless individuals and families, park development, Continuum of Care feedback and other items. During this year, Community Development staff took a guided tour of Emmaus properties and programs, worked closely with Emmaus to develop a pocket park at Locust and Orchard Street, and voted to support Emmaus efforts to add two (2) new units to their housing stock with funds from the Continuum of Care process. Emmaus greatly contributes to the development of this Plan. This Community Housing Development Organization (CHDO) operates the city's main overnight homeless shelter (Mitch's Place) as well as a variety of housing for various needs (abused women and families, chronically homeless or others supported by Emergency Solutions Grants (ESG), Housing Opportunities for Persons with AIDS (HOPWA) and other McKinney-Vento programs. Many of these programs are operated in conjunction with the HHA, providing a natural nexus for coordination.
5	Agency/Group/Organization	Fidelity House
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Fidelity House provided a developer's views towards developing affordable housing for individuals with special needs. They have built multiple group homes in Haverhill and may do additional projects as well in the future. Over the past year, a home at 273 Lowell Avenue was completed for Fidelity House. CDD staff have toured this facility and will work with Fidelity House over the next year to determine if other projects are viable.



6	Agency/Group/Organization	Housing Support, Inc.
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	
7	Agency/Group/Organization	Community Action Inc.
	Agency/Group/Organization Type	Housing Services-Children Services-Victims of Domestic Violence Services-homeless Services-Education Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy Non-Homeless Special Needs Market Analysis Anti-poverty Strategy



	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>CAI does so many things that have an impact on our Plan. CAI operates two separately funded CDBG Public Services programs. These include Heating Assistance and the Homeless Drop-In Center. They provide a great deal of feedback about fighting poverty, both in terms of the stress faced by low-to-moderate income homeowners and renters as well as those who are homeless. During this Program Year, Community Development staff and the Mayor will continue to meet with CAI's Housing Specialist to review coordination between various entities and providers (such as HHA and DMH) in terms of the length of time it took to get someone placed into adequate housing. During this Program Year, Community Development staff and the Mayor met with CAI's Housing Specialist to review coordination between various entities and providers (such as HHA and DMH) in terms of the length of time it took to get someone placed into adequate housing. The City regularly reviews housing availability, rental rates, housing lotteries and occupancy rates with CAI, as well as identifying trends and issues in terms of homelessness. The CAI Housing Specialist was a special invitee to Mobile City Halls the Mayor held around the City in the Mount Washington (2/5/13) and Acre (3/12/13) neighborhoods, providing rental tips, leads and advice to walk-ins seeking housing. Community Development Staff visited CAI's Homeless Drop-In Center on Ashland Street this past year to see how it operates and whom the center is serving. The CDD and CAI will pursue outside grants together to help encourage those in subsidized housing to move onto employment and transition out of lives based on subsidies.</p>
8	<p>Agency/Group/Organization</p>	<p>Salvation Army</p>
	<p>Agency/Group/Organization Type</p>	<p>Services-Children Services-Victims of Domestic Violence Services-homeless</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Homeless Needs - Families with children Non-Homeless Special Needs Anti-poverty Strategy food distribution</p>



	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Although a national organization, the Salvation Army sees almost exclusively walk-in traffic from one zip code within Haverhill for their highly successful Meals Program.
9	Agency/Group/Organization	Veterans Northeast Outreach Center
	Agency/Group/Organization Type	Housing Services-Persons with Disabilities Services-homeless Services-Employment Publicly Funded Institution/System of Care Regional organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Over the past year, the City worked with VNEOC to complete an NSP-funded housing project at 134 Cedar Street. VNEOC remains an active participant in the Continuum of Care with the City. The CDD will be working with VNEOC on a new housing development for homeless veterans on an overgrown vacant lot at 74 Temple Street and aside their facility on Reed Street. VNEOC will be partnering with a Coalition for a Better Acre (of Lowell, MA) on these exciting new projects, which will house over 25 veterans combined.



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

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	North Shore HOME Consortium	The Continuum of Care has emphasized supporting permanent housing and rapid re-housing of homeless individuals. In addition, the need for a variety of supportive services for homeless individuals is needed. The funding emphasis has been allocated to renewals for programs that provide housing for the chronically homeless, homeless families and homeless veterans. The City, through its Community Development Department has been an active participant in Continuum of Care meetings and efforts, unlike many other communities. The efforts, aims and strategies of the Continuum of Care are also reflected and overall with the goals of the Annual and Consolidated Plan.

Table 3 – Other local / regional / federal planning efforts

AP-12 Participation – 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

More efforts were made this year to solicit additional citizen participation than in the previous few years. Due to a lack of staffing or staff turnover in prior years, only the minimum was done in terms of public outreach.

This year, numerous meetings were held and posted. Calls were made to potential subrecipients. Members of the mayoral appointed Community Affairs Advisory Board, a diverse group of residents and volunteers representing the CDBG Target Area, were tasked with soliciting their neighborhoods and their constituencies for feedback that would drive the Plan.

Overall, the goals ended up in remarkably in line with the overall direction charted by the Five Year Consolidated Plan.

There was definitive community feedback on increased support of food programs (including food pantries and soup kitchens).

Many expressed youth concerns. There was a desire for additional youth outreach measures (especially for girls) and anti-gang initiatives. Other community feedback expressed concern over the numbers of young, returning veterans with Post-Traumatic Stress Disorder (PTSD) or brain or limb injuries. There were calls for more supports for disabled youth.

There was feedback from groups such as Team Haverhill to support the Portland Street Park project, which was incorporated into the Plan. Neighborhood support for the Swasey Field Project, community gardens and the Bradford Rail-Trail was strong and noted in the Plan. This led to the decision to use prior year unspent funds on public improvements.

Concerns over a spate of vacant and abandoned troubled properties help drive the Code Enforcement provisions of the Plan. These distressed properties are unsightly at best and dangerous and unsanitary at worst. They represent some of the most vocal neighborhood concerns.



Finally, more input was sought from the subrecipients themselves as to what their service trends were. General consensus was that these providers were seeing more families.

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
1	Public Meeting	Minorities Non-targeted/broad community Community Affairs Advisory Board	This meeting was held on January 10, 2013 at 6PM in Haverhill City Hall. At this meeting, members of the community and the Community Affairs Advisory Board (CAAB) were presented with the draft 2012 CAPER, which was late in development, and an overview of the 2013 Annual Plan.	There was a focus on youth needs in the community relative to anti-gang activities, programs to prevent prostitution and bullying. There were concerns expressed about outreach and programming for youth, especially hungry or homeless youth. There were also concern raised about a growing younger sub-population amongst the general homeless population, with heroin abuse being a common link. The struggles of young veterans with many issues recently returned from the Iraq and Afghanistan Wars were highlighted. Strong support was still voiced for housing rehabilitation programs, public services and public improvements. Many wanted to keep up the momentum the City has made with renovating parks. Others wanted better facilities for the elderly, such as accessible ramps, bathrooms and other improvements. The impact of the federal sequester was also highlighted and discussed with concern and trepidation as to the future of the CDBG in Haverhill.	None



Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
2	Public Meeting	Minorities Non-targeted/broad community Community Affairs Advisory Board	This meeting was held on April 23, 2013.	The Community Affairs Advisory Board met and some members of the general public also attended. Priorities for the Annual Plan, and Community Development Block Grant Public Services funding, were discussed in detail. There was a general desire to deal with basic necessities (food, clothing, shelter, heat, safety) above all. Many long-time sub-recipients presented their cases that night. Concerns about homeless services dominated the discussion.	
4	Public Meeting	Minorities Non-targeted/broad community Community Affairs Advisory Board	This CAAB meeting was held on April 25, 2013. This was the final night of presentations for applicants who wished to be sub-recipients of CDBG funds. New applicants presented this night.	There was much discussion of youth with disabilities and their unique needs, and those of their families. Also, there was much discussion concerning the needs of the poor and homeless. The struggles of newer agencies trying to undertake their missions in a constrained philanthropic environment were highlighted.	Some agencies wanted significant amounts of funding to undertake building rehabilitation activities. These requests were significantly pared back as not fully meeting the needs of the Plan.



Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
5	Public Meeting	Minorities Non-targeted/broad community Community Affairs Advisory Board	<p>This CAAB meeting was held on May 1. At this meeting, funding priorities for CDBG Public Services funding were made. This was a difficult task for two reasons-- first, there was no real sense of how much money the City's annual CDBG allocation would be, due to federal fiscal uncertainty; second, there were considerably more in requests than available funds. The CAAB thoughtfully ranked the applications and then linked potential funding to these rankings. By and large, the Public Services budget in this Plan still reflects these objective rankings from this appointed board of inner-city residents.</p>	<p>Basic needs were prioritized at the expense of other objectives. The CAAB also took into consideration issues such as administrative costs and overhead, service delivery and leveraged funding, with an emphasis on not leaving any particular group excluded (such as youth, elderly or disabled).</p>	



CITY OF HAVERHILL

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
6	Newspaper Ad	Minorities Non-targeted/broad community Residents of Public and Assisted Housing	This public notice was run as an advertisement in the EAGLE-TRIBUNE, the region's largest circulated newspaper, on February 14, 2013. It advertised a joint public hearing on February 28 at Haverhill City Hall between the North Shore HOME Consortium and the City of Haverhill Community Development Department for feedback on each entities' respective Annual Plans.		



