What we have built together
Elm City Communities

3 inter-related companies creating affordable housing of choice and opportunities to thrive
Mission and Vision

- **Vision**
  - We envision a New Haven where every resident has a safe and decent home that they can afford and opportunities to fulfill their goals.

- **Mission:**
  - To make a positive difference in the lives of residents of the City of New Haven through the development and operation of affordable communities of choice and by providing opportunities for greater self-sufficiency.
Elm City Communities

- Housing Authority of the City of New Haven
  - Public Housing Program
  - Housing Choice Voucher Program
  - Planning and Modernization
  - Community and Economic Development
  - Central Office
- The Glendower Group, Inc.
  - Development services
  - Relocation services
- 360 MGT Group, Co.
  - Property management
  - Compliance
Maintained MTW status and expanded use of
Served 20% more families than prior to MTW status
Re-positioning of portfolio to leverage additional resources to invest in properties to improve housing choice
RAD conversion of hundreds of units
Capital program investment in capital needs
  $1m lead abatement program underway
Significant increase in occupancy
Improved customer service, efficiency and self-sufficiency and supportive services
  26% increase in household income for FSS families
  Increase in average Full CARES family income to $39,525
  Over 50 new homeowners
  Improved school attendance and academic achievement for students engaged in ECC/HANH Belleves!
One of first CT PHAs to implement Re-entry program and services
The Glendower Group, Inc.

- Over 2,000 units redeveloped
  - Eastview, Wilmont Crossing, Twin Brooks, Fair Haven Chatham, Mill River, RAD 1, RAD 2, RAD 3
  - Brookside, Rockview, Quinnipiac Terrace, Rowe
  - Monterey Place
- Over $650 million capital improvement program
  - Over $500 million leveraged dollars
- 41% of dollars spent through EEO program with MBEs, WBEs and Section 3 businesses
- Projects underway
  - RAD 4
  - Valley Townhouses
  - Westville Manor
- Relocation assistance provided to thousands of families
- Community creation
  - Green spaces, bike lanes, amenities and services
  - Road connections
  - Removal of the infamous Hamden fence
Launched in 2017
Recruited leadership and team
Management of mixed finance properties, RAD and LIHTC
Strategic plan for expansion and long term sustainability underway
Focus on exemplary investor relations and property management services
Leader in affordable housing

- ECC/HANH has been a leading voice in advocacy for affordable housing in New Haven, the region and state
- National platform through Board membership and active involvement in national industry groups
- Launched 12-point Inclusive CT agenda to desegregate CT neighborhoods and town
  - #InclusiveCT
Positioned for success

- The work that we have undertaken over the past decade has positioned the agency for a sustainable future
  - Diversification of income streams
  - Strong agency balance sheet and reserves
  - Strong fiscal management
  - Knowledgeable and committed team
  - Compliance with laws, regulations, statutes, policies and ordinances
  - Risk management strategy
  - Strategic planning
  - Equity focus
- Prepared us to respond to the unforeseen COVID-19 pandemic
  - Protections for residents and participants and landlords
  - Staff protections
  - Continuity of operations
Thank you

- Support of the Board of Commissioners
- An amazing team at ECC/HANH/GG/360 MGT
- Board of Directors of the instrumentalities
- City administration
- 14,000 residents and participants household members
- Hundreds of partners!