CITY OF HAVERHILL

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
7	Public Meeting	Non-targeted/broad community Residents of Public and Assisted Housing	A joint public meeting was posted and held on February 28 at Haverhill City Hall Room #308 at 11:00 A.M. to solicit public feedback to lead the development of the Annual Plans of both the North Shore HOME Consortium and the City of Haverhill's Community Development Department. Attendees were mainly service providers who receive funding from one or both organizations, including Harborlight Community Partners, Emmaus, Veterans Northeast and the Planning Office for Urban Affairs.	This meeting, not surprisingly, focused on the need to develop more affordable housing, both in Haverhill and throughout the region. The differences between Haverhill's housing needs and those of smaller, more affluent suburban or rural member communities was also highlighted. There was discussion of Haverhill 'bucking the trend' of other HOME consortium members by undertaking more First Time Homebuyer activities and aggressive housing rehabilitation work. In other communities, there is a need for affordable rentals. In Haverhill, there is a need for more market rate housing and promoting more owner occupancy. Haverhill is a much more pro-growth community than its fellow HOME partner communities. The severe HOME cuts and their impact and importance on funding housing projects was discussed. Tenant Based Rental Assistance and its value were debated. The need to create more affordable housing with HOME funds were emphasized, as it can not be done to a great extent with CDBG funds or other local funds or by the local housing authorities. HOME and CDBG priorities for both the City and the North Shore HOME Consortium were reviewed and compared.	



Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons
8	Public Meeting	Non-targeted/broad community subrecipients	This was a Technical Assistance session held on 5:30 PM on February 28, 2013 in City Hall Room #301 for sub-recipients to discuss their priorities and how to reflect those in their applications for local CDBG Public Services funding.	There were concerns over the future of HUD funding, paperwork and reporting requirements, and burdens on limited administration moneys. Also, the prospects of various entities working together in joint applications was discussed.	Allowing funds for additional staffing and travel costs were essentially discouraged.
9	Public Meeting	Non-targeted/broad community posted citywide	This was the official CDBG Budget Public Hearing before the Haverhill City Council on June 11, 2013, at 7:00P.M. in Haverhill City Hall, City Council Chambers, Room 202, 4 Summer Street, Haverhill,	Councilors expressed pleasure with the revamped home rehabilitation program. Also, the work of CDBG in improving the Downtown streets cape was cited. The budget was unanimously approved.	

Table 4 – Citizen Participation Outreach



Expected Resources

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

Introduction

The City of Haverhill continues to shoulder the burden of the largest municipal debt in the history of the Commonwealth of Massachusetts, the \$86 million debt from the formerly City-owned Hale Hospital, according to the Massachusetts Department of Revenue. Repayment of this 2001 debt relief bailout continues to drive the hunt for additional resources for the City. After years of painful cuts, layoffs, concessions and efficiencies, the City has achieved a structural balance in its annual spending. Now the City needs to replenish its nearly depleted reserves.

As a result, the City has been unable to commit additional municipal funds towards the important priorities of the Community Development Department. At the same time, due to federal sequester, government shutdowns and other federal fiscal and political uncertainty, the annual amount of CDBG funds has dropped to all-time lows. This year's annual award of \$897,026 represents a 1% increase over last year's record low allocation, but reflects the second lowest amount of allocated funds in the 39-year history of the Community Development Block Grant for Haverhill as an Entitlement Community.

Therefore, the City and the CDD have worked diligently to find other federal, state, regional, private and foundation resources to help attain our goals to improve the quality of life in the community. This effort will be especially important this year as the City recently saw some very useful and successful grants expire: the Community Development Block Grant –Recovery Act (CDBG-R) program; the Neighborhood Stabilization Program (NSP), and the Brownfields Assessment Grant from the United States Department of Environmental Protection (EPA).

This Plan relies upon drawing heavily upon prior years' unexpended funds in order to bring this reserve down to more fiscally responsible levels during an era of federal fiscal uncertainty. This Plan's use of prior years' funds allows the city to address outstanding public improvements, parks development and abandoned building identification, rectification and demolition.



Priority Table

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	897,026	35,000	810,000	1,742,026	400,000	This Plan relies upon drawing heavily upon prior years' unexpended funds in order to bring this reserve down to more fiscally responsible levels during an era of federal fiscal uncertainty. This Plan's use of prior years' funds allows the city to address outstanding public improvements, parks development and abandoned building identification, rectification and demolition.

Table 5 - Expected Resources – Priority Table



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

Federal funding through the Community Development Block Grant will be essential as backbone match for several important initiatives also funded through other resources.

For example, CDBG funds will help complete building code attainment at the Merrimack Street Parking Garage, which was the major focus (over \$714,000) of a \$1.2 million state MassWorks public infrastructure grant. CDBG funds will be used to complete ventilation fan work that could not be completed within state bidding and state grant limits.

In the next Program Year, CDBG funds may also be used in conjunction with a separate \$4 million MassWorks Infrastructure grant for the Merrimack Street area, including expansion of the Merrimack Riverwalk and a new large downtown waterfront redevelopment, although that has not been determined.

CDBG funds provide required match for the John and Abigail Adams Arts Grants initiative of the Massachusetts Cultural Council, which provides \$40,000 in annual support for the Creative Haverhill initiative, matched by \$20,000 in PY2013 and likely \$15,000 in PY2014 from CDBG. In the past year, CDBG matched \$60,000 in Adams funds (a declining award over multiple years) with over \$31,000. Creative Haverhill is serving as an arts and culture clearinghouse that is promoting tourism in Downtown Haverhill while nurturing and promoting many small entrepreneurs and small volunteer-led cultural organizations in the growing creative economy.

In the past year, CDBG funds of \$100,000 helped match a \$1,000,000 Gateway Cities Parks Grant from the Commonwealth's Division of Conservation Resources. This was used to revitalize and renovate Swasey Field in the Mount Washington neighborhood, featuring new walking trails, entryways, trees, improved drainage and irrigation, a spray park, improved playground, new baseball diamond and sledding hill. It is likely that CDBG funds will be utilized in PY2014 for the second phase of this large neighborhood parks project.

This year, up to \$40,000 in CDBG funds will be used for the Portland Street Park renovations, which will include over \$60,000 in private donations and private foundation funds raised and solicited by civic group Team Haverhill.

CDBG-funded resources such as code enforcement serve to leverage assistance by the state Attorney General's office to combat and expedite the transition of abandoned and vacant homes, due mostly to foreclosure. The City is hoping to receive \$50,000 (\$100K over 2 years) from the AG's Abandoned Housing Initiative grant to identify, track and process vacant properties and bank-owned distressed properties in Court. This would be matched by the work of CDBG-funded code officials in terms of collecting data and field observations of problematic vacant properties.

The CDD's Public Improvement work, specifically sidewalk installation and/or improvements, are performed by low, qualified vendors from the City's Department of Public Works' bid lists. This CDBG-funded Public Improvement work leverages \$1.5 million in the City Highway Department's Chapter 90 (State transportation) funds. In some cases, Chapter 90 work funds improvements in the CDBG Target Area; in other cases, the improvements are CDBG-funded.

The City is working with a new effort to promote and support innovation and entrepreneurship from microenterprises in various manufacturing fields, including technology. CDBG funds to support microenterprises in this regard are leveraging funds raised from the Merrimack Valley Sandbox, which is a coalition with several quasi-public, academic and private sector sponsors. The Haverhill Hardware Challenge saw \$5,000 in CDBG funds leverage an additional \$45,000 in funds from other sources organized by the sandbox.



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

There are some pieces of public land or property that may be used to address the needs identified in the plan.

For example, the site of the former Ornstein Heel factory, taken by the City through tax title years ago, is for sale through public bid. This city-owned 4.8 acre riverfront site is located from across from the Bradford MBTA commuter rail station. While there will be several bidders for this property, it is likely that some sort of housing development will be sited here, as new zoning will allow. The redevelopment of this site will address numerous goals including low-moderate housing, creation of parkland, economic development and possibly jobs.

Portland Street Park is a city-owned neighborhood park in the Acre that is in need of improvements to its basketball hoops, playing surface, fencing, playground, lawn and swing sets. Assisting local civic group Team Haverhill in renovating this park will constitute a major Low-Mod Area park improvement.

G.A.R. Park, adjacent to the Citizens Center, is the target of a reuse plan that the CDD hopes to develop in conjunction with the Park and Recreation Departments. This area needs modernized amenities such as a playground and more open space and less paved walkways in order to create a true destination for neighborhood families. There are ambitions of renovating the concert shell and adding a seasonal skating rink.

Redevelopment of the Winter Street School by the Planning Office for Urban Affairs is a major new initiative for the upcoming year. This project will convert a vacant former city school building into 12 units of new affordable housing (3 two bedroom and 9 one bedroom apartments). This project was one of the prime sources of HOME funds over the past year. This property will help address a major Low-Mod Housing priority.

The new Slavit Memorial Docks behind Washington Street in Downtown Haverhill are a new accessible resource to get people onto the Merrimack River and to increase boat traffic and tourism Downtown. The City hopes to add a new state grant-funded septic pump-out facility here, the most upriver pump-out on the Merrimack followed by Amesbury. The goal of providing safe and clean living conditions for those along the River is an important goal, and is a highlighted Public Improvement for this Plan.

Another major quality of life improvement for the Downtown is the expansion of the Downtown Merrimack River Boardwalk. Design plans are already underway to expand the boardwalk as a complement to the raising of the floodwall behind Merrimack Street. The survey, design and construction of the boardwalk, atop the floodwall levee that the federal government is forcing the city to enlarge, constitutes one of the most challenging and transformative public works projects in the city's history. The Boardwalk expansion is a lynchpin to a major redevelopment project slated for lower Merrimack Street over the upcoming year, a transformative redevelopment that will promote housing, economic development, education and training, jobs and tourism. It represents the highest priority project for the City in the upcoming year. As a sign of the City's commitment to this mega-project, the City has pledged its entire allotment of HOME funds to this project.



Discussion

The Citizens Center, slated for a major exterior renovation, supports programs for many of the neediest and most vulnerable citizens in the City. This includes the Human Services Department, with the Community Nurse, Haverhill Council on Aging, Youth Recreations programs, Haverhill Disabilities Commission, Veterans Affairs Officer, and other others subpopulations. The Center also serves as an emergency shelter during weather and other emergencies. Serving the citizens that rely on this building and its services is a priority need for the Plan.

A corollary to the Boardwalk is the Bradford Rail-Trail project. This is a city-owned, passive recreational, non-vehicular trail along the Merrimack River that is slated for major state construction funding in the upcoming year. This trail, directly across the River from Downtown Haverhill, will increase the quality of life and recreational amenities for Downtown residents as well as promote economic development.

Neither project will use CDBG funds, but they help achieve goals in the Plan.

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	Maintain and Preserve Housing Stock	2010	2015	Affordable Housing	CDBG TARGET AREA	Decent Housing-Maintain & Preserve Present Stock	CDBG: \$437,000	Public service activities other than Low/Moderate Income Housing Benefit: 75 Persons Assisted Rental units rehabilitated: 5 Household Housing Unit Homeowner Housing Rehabilitated: 26 Household Housing Unit Other: 4 Other



CITY OF HAVERHILL

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Increase Type and Supply of Affordable Housing	2010	2015	Affordable Housing Public Housing	CDBG TARGET AREA	Expand Supply/Type of Affordable Housing	CDBG: \$19,000	Rental units constructed: 36 Household Housing Unit Homeowner Housing Added: 4 Household Housing Unit Direct Financial Assistance to Homebuyers: 6 Households Assisted Buildings Demolished: 1 Buildings
3	Provide Basic Shelter + Services for Homeless	2010	2015	Homeless	CDBG TARGET AREA	Provide Basic Shelter and Services for Homeless	CDBG: \$18,000	Public service activities other than Low/Moderate Income Housing Benefit: 75 Persons Assisted Homeless Person Overnight Shelter: 60 Persons Assisted Homelessness Prevention: 20 Persons Assisted



CITY OF HAVERHILL

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Make Neighborhood Improvements	2010	2015	Affordable Housing Non-Homeless Special Needs Non-Housing Community Development	CDBG TARGET AREA	Improve Quality of Life thru Public Improvements	CDBG: \$53,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 10000 Persons Assisted Brownfield acres remediated: 1 Acre Housing Code Enforcement/Fo reclosed Property Care: 70 Household Housing Unit
5	Provide Social Services	2010	2015	Homeless Non-Homeless Special Needs Non-Housing Community Development	CDBG TARGET AREA	Improve Lives by Promoting Social Services	CDBG: \$134,200	Public service activities other than Low/Moderate Income Housing Benefit: 333 Persons Assisted Public service activities for Low/Moderate Income Housing Benefit: 145 Households Assisted



Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
6	Promote Economic Development	2010	2015	Non-Housing Community Development	CDBG TARGET AREA	Promoting Economic Development + Opportunity	CDBG: \$50,000	Facade treatment/business building rehabilitation: 2 Business Brownfield acres remediated: 1 Acre Jobs created/retained: 33 Jobs Businesses assisted: 22 Businesses Assisted

Table 6 – Goals Summary

Goal Descriptions

1	Goal Name	Maintain and Preserve Housing Stock
	Goal Description	<p>This year's goal is to carry forth with the activities of our in-house Housing Rehabilitation and Code Correction program, working in conjunction with Rebuilding Together, to undertake at least 31 housing rehabilitation projects including multi-family housing. This program has been revamped by HUD and is operating under new Policies and Procedures to make for a more efficient and transparent program. All participants are at or below 80% of the average median income and most activities are centered in the CDBG Target Area so as to produce the greater net positive effect for the housing stock in the inner city.</p> <p>In addition, there is a goal of de-leading at least 4 homes this year from the hazards of lead-based paint. Another 25 or so properties will be assessed for lead hazards.</p> <p>Also, this effort includes aggressive Code enforcement to ensure that properties in the inner-city Target Area are meeting health, safety, sanitary and building code standards.</p>
2	Goal Name	Increase Type and Supply of Affordable Housing
	Goal Description	<p>This goal is largely accomplished through local HOME funds, as opposed to CDBG funds. Nevertheless, increasing the type and supply of affordable housing is a major goal.</p> <p>Also included in this goal is an increased emphasis on first-time homebuyer activities that will heighten the amount of homeownership in the CDBG Target Area.</p>



3	Goal Name	Provide Basic Shelter + Services for Homeless
4	Goal Description	<p>The City does not provide direct basic shelter for homeless or displaced individuals or families except in cases of severe emergencies (such as weather or large fires). The city relies on non-profits such as Emmaus, Inc. and others to provide basic shelter. The City, through CDBG Public Services funding, provides financial assistance to Mitch's Place shelter and Community Action Inc.'s Homeless Drop-In Center, which is not a shelter but a meeting place for homeless to socialize and receive services, meals and care.</p> <p>Goal Name Make Neighborhood Improvements</p> <p>The city has an aggressive plan to pave several streets or sidewalks in the inner-city of Haverhill this year. This year's paving list includes:</p> <ul style="list-style-type: none"> • Consentino School area (small section of sidewalk along Washington Street south side by Hillcrest Avenue opposite crosswalk) • Silver Street (small lower section by Consentino School Path) Rose Street (roadway + sidewalk)-Cedar Street sidewalks (White to Dover) Portland Street (Winter to White) Winter Street (in front of Whittier Building/YMCA Day Care)-Marion Street sidewalks Chick Avenue sidewalks Jackson Street (one side-- sidewalk) Boston Street + sidewalks Cypress Street sidewalks (only after demolition of #5 Cypress) Moore Street sidewalks (one side) Oak Terrace Street and sidewalks • Stairwell between Bellevue and Broadway (in front of All Saints Church) Railroad Square sidewalks in front of Trippi (Whittier Building) Essex Street Bump out in front of Essex Street Grill/Wicked Big Café Currier Square ADA curb cuts, etc. <p>In addition, the City plans to use CDBG funds to renovate Portland Street Park, and to partially fund plans to design a renovation of Grand Army of the Republic (G.A.R.) Park on Winter Street. This will accompany other downtown streetscape and lighting improvements as needed.</p> <p>Much consideration has been given by the Mayor to ensure that public improvements are evenly spread throughout the distinct and diverse neighborhoods that comprise the CDBG Target Area, such as Mount Washington, the Acre, the Highlands as well as Downtown.</p> <p>Much of this extensive activity will be undertaken by utilizing prior year unspent CDBG funds. Approximately \$53,000 is budgeted from this upcoming year's allocation. Actual expenditures in this category should be much higher than that.</p> <p>In addition, a number of derelict, vacant properties will be brought to Housing Court for failing to meet code standards. The City will utilize a grant from the Massachusetts Attorney General's office to combat this problem of vacant and abandoned housing, and the various problems that infect neighborhoods when these distressed properties arise (illicit activity, rodents and vermin, health and safety issues, etc.). At least 10 properties will be brought to Housing Court for disposition to a Court-appointed Property Receiver for renovation and another 5 houses or so will likely be demolished. These actions will greatly improve these neighborhoods.</p>



5	Goal Name	Provide Social Services
	Goal Description	<p>The need for social services by many subgroups within the City is profound. The City intends to provide the following resources to add to the efforts and fundraising undertaken by many good and productive non-profit organizations in the community.</p> <p>--Mitch's Place, operated by Emmaus, Inc. as an emergency homeless shelter --\$10,000;</p> <p>--Open Hand Pantry, a food pantry serving the Acre and Highland neighborhoods, operated by Catholic Charities and St. James/St. John's Parishes-- \$9,000;</p> <p>--Community Action Inc.'s Heating Assistance Program-- \$36,000;</p> <p>--Community Action Inc.'s Homeless Drop-in Center at the Universalist Unitarian Church-- \$8,000; This program provides breakfast, bagged lunches, counseling, financial management and service referrals for homeless individuals;</p> <p>--Bethany Community Services' Meals for Frail Elders program-- \$4,000; this program provides a warm meal to homebound frail elders and shut-ins;</p> <p>--Career Resources Corporation's Veterans Employment Program-- \$8,000; this program provides referrals from the Veterans Northeast Outreach Center with job training, job search and on-the-job supports;</p> <p>--YMCA's Expanding/Improving Teen Services program--\$8,000; this program provides after-school and summer assistance to teens;</p> <p>--ARC of Greater Haverhill/Newburyport's Employment Readiness for Youth with Intellectual Development Disabilities-- \$4,000; this program provides paid internships and job placements for youth with developmental disabilities;</p> <p>--Pregnancy Care Center's Mother/Child Food and Clothing Program-- \$5,000; to help low-income pregnant women with food, clothing, baby supplies and other items;</p> <p>--Salvation Army's Congregate Feeding Program- \$26,000; this provides nutritious meals to hundreds of needy Acre residents;</p> <p>--Girl's Inc.'s 'Reaching More Girls' project-- \$10,000; this activity provides outreach and scholarships for inner city girls to receive afterschool academic, health awareness and social activities and programming.</p> <p>These funding determinations are made after an exhaustive review of a Request for Proposals (RFP) process by the City's Community Affairs Advisory Board (CAAB).</p>



6	Goal Name	Promote Economic Development
	Goal Description	<p>Adding jobs and economic development to the City remains a critical priority. The City has several initiatives to promote economic development that are funded through CDBG funds. These include:</p> <ul style="list-style-type: none"> -Facade Improvement Program for downtown commercial storefronts--the City's Façade Improvement Program, operated through the CDD and funded with CDBG funds, provides up to \$25,000 for an exterior project on a qualified commercial property. Any funding requested above that amount for a project is provided through the Façade Improvement Program sponsor, Bank of New England. It is estimated that the CDD's \$50,000 program will leverage over \$100,000 in private funds from the bank. The plan is to undertake 2 large projects or a combination of smaller projects that will expend roughly \$50,000 this upcoming year. -Creative Haverhill - CDBG funds provide match for this clearinghouse organization that supports the sector of arts, cultural and creative entrepreneurial activity in the City, with a specific focus on downtown Haverhill. Creative Haverhill organizes the sector, coordinates events and event calendars, provide online marketing support and media spotlight on local artists, and provide small business assistance to a number of native entrepreneurs in the creative sector. -Microenterprises- aside from micro-entrepreneurs in the creative economy, the City supports the efforts of the Merrimack Valley Sandbox to develop innovation-based technology microenterprises here in the community. -Brownfields assistance will be provided on an as-needed basis for those projects which help attain the city's goals (i.e. affordable housing production). Phase I and II environmental assessments can be conducted for those projects.

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

The City seeks to provide affordable housing for 40 low-to-moderate income families over the upcoming year, with the projects described in the Plan that are funded with HOME funds.

Another facet of the Plan is to maintain, preserve and bring up to Code 31 units of housing for incumbent low-to-moderate income homeowners, including some multi-family unit properties.

Other activities are largely geared around providing support services, quality living environments or other benefits for low-to-moderate income people or populations.



AP-35 Projects – 91.220(d)

Introduction

There are many facets and project components that comprise the City of Haverhill's Annual Community Development Plan.

The largest project component remains what has traditionally been one of the trademarks of the city's program, our Housing Rehabilitation activities for single- and multi-family units. Together with Rehab Administration, these projects account for \$370,000 or over 40% of the City's CDBG allotment for the 2103 Program Year.

Public Services and General Administration are capped at 15% and 20%, respectively.

A great deal of public improvements--all of which will be undertaken in the CDBG Target Area-- will be funded by drawing down prior years' unspent funds, in addition to the budgeted allotment of 53,626 from PY13 funds.

An ever-increasing amount of funds is being allocated to further Economic Development efforts, while the amount of funds being used on Code Enforcement remains important and substantial, but continues to diminish.

A new focus and project this year is the first-time homebuyer activity. This reflects a greater impetus to increase homeowner occupancy rates in certain inner-city neighborhoods.

#	Project Name
1	GENERAL ADMINISTRATION
2	REHABILITATION ADMINISTRATION
3	CODE ENFORCEMENT
4	Public Improvements & Facilities
5	Single Family Rehabilitation
6	Multi-Unit Rehabilitation
7	Public Services
8	Demolition
9	Economic Development
10	First Time Homebuyer Assistance

Table 8 – Project Information

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

The largest projects involve home rehabilitation activities and public improvements. These represent significant priorities for allocation. In terms of housing rehabilitation, the City's Five-Year Consolidated Plan identifies the maintenance of the City's old housing stock in the inner city as its paramount goal. Also, public improvements in long-neglected inner city neighborhoods represent a key way to provide suitable living environments, which is a another high



priority goal.

This Plan also reflects a shift in terms of increasing priority for economic development and first-time homebuyer assistance, in order to promote entrepreneurialism, job growth, commercial activity, as well as homeownership/ owner-occupancy in inner-city neighborhoods in the City.

Other projects, such as Public Services and Administration, are capped statutorily.

The obstacles to addressing these needs are several, the greatest of these obstacles being related to federal fiscal uncertainty. The City's debt, largely from the former Hale Hospital fiscal collapse and sale, affects the ability of the city to address certain infrastructure needs on its own. This places great strain on state's Chapter 90 funding for road and sidewalk repair. Fiscal limits obviously impose great challenges and obstacles for those providing public services under CDBG.

The foreclosure epidemic has created a number of vacant properties that pull resources away from rehabilitation possibilities while adding code enforcement costs and demands. Meanwhile, the costs of building materials, especially petroleum-related products such as roofing tiles, has skyrocketed in recent years. These dynamics have limited the ability to undertake a large number of rehabilitation projects while making the need to increase demolition costs likely.

Lead-based paint rules create numerous obstacles for rehab programs, further adding costs and delays to the projects while lead is assessed and potentially remediated. Oftentimes, lead regulations frame the outcomes and budgets of the projects. A property with high potential lead cost is less likely to receive assistance.

Another obstacle is that Davis-Bacon regulations make facade improvement much less cost-effective for property owners, and often deters property owners from using this CDBG-funded economic development assistance.

The City is determined to add other resources to help address these challenges and obstacles to underserved needs.

Projects

AP-38 Projects Summary

Project Summary Information

Table 9 – Project Summary

1	Project Name	GENERAL ADMINISTRATION
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Program Administration and Salaries and supplies of Professional Community Development Department Staff
	Target Date	



	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Administration Activities include Program Administration and Salaries of Professional Community Development Department Staff, as well as professional planning consultants, office supplies and equipment, National Community Development Association membership dues, audit fees, legal advertising, retirement and insurance premiums
2	Project Name	REHABILITATION ADMINISTRATION
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Supplies, Training and Professional Salaries to Administer the Housing Rehabilitation Programs of the CDD
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Supplies, Training and Professional Salaries to Administer the Housing Rehabilitation Programs of the CDD, including oversight of lead paint inspections and assessment, performing Housing Quality Standards for First Time Homebuyers and other residents
3	Project Name	CODE ENFORCEMENT
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Enforcement of Health, Sanitary (Trash) and Building Safety Code standards in the CDBG Target Area.



	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Enforcement of State building/safety codes, health, sanitary and trash codes, and routine inspections of housing and property upkeep. This activity includes monitoring and inspections of vacant/abandoned foreclosed buildings.
4	Project Name	Public Improvements & Facilities
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	PUBLIC IMPROVEMENTS
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	This project involves improvements to public infrastructure in low-to-moderate income areas. Such improvements include new sidewalks, street trees, curb cuts and handicapped ramps, road paving, permanent lighting and signage, as well as park improvements.
5	Project Name	Single Family Rehabilitation
	Target Area	
	Goals Supported	
	Needs Addressed	Decent Housing- Maintain & Preserve Present Stock
	Funding	CDBG: \$120,737
	Description	Rehabilitation of Single Family Homes, addressing outstanding Code deficiencies
	Target Date	



	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	<p>The Housing Rehabilitation and Code Correction Program will make code-mandated improvements to low-to-moderate income homeowners of single-family properties, mostly in the CDBG Target Area neighborhoods of the city. These activities have yet to be determined, and will be determined by applications from the public to the program during the Program Year.</p> <p>In addition, \$30,000 in funds provided to Rebuilding Together will coordinate the activities and supplies of professional tradesmen who will donate their time one day a year to undertake projects for low-to-moderate income homeowners as well.</p>
6	Project Name	Multi-Unit Rehabilitation
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Rehabilitation of Multi-Unit Housing, to address Code-mandated deficiencies
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	<p>Through the Housing Rehabilitation and Code Correction Program, multi-family housing owned by low-to-moderate income homeowners will be repaired and rental units will be returned to productive use.</p> <p>Two planned activities include ADA bathrooms and plumbing upgrades at the Common Ground Ministries Cafe, which provides free meals to indigent residents, as well as roof patching and floor tile repair at Girls' Inc.</p>
7	Project Name	Public Services
	Target Area	
	Goals Supported	



	Needs Addressed	
	Funding	:
	Description	PUBLIC SERVICES
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	<p>Activities for the upcoming Program Year, as determined by the Community Affairs Advisory Board and the Mayor, are as follows:</p> <p>Pregnancy Care Center-- Mother/Child Food and Clothing-- \$5,000</p> <p>Emmaus, Inc.-- Mitch's Place Emergency Shelter-- \$10,000</p> <p>Salvation Army-- Meals Program-- \$26,000</p> <p>Bethany Homes-- Meals for Frail Elders-- \$4,000</p> <p>Community Action, Inc.-- Heating Assistance-- \$36,000</p> <p>Community Action, Inc.-- Homeless/Near Homeless Drop-in Center-- \$8,000</p> <p>Haverhill Police Department-- Community Policing-- \$7,500</p> <p>Career Resources/Veterans Northeast Outreach Center-- Veterans Employment Retraining Program-- \$8,000</p> <p>St. James/St. John's Parishes-- Open Hand Pantry-- \$9,000</p> <p>YMCA of the North Shore-- Haverhill Youth and Teen Center--\$8,000</p> <p>Association of Retarded Citizens-- Employment Readiness for Youth-- \$4,000</p> <p>Girls, Inc.-- Reaching More Girls program-- \$10,000</p>
8	Project Name	Demolition
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Demolition of Condemned properties
	Target Date	



	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	As needed, funds will be used to create liens on abandoned and condemned properties that require demolition, with no hope of renovation. Program would be mostly revenue neutral due to recapture of liens placed on the delinquent property owners, mostly utilizing unspent prior year funds to start, along with \$2,000 in funds from this Program Year.
9	Project Name	Economic Development
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:
	Description	Economic Development Activities
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	Economic activities include: Creative Haverhill's efforts to provide jobs and marketing assistance to low/mod income resident artists and micro enterprises and promote creative economy/ cultural tourism; Economic Development and Planning efforts related to microenterprises; Facade Improvement Assistance to downtown businesses.
10	Project Name	First Time Homebuyer Assistance
	Target Area	
	Goals Supported	
	Needs Addressed	
	Funding	:



Description	Direct downpayment and/or closing cost assistance to qualified first-time homebuyers who have completed a First Time Homebuyer training seminar and are willing to purchase a home in a Target Area neighborhood with low owner-occupancy rates.
Target Date	
Estimate the number and type of families that will benefit from the proposed activities	
Location Description	
Planned Activities	This project will provide up to \$6500 in closing costs or downpayment assistance for prospective homeowners who have completed a First Time Homebuying seminar and are investing in the city's CDBG Target Area neighborhoods. Names and addresses of individual activities to be determined.



AP-50 Geographic Distribution – 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 vast majority of funds will be directed towards the City's Community Development Target Area, a series of census tracts and blocks which incorporates the Acre, the Highlands, and Mount Washington, Hilldale, Broadway and Downtown neighborhoods. This includes most or all of census blocks 2901, 2902, 2603, 2606, 2607 and 2609.

Geographic Distribution

Target Area	Percentage of Funds
CDBG TARGET AREA	89

Table 10 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

These census tracts are all 51% or more low-to-moderate income areas of the City. These are also some of the most densely populated neighborhoods, with the highest concentration of racial and ethnic minorities. The housing stock is traditionally very old in these historic neighborhoods.

The CDD's Housing Rehabilitation and First-Time Homebuyer programs have been essentially limited to the CDBG Target Areas in order to maximize impact, preserve the housing stock, and increase homeowner occupancy rates in the inner city neighborhoods of the City. Public improvements are strictly limited to these areas, as well as most of the public services being administered.

Discussion

Most of the Economic Development work affects downtown Haverhill which is in the CDBG Target Area, but not exclusively. Again, the goal is to increase jobs and to expand economic development, especially in downtown Haverhill.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Developing affordable housing is a critical goal for the City, as the number below and in the Consolidated Five-Year Plan can attest.

The City's production of new units consists entirely of those units receiving direct funding from the City's local share of its HOME allocation as received by formula through the North Shore HOME Consortium. These planned projects include:

- Planning Office for Urban Affairs' Winter Street School redevelopment: 12 units of affordable rental workforce



housing;

-Merrimack Valley Habitat for Humanity- 38 School Street: 4 units of affordable housing for homeownership; this involves the acquisition of one existing dilapidated, vacant unit.

-Veterans Northeast/Coalition for a Better Acre: 18 and 6 units of housing for homeless veterans on Temple and Reed Streets (24 units of homeless housing total);

No new units are planned to be constructed from CDBG funds in the upcoming year. CDBG funds are reserved for housing rehabilitation for single- and multi-family units, including those projects undertaken by Rebuilding Together. 35 rehabilitation projects are projected involving existing houses with various code deficiencies owned by low-moderate income residents.

The City will provide one remaining tenant based rental assistance through Community Action's Certified Nurse's Aide Training program. In addition, the CDD will provide up to 2 rental vouchers through CAI for its Emergency Relief fund.

One Year Goals for the Number of Households to be Supported	
Homeless	24
Non-Homeless	42
Special-Needs	2
Total	68

Table 11 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	3
The Production of New Units	40
Rehab of Existing Units	35
Acquisition of Existing Units	1
Total	79

Table 12 - One Year Goals for Affordable Housing by Support Type



Discussion

The Non-Homeless goals incorporate both local HOME projects from POUA and Habitat for Humanity as well as project home rehabilitation projects from the CDD and Rebuilding Together.

The City has created a Fire/Disaster Emergency fund with some old, surplus, non-CDBG, non-Administration funds that can be used to provide first/last or security deposit for those households who were burned out of their multi-unit through no fault of their own. These are rent paying households with employment and with good credit, but they have inadequate or insufficient savings to provide to a new landlord while awaiting lengthy insurance reimbursement. Too many of these innocent, employed, rent-paying individuals wind up homeless in these situations because they cannot abruptly collect a first, last and deposit. This mini-program provides a one-time \$1,000 payment to provide temporary assistance.

AP-60 Public Housing – 91.220(h)

Introduction

The City's provider of public housing is the Haverhill Housing Authority (HHA). HHA maintains approximately 446 units of public housing scattered across the city in several locations, including but not limited to Washington Square, Kennedy Circle, Summer Street/Mount Vernon Street complex, Julian Steele and the Greystone Apartments in Bradford.

HHA is solely a state-supported housing authority. It is not federally chartered.

At this time, the HHA is operating under a self-described 'maintenance of effort,' and is not actively involved in the production of new housing. HHA does administer a large Section 8 rental housing voucher program.

Actions planned during the next year to address the needs to public housing

The City, through its recent HHA board appointees and through more active engagement by the Community Development Department, has been monitoring and working more closely with the HHA over the past two years. This heightened engagement, which originated in a shared, successful Neighborhood Stabilization Program (NSP) initiative, has yielded more understanding of the needs related to public housing.

Currently, the HHA is undertaking a significant modernization and maintenance upgrade of its housing stock. The City supports this effort and will seek other funding mechanisms to continue to support these upgrades. Unfortunately, in this upcoming program year, the City will not be able to significantly fund the modernization of public housing with CDBG funds, which are needed to operate the CDD's own Housing Rehabilitation program for low-to-moderate income homeowners.

The City will be seeking to add HHA properties to its curbside single-stream recycling program. This topic will be a part of the upcoming solid waste contract renewal negotiations. The increased recyclables will generate some minor additional revenue for the City, but more significantly, it will reduce the operating costs of the HHA through reduced trash disposal costs.

The City will renew attempts to get the HHA to join an Energy Services contract (ESCO), which would allow for a greater number of modernizations to be made, payable out of future energy savings and rebates as opposed to cash. The City is in the midst of negotiations on such a contract and looks to share best practices with the HHA on this front.

The City is also seeking to improve sidewalks, add street trees and other streetscape improvements to areas around



public housing complexes. For example, the CDD is replacing dilapidated benches in the plaza in front of the Housing Authority's Washington Square units. Sidewalks on Washington Street by Julian Steele are another example of targeted CDBG public improvements.

The CDD is now regularly attending HHA meetings with a goal of keeping abreast of HHA developments, seeking opportunities for collaboration and economies of scale, such as in property maintenance, fleet maintenance and other issues. The City encourages and pressures the HHA to transition their housing units quickly once they become vacant due to death, departure, eviction or other reasons.

Through its active and regular involvement with the Haverhill Landlords' Guild, the CDD is seeking ways to foster additional Section 8 units in the community. This roundtable of local landlords and property owners discusses various issues related to property management and tenancy rights. By encouraging landlords to make their properties available to Section 8 tenancy, the City hopes to reduce the extremely long and slow-moving HHA housing request lists.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

As a direct result of the City's recently concluded NSP effort, it became apparent that the City desperately needed to update its Section 3 Plan, especially its policies and activities. For example, there are no Section 3 approved businesses currently in the City—this is a metric that the CDD hopes to change over the next Program Year. The HHA is exempt as a non-federally chartered housing authority from this Section 3 requirement, but will be consulted on this development of a new Section 3 policy, in order to create job opportunities for public housing residents.

Employment and training prospects are other key tools needed to encourage public housing residents to improve their lives and to eventually 'graduate' from public housing. Unfortunately, public and subsidized housing does not revolve very quickly for use by the many on public housing waiting lists. One of the key reasons is the lack of decent education and training opportunities. The City continues to pursue outside grants and initiatives that would promote access to vocational training at Whittier Regional Vocation Technical High School, as well as connections to ValleyWorks, the One-Stop Career Center that was successfully retained and relocated to the campus of Northern Essex Community College. There are a growing number of employment opportunities in the City in fields such as manufacturing, particularly food manufacturing, machining and high-tech assembly. Getting residents of public and/or subsidized housing aware and prepared to take advantage of these opportunities is an ongoing challenge.

The CDD, at the direction and suggestion of the Mayor, is seeking to expand its offerings for First-Time Homebuyers. The goal is to increase homeowner occupancy in inner-city and low-moderate income areas within the CDBG Target Area. This Plan provides both HOME and CDBG funds to provide down payment or closing cost assistance of up to \$6,500 for eligible households who 1) have completed First Time Homebuyer training courses being offered by various non-profits including Community Action, Inc., Lawrence Community Works, and others; and 2) are willing to purchase a house with the CDBG Target Area neighborhoods. This loan would defer after ten (10) years down to zero financial obligation for the homeowner. This program will be marketed to residents of public and subsidized housing.



If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

Not Applicable --The HHA is not listed or designated as “troubled”—this does not increase nor decrease the likelihood of City funding for the HHA.

Discussion

The City is committed finding additional ways to provide, acquire and share resources to further increase the quantity and improve the quality of public housing.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Serving the needs of homeless individuals is a key facet of this Plan, especially in regards to CDBG Public Services funding, HOME funds and Continuum of Care activities.

For example, CDBG Public Services include \$10,000 in funds for Mitch’s Place, a 30 bed (on average) emergency transitional overnight shelter operated by Emmaus, Inc. on How Street. Here, the homeless get a meal, a bed and shared bathroom facilities in a safe, clean, sober, monitored environment. Guests get referred to appropriate services and can leave their belongings during the day as they go about their business. Oftentimes, the winter months mandate overflow beds for Mitch’s Place, due to demand. As an organization, Emmaus strives to transition guests at Mitch’s Place into other transitional or more permanent housing.

The Homeless Drop-In Center operated by Community Action, Inc. also is slated to receive \$8,000 in funds from CDBG Public Services allotment as well. This is a safe place at the Unitarian Universalist Church that the homeless can attend by day after leaving shelters. The Homeless Drop-In Center provides their homeless guests breakfast and a bagged lunch, recreation, counseling, referrals, socialization, sundries, health care check-ups and personal financial management, all during the daytime hours.

In terms of HOME funding, the upcoming year features the City’s financial support for a 24-unit project across two sites being developed by Veterans Northeast Outreach Center and the Coalition for a Better Acre; this project is dedicated to housing homeless veterans. The project features the development of six family units on a currently vacant lot on Temple Street, and 18 single-room occupancy units being constructed from an old church parking lot on Reed and Temple Street, one-half block away. These are supportive services tied in with the adjacent veterans campus. The City has committed \$32,781 from its local share of HOME funds for this project.

The City and the CDD are active members of the Continuum of Care in part because of the services and funding it can provide to agencies in the City. This year, allocations from the Continuum provided funds for two (2) news units on Emerson Street, operated by Emmaus, Inc.

The City also continually seeks ways in which to support homeless individuals and special needs populations.



Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The City, through the CDD and the Police Department, coordinate the local Annual “Point-in-Time Homeless Count” on the overnight of Wednesday, January 30th, 2013, sponsored by the Continuum of Care. This year's count revealed 12 individuals who were not in some sort of organized shelter situation but who literally on the streets, under the bridges or in the woods.

In addition, on an average nightly basis, 30-50 Haverhill residents are taking up shelter beds at Mitch's Place and other facilities. A significant number of homeless families have been placed in the city's two hotels along Interstate 495. However, the State is phasing out placements of Department of Transitional Assistance families in hotel in the future. Not all of these families were true Haverhill residents.

The City, through the CDD and the Community Affairs Advisory Board, is determined to reach out and assess the needs of individuals who are homeless or at risk of homelessness. The CDD requests that its providers collect data on the number and type of homeless individuals that they serve through CDBG-funded programs. In addition, local providers utilize Homeless Management Information Systems (HMIS) in order to track, via computer, unduplicated homeless individuals that they serve. These numbers are reviewed in aggregate by the CDD and the CAAB, driving funding decisions.

One of the major goals of the upcoming year is to better coordinate outreach and needs assessment of homeless veterans by the City's Veterans' Representative working with Veterans Northeast Outreach Center. There remains needs for a more seamless system. Working together, there is reason to believe that homelessness among veterans can be eliminated, as VNEOC recently received a \$2,000,000 grant to provide support services for homeless veterans and their families. VNEOC remains highly successful in reaching out to homeless veterans and connecting these veterans with appropriate services

Emmaus, Community Action, Salvation Army and other subrecipients reach out to homeless individuals every day. These organizations are being supported with CDBG Public Services funds. New subrecipients such as Common Ground ministries are also working with the homeless on a daily basis, with doors wide open.

The City's involvement with the Continuum of Care gives city staff direct contact with those providers on the 'frontlines' of combatting homelessness in the city and around the region. Best practices, trends and concerns are discussed at length in the CoC. This has been invaluable in directing the CDD's efforts to combat homelessness.

Addressing the emergency shelter and transitional housing needs of homeless persons

The City's main emergency shelter remains Emmaus' Mitch's Place Shelter, which serves at least 30 individuals on average every night. This shelter is being supported by CDBG funds this upcoming year as in years past. The City and Emmaus are in regular steady contact about a variety of issues, including shelter capacity. Occasionally, the City needs to open the Citizens Center as a shelter in order to accommodate extreme weather emergencies or in response to crises such as large fires, etc. Veterans Northeast Outreach Center has a variety of shelter for homeless veterans. Churches



and other non-profits also operate shelters on as needed basis.

The City could probably support the creation of another shelter. This is an issue for the upcoming year.

Another concern is the lack of communication and coordination with the Commonwealth's DTA office is it regards individuals or families in transition. People who needs emergency short-term assistance are referred to the DTA office in Lawrence, but the resulting feedback is often poor.

Over the past year, the CDD established better connection with the School Department's Wagner-Peyser funded staff who work with students in homeless situations. There are hopes of obtaining other grants to provide housing assistance in order to stabilize academic situation of these at-risk students, who comprise such a large subset of those failing state education exams (MCAS).

Addressing the emergency shelter and transitional housing needs of homeless persons remains a key goal of the Plan. This year, the City will provide emergency shelter assistance to at least 60 individuals through CDBG funding.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

As stated before, the City works closely with Veterans Northeast and Emmaus to support their efforts to transition chronically homeless veterans, individuals, families and others into permanent housing. Emmaus' model provides for a continuum of care from emergency shelter to transitional housing to permanent housing. Veterans Northeast provides supportive housing that is essentially permanent in nature for veterans.

The City needs to coordinate further with Team Coordinating Agency, a non-profit which operates a home for unaccompanied youth in the community. These clients are mostly homeless teens, orphans or runaways. Their numbers have actually dropped, which is positive, and led TCA to abandon the Phoenix House adjacent to City Hall to focus their efforts on their South Kimball Street operation.

The City needs to find a way to coordinate better with the state's Department of Transitional Assistance (DTA), which is the former Welfare agency that provides emergency shelter to individuals and households, to ensure that they are receiving the help they need but also to help plan for their transition to permanent housing. With Housing Authority wait lists up to three years long, there is a sizable gap of time in which many of these individuals 'disappear' from the city's housing 'radar.' Making sure that these individuals actually do transition to better housing is a challenging proposition.

The key is to create a diverse array of housing that can accommodate these special subgroups that comprise the homeless in our community. Having this housing creates a more seamless and quicker transition into permanent housing. CDBG-funded Public Services is partly driven by the need to provide supportive services to these aforementioned groups. This support can include counseling, meals, socialization, preventative health care (i.e. blood pressure checks), nutrition information, dental care and heating assistance to these individuals. These services will be provided to at least 200 individuals through CDBG funded activities this upcoming year.



Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The City is already working with agencies providing group housing to developmentally disabled and mentally ill individuals, and has encouraged the development and full vacancy of these units. The city is committed to providing enough housing options to assist these individuals, usually centered around supportive structures from agencies such as Housing Support Inc, the Haverhill DMH Clubhouse, L'Arche Irenicon, Fidelity House, American Training, Career Resources and others.

The City has made initial outreach efforts to the Haverhill Clubhouse, a Massachusetts Department of Mental Health (DMH) facility located adjacent to Emmaus' pocket park on Locust Street. The Clubhouse is a day habilitation and workshop space for those clients referred by DMH, which is getting new leadership on July 1, 2013. Discussions have been made for the Clubhouse to 'adopt' the new pocket park. The system of referrals to housing with HHA and others has been discussed and will continue to be explored.

Other mental health providers such as Housing Support, Inc. continue to have a presence in the City, and the City is working to provide more inspections for their units and to discuss ways in which to assist these tax-exempt properties.

The City works through and relies upon these agencies to "catch" these at-risk individuals who transition out of certain programs, be they disabled 22-year olds aging out of the public education system or those being discharged from institutions.

The City needs to better align with the Essex County Sheriff's office to identify the housing needs of those transitioning out of the prison system. The City also needs to better coordinate with the Wagner-Peyser funded students and link educational supports to housing supports for these students and their families. The goal is to link the separately-funded 'silos' of education and housing together. Lack of stable housing is a huge drag on educational achievement and MCAS scores in the city-- some of the city's most challenging educational cases have a lack of stable housing at their core. These issues need to be addressed holistically.



Discussion

Here is a breakdown of other federally-funded homeless services in the city, although not under the care, custody and control of the City of Haverhill.

Applicant	Sponsor	Name of Project	Total # of units	#
of HUD-funded (HEARTH) units				
Emmaus Inc.	same	Jericho House Safe Haven	11	6
Emmaus Inc. through NSHC CoC	same	Bethel Transitional Housing	14	8
Haverhill Housing Authority	Emmaus	Emerson Street Shelter Plus Care	13	12
Haverhill Housing Authority	Emmaus	Winter Street Shelter Plus Care	6	6
Haverhill Housing Authority (mgr.)	Emmaus	Evergreen Place		20 (plus live-in mgr.)
	9 (through 2 grants)			

One year goals for the number of households to be provided housing through the use of HOPWA for:
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family
Tenant-based rental assistance
Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds
Total



AP-75 Barriers to affordable housing – 91.220(j)

Introduction

There are numerous barriers that the City must overcome in order to provide additional affordable housing.

Despite these barriers, the City is proud of the progress that it has made in regards to developing and maintaining affordable housing. For example, there is a state law [Chapter 40B] that requires local governments to have at least 10% of its housing stock subsidized and dedicated to households below 80% of median income, in order for that local government to retain full control over the zoning permit process when affordable units are proposed. The nature of that affordability is defined by the State and generally must be for at least fifteen (15) years for homeownership and thirty (30) years for rental units. The 40B law grants the State the power to override local decisions regarding affordable housing projects, whether those decisions are based on zoning by-laws, or other arguments such as impact on schools, environmental issues, infrastructure limitations, etc. The City ended the 2012 Program Year with over 9.6% of its 25,500 housing units certified by the State as active affordable units. It is expected that pending developments will push the City over the ‘goal line’ in terms of its affordable housing numbers during the upcoming Program Year.

Among the barriers to affordable housing in the City are supply, zoning, economic conditions, lack of development entities, financial resources and incentives, bank-owned vacant properties, updated building codes and lead-based paint regulations.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

One of the actions that the City is undertaking in order to overcome the barrier of a lack of supply of affordable housing is to develop its own properties. These city-owned properties include tax title properties such as the 4.8-acre site of the former Ornstein Heel factory, as well as former city-owned buildings such as the former Winter Street School, Cogswell School and Smiley School. The Ornstein site is a riverfront development site across from the Bradford MBTA commuter rail station, so it has great Transit Oriented Development possibilities. The site is currently out to bid, and many housing developers have been notified. The Winter Street School is under a Purchase and Sale Agreement and is in the process of being sold to a developer in order to create twelve (12) units of affordable/workforce housing. The CDD will work to finalize this sale and the redevelopment of this vacant former school building over the upcoming Program Year. Other city-owned vacant lots are being auctioned off as well.

There are still zoning challenges and barriers to affordable housing that the City is seeking to identify and resolve. A task force appointed by the Mayor is working resolving on these very issues, including the repeal and reform of inclusionary zoning practices, which has killed many potential housing projects.

The effects of the Great Recession of 2008 has had stultifying effects on the local real estate market and still serves as a barrier to the development of affordable housing today. By offering lower land costs than metropolitan Boston, through streamlined permitting processes and strong outreach, the City is hoping to incentivize development of all types of housing, including affordable housing.

Another barrier is the lack of Certified Housing Development Organizations (CHDOs) in the region and in the community. At least 15% of HOME funds must be set aside for CHDOs, but the entire North Shore HOME Consortium has only a few to work with. If other housing developers or non-profits became CHDOs, then there would



be more potential funding with which to construct new affordable housing units.

With much federal fiscal uncertainty, the availability of resources is a notable barrier to affordable housing. Nowhere is this felt more acutely than on the HOME funding side. A massive reduction in HOME funding nationwide has greatly diminished the ability of the City to provide gap funding to developers to create affordable housing. Other public and private funding sources have been cut or eliminated, diminishing the ability of the City to make housing deals occur.

Vacant properties, many of which are in the hands of large banks, out-of-state financial institutions or defunct family or realty trusts, are presenting a real drag on the development of affordable housing. An increasing amount of the City's time is spent finding, inspecting and recording these vacant and dilapidated properties.

Recent updates in building and zoning codes have affected the ability of property owners to fully develop or redevelop their properties. In much of Downtown Haverhill, the lack of fire alarms, fire suppression systems (e.g. sprinklers) or elevators in buildings has precluded many property owners from developing the upper floors of their buildings for affordable or market-rate housing. Changes in plumbing, heating and electrical codes can deter some property owners from developing affordable housing. The costs of some of these mandated upgrades can be exorbitant for many property owners.

Without a doubt, strict and conflicting state and federal lead-based paint regulations have had a chilling effect on the development or retention of affordable housing for some landlords and property owners.

Discussion

In terms of zoning, great progress has been made over the past year thanks to a CDBG-funded zoning consultant (McClure Planning), who has developed a waterfront zoning overlay planning district that will promote the creation of new housing with incentives such as development bonuses and other by-right protections. This work is culmination of several years of discussions, feedback, strategies and plans concerning the mixed-use redevelopment of Downtown in general and the failing Merrimack Street retail corridor. These zoning reforms allow for a pending mega-development that includes up to (fifty) 50 units of affordable housing in this priority development site. This largely underutilized downtown and riverfront corridor was the subject of a Technical Assistance Panel's planning and design charrette organized by the Urban Land Institute (ULI) in late 2011.

Offering Tax Incentive Financing (TIF) deals is one of the few incentives that the City can provide in this regard, as these are largely infrequent and lengthy. Many developers are currently pursuing the lengthy and multiple rounds of Historic Tax Credits to make affordable housing development feasible.

The City is in discussions with two non-profit agencies (Veterans Northeast Outreach center and Merrimack Valley Habitat for Humanity) to pursue the process of becoming certified CHDOs, in order to take better advantage of funding possibilities to develop affordable housing. The Plan does not budget for this allowable CDBG activity, but if funds are needed for this regard the Plan will be updated. As always, the composition of the boards of directors for these firms will be the primary sticking point affecting CHDO attainment.

There are over 300 vacant properties in the City, with vacancy defined as being empty for over 90 days. Of these properties, 30 to 40 are better classified as 'distressed' or 'problematic.' These properties not only reduce the available affordable housing stock in the City, but they are hurting property values, promoting illicit activities and encouraging squatting.

The City is seeking assistance from MassDevelopment and other financial institutions to find or develop financing tools



that can encourage these buildings to be more fully utilized.

In Massachusetts, many state laws for lead-removal are even more restrictive than federal regulations. With a high percentage of housing built before 1978, Massachusetts is particularly susceptible to these stringent and costly regulations and requirements. This reduces the ability and willingness of some developers and property owners to rent or repair affordable units. Other landlords find it easier to discriminate against those with young children. Even beneficial programs such as the Commonwealth's 'Get the Lead Out' program require a 50%-50% or less debt-to-value ratio, which deems many 'upside-down' homeowners ineligible even though they are the least likely to address lead-based paint hazards and are usually at the greatest risk.

AP-85 Other Actions – 91.220(k)

Introduction

Given the fiscal realities and constraints of the federal budget, the City works to pursue other non-federal funding to undertake other activities that helps the City complement our goals, fulfill unmet needs, or achieve its community development objectives either directly or indirectly.

Actions planned to address obstacles to meeting underserved needs

There were numerous unfunded requests in the Community Affairs Advisory Board's deliberations for CDBG-funded public services activities, so it can be stated unequivocally that funding presents an obstacle to meeting underserved needs. The City will seek additional funds through grants, foundational support and promoting private fundraising for these organizations that provide programming and services for needy populations.

Language and literacy needs still affect a great number of city residents, which prohibits their full participation in the economy as well as in the community. The ability of the Haverhill School Department and the Haverhill Public Library to address these needs are limited. The City hopes to work with the local Workforce Investment Board (LWIB), Northern Essex Community College and large employers to fund such English as a Second Language (ESOL) and other workforce training initiatives.

Another underserved need involves substance abuse and mental illness treatment facilities and capacity. There are obstacles in terms of funding and availability of resources to meet demand. Support from the state Department of Mental Health and other non-profit agencies is needed. The City will need to work creatively to locate treatment centers and housing for this population, perhaps in non-traditional zoning areas (i.e. industrial areas), due to the controversial nature of these needed but unpopular facilities.

There is an underserved need of trees in sections of the inner city of Haverhill. To address this, the City has been selected to work with the Urban Ecology Institute, a non-profit that has worked in Fitchburg and elsewhere, to draw up a map of designated street tree locations by genus.

Another underserved need is the lack of police officers in the City. This issue manifests itself with each high-profile crime. While many categories of crime are on the statistical decline, there have been some notable incidents that have put the community on edge, including a drug-gang related double homicide on River Street. This obstacle is being addressed by the City applying for and being awarded more federal and foundation policing grants, hiring additional auxiliary officers, and re-dedicating more patrols. CDBG funds are being allocated for Community Policing through the Haverhill Police Department's Street Crimes unit. In addition, other CDBG Public Services funds are designed to



reduce or eliminate the influence of gangs. The issue of drug treatment and prevention also requires further focus.

The waiting lists for the Haverhill Housing Authority present another obstacle and large underserved need. To overcome this obstacle, the City is working more closely with the Housing Authority in areas such as permitting and oversight to ensure that vacant units are quickly and fairly returned to use.

Actions planned to foster and maintain affordable housing

Obviously, the reduction in HOME funds across the nation also greatly affects the ability of the fiscally-constrained City of Haverhill to develop and maintain affordable housing directly. To keep CDBG-funded Housing Rehabilitation efforts impactful, the City has generally restricted this activity to inside the CDBG-designated Target Area.

The City has used its 40R Transit-Oriented Development Smart Growth District designations to great affect to revitalize old mills as well as to increase the stock of affordable housing. A challenge for the upcoming year is to re-zone the Merrimack River waterfront area, which includes several former industrial parcels that now are either vacant or under-utilized. The City still wants to foster industry and jobs, but the market dictates that these growth opportunity areas are along highways or areas accessible by truck, as opposed to rail and water as the waterfront historically was. In 40R districts, the City was able to successfully assist developers in obtaining significant state Affordable Historic Tax Credits or Affordable Housing Tax credits.

The City welcomes large scale and small scale developers seeking to develop affordable housing in the City. Furthermore, the CDD will be conducting outreach over the upcoming year to non-profit housing development organizations (CHDOs and CBDOs) that have traditionally operated outside of the city. The City hopes to eclipse the State goal under Chapter 40B of having 10% of its stock be deemed affordable (the City is above 9%).

As the housing market slowly improves, the City's First-Time Homebuyer program stands ready for increased activity, primarily funded through HOME funds.

The list for units at the Haverhill Housing Authority is several years long in some cases. However, the HHA does not feel that it is in a position to expand its number of units or to create new housing, operating in a self-described 'maintenance of effort.' However, they are about to ramp up efforts to maintain their considerable housing stock.

The CDD is more aggressively analyzing its official Affordable Housing Inventory, as provided by the Massachusetts Department of Housing and Community Development (DHCD), in order to find expiring units before they convert to market rate housing that may displace certain renters.

Actions planned to reduce lead-based paint hazards

The issue of lead-based paint hazards (and its proper remediation) may be one of the single biggest unsolved challenges for the City's Community Development Department. Without the benefit of the former Lowell-based lead program, the City has no dedicated funding source with which to address lead-based paint hazards, and few referral options for individuals seeking help.

Over the upcoming Program Year, the CDD will seek to address an ongoing HUD Program Finding that the CDD followed incorrect procedures in addressing lead issues as part of its Housing Rehabilitation and Code Correction Program, especially in terms of establishing Interim Controls. Over several years, there was a significant misunderstanding by the CDD of the differences between State and federal rules when it comes to addressing lead paint hazards. As a result, the CDD has contacted all owners of properties that underwent housing rehab activities through the HRCCP during the past 3+ years. If interested, these homeowners are being provided (for free), the opportunity



to receive Interim Control measures up to full lead abatement in certain cases.

Concerns over lead-based paint greatly influence housing rehabilitation decisions, as well as First Time Homebuyer activity. Expensive lead-based paint remediation can disqualify an otherwise worthy project, due to budgetary concerns.

The CDD refers homeowners seeking lead abatement services to the State's 'Get the Lead Out' program, but many would-be applicants discover that they are not eligible due to the debt-to-income ratios. The CDD is working with several homeowner-landlords who are under court order to deal with their lead obligations. 'Get the Lead Out' provides low-interest loans to qualified homeowners to remediate lead-based paint hazards.

Another action has been to enhance coordination with the State Lead and Asbestos Licensing agency which is located inside Haverhill City Hall. State staff from this office has been able to provide technical assistance to the CDD staff concerning these issues.

CDBG Rehab staff have also attended trainings on the issue of lead rules and practices, including successful completion off classes at the Institute for Environmental Education. More trainings are needed by CDD staff.

Lead issues are also frequently discussed at the Haverhill Landlords' Guild meetings, where many multi-unit property owners gather to hear best practices. There is an ongoing need for dissemination of appropriate factual information as regards lead-based paint regulations.

The CDD also consults when necessary with the State's Lead Poisoning Prevention Program, which administers the State's real estate database and registry for de-lead properties, along with the Childhood Lead Poisoning Prevention Program (CLPPP), with whom the City and its inspectors make frequent referrals.

Actions planned to reduce the number of poverty-level families

Breaking inter-generational poverty is one of society's greatest challenges, and Haverhill is no different in this regard. There is still the added burden of those who most recently entered the ranks of the impoverished during the Great Recession. Many agencies, non-profits, faith-based institutions and others are involved in these efforts to reduce the number of poverty-level families.

The City is committed to bringing jobs to Haverhill, as employment opportunities are the most effective ways in which to reduce poverty for families.

Financial literacy and ESOL efforts are also important steps to reduce the number of poverty-level families. The School Department is several years into an aggressive School Drop-out Prevention effort that is paying dividends. Poor financial decisions, along with dropping out of school and/or not completing education, are easy ways to fall into the trap of inter-generational poverty.

Fortunately, Community Action, Inc. in Haverhill is present with a range of services and programs that can help individuals and families avoid or emerge from poverty. There are many other similar organizations.

Over the upcoming Program Year, more efforts will be made by the CDD to outreach to various organizations engaged in this epic fight to reduce poverty, particularly among children and families. This focus remains one of the key tenets of CDBG Public Services efforts, as envisioned by the CAAB. With the War on Poverty nearing its 50th Anniversary, the City and the CDD need to evaluate how far the community has come and how much more there is to do in this fight.



Actions planned to develop institutional structure

Haverhill is host to a wide variety of non-profits, churches and service providers, many of whom experience challenges in their institutional structures due to funding, inexperience and/or other capacity issues. There are a number of actions that the City can undertake to improve the structure and capacity of these entities, in terms of trainings, advice, networking, and other benefits.

The CDD actively recruits new entities to apply for CDBG Public Services funds, and this outreach is expected to increase over the next Program Year.

Many churches and faith-based institutions are evolving into more social and street outreach roles, missions and activities, but are inexperienced in how to grow and reach the next level as a non-profit. This poses both challenges and opportunities for the City. In addition, the North Shore HOME Consortium features a gaping lack of eligible Community Housing Development Organizations (CHODOs), which the City is trying to encourage. Locally, there is a lack of active and organized neighborhood groups in our inner-city. This may be partly due to the fact that crime overall is down, as many of these groups originated as crime watch groups. However, it may also be due to the alienating tendencies of modern life, in which an increasing number of people do not know their neighbors.

Developing and strengthening the institutional structures of our partners, providing training and promoting opportunities for these organizations is a growing need, as communities' needs increase just as the ability of these agencies to deal with these challenges on the ground is challenged, hampered or frayed.

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

Breaking with years of a 'hands-off' relationship, the City, through the CDD and recent mayorally-appointed Board members, has become more engaged with the Housing Authority in several aspects. There is a need for better communication between these separate entities, especially concerning service referrals (such as Meals on Wheels, Council of Aging, Elder Services of the Merrimack Valley and various City departments), public transportation, trash and recycling.

There is a need that originated from the completed Neighborhood Stabilization Program (NSP) effort to undertake a Section 3 Plan.

There may be opportunities to share services and add to the Section 8 housing stock-- this will require ongoing conversations with the Authority and better connections between HHA and the community's myriad of social service agencies.

Discussion

While unlikely during this upcoming Program Year, the City is interested in applying for the designation of a Neighborhood Revitalization Strategy Area (NRSA), which would provide additional aggregated housing rehab funds for certain micro-targeted neighborhoods, likely in the Acre area, while freeing up Public Services funds for the Mount Washington neighborhood. This designation, if achieved, would permit the CDD to exempt Emmaus and other potential CHDO's from counting against the Public Services 15% cap. Such a designation would help achieve the goals of fostering and maintaining affordable housing as well as reducing the numbers of poverty-level families.



Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction

A small amount of program income is anticipated from the possible sale of one or two previously-completed housing rehabilitation projects, estimated at \$30,000 for the upcoming Program Year 2013.

The Community Development Department received \$57,512.19 in Program Income in Program Year 2012, but all of these funds have been allocated and expended. There is no carryover balance of program income.

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

- 1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed 0
- 2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan. 0
- 3. The amount of surplus funds from urban renewal settlements 0
- 4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan 0
- 5. The amount of income from float-funded activities 0
- Total Program Income:** **0**

Other CDBG Requirements

- 1. The amount of urgent need activities 0
- 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. 90.00%



Discussion

The City and the CDD are involved with a transformative mega-development project along the abandoned Merrimack Street waterfront that could provide significant economic development activity, new jobs, retail, banking, cultural, academic (college campus) activity along with mixed-use housing that would include up to 50 units of upper-floor affordable housing. One of the keys to this project is the extension of the Merrimack River boardwalk.

While it is not anticipated in the Plan as presented, there is a possibility of a Section 108 loan guarantee to backstop either the Boardwalk project or other elements of this massive, historic redevelopment. If a Section 108 loan becomes a possibility, then this Annual Plan would be amended.