

**Consolidated Plan
For the
Department of Housing and Urban Development**

2010 - 2015

Prepared by the
City of Manchester, NH

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Executive Summary

The Consolidated Plan is intended to provide a review of Manchester's community development programs and activities. It offers a series of strategies and an action plan that is designed to show how various HUD funds will be used to address the needs of low and moderate income individuals and families. The Consolidated Plan provides evidence of the needs that exist for multi-faceted programs offered to the City's low-income population. Finally, it demonstrates how a comprehensive, well thought out plan offers the City and its citizens' direction on how to use its entitlement funds in the most cost-effective manner.

Manchester undertook the process of developing its Consolidated Plan in accordance with the applicable requirements as set forth by HUD. The process involved the continuation of existing partnerships, direct consultation with area public and non-profit agencies in accordance with the City's Citizen Participation Plan.

This chapter discusses the lead agency and the consultation process it undertook in the development of its plan.

Consultation

Lead Agency

The Manchester Planning and Community Development Department serves as the lead agency responsible for coordinating the development of the Consolidated Plan. This Department also developed the City's previous two Consolidated Plans and has a demonstrated ability to bring together local and state agencies for the purpose of identifying resources and bridging gaps in local service programs.

The Planning and Community Development Department monitors the progress of City agencies receiving funding from the Community Development Block Grant, HOME, ESG, Neighbor Stabilization, Homeless Prevention Rapid Re-Housing, American Recovery Act and Lead Hazard Control Grant Programs. The Planning and Community Development Department's staff provides technical assistance to social service agencies and the City's housing providers.

In addition to activities associated with social service activities, Department Staff supports and provides assistance to local organizations seeking to obtain federal, state and local funding for housing opportunities that will enhance the permanent affordable housing inventory in Manchester. It also monitors federal funds distributed to emergency and transitional housing providers and other supportive housing agencies to assure that the allocated funds continue to support the needs of Manchester's homeless population. The Planning and Community Development Department seeks to assist in the identification of solutions to the problems of Manchester's increasingly diverse population by working in direct partnership with community organizations servicing and advocating for that population.

State, City and Local Agency Involvement in the Plan

The Manchester Planning and Community Development planned and conducted a series of meetings that were attended by City Department Heads, local housing agencies and representatives from human service agencies, along with local residents of the City. The Consolidated Plan process was introduced at these meetings and participation in the development of the plan was requested. It was stressed from the beginning that agency and individual involvement was critical to the success of the plan. Agency directors, City Department Heads and representatives of local housing agencies enthusiastically volunteered their assistance. The process of developing the Consolidated Plan began with this commitment.

Manchester Health Department Greater Manchester Community Needs Assessment 2009

The lead agency consulted with the Health Department in reviewing and discussing significant findings and priorities included in the Manchester Health Department's 2009 report, "Believe in a Healthy Community." This Plan's key strategy focus on "Healthy Neighborhoods" correlates with the Health Department's priority needs relating to the built environment, access to healthy homes/environment and support for health services for the elderly and children, in particular. The findings and recommendations of the Health Departments 2009 Needs Assessment are included as elements of this Plan's key strategies.

Lead-based Paint Consultation

The Health Department, The Planning and Community Development Department and The State of New Hampshire Lead Poisoning Prevention Program and the Greater Manchester Partners Against Lead Poisoning provided valuable statistical data and information on lead poisoning and lead hazard control activities.

Social Service Agency Involvement in the Plan

Manchester Planning and Community Development Department staff met individually with community based social service organizations in order to obtain information on current activities and to determine needs in the community and assess gaps in service. Additional meetings were held with the Manchester Continuum of Care and Greater Manchester Association of Social Agencies (GMASA).

Social Services agencies were consulted via survey, which were available online and in hard copy, and one-to-one meetings. Agency surveys requested input on community needs and priorities for period 2010-2015 as well as the key strategies for this time period. Twenty-eight surveys were returned, from the following agencies:

- American Red Cross Greater Manchester Chapter
- Amoskeag Business Incubator
- Big Brothers/Big Sisters
- CASA of New Hampshire
- Child and Family Services
- Child Health Services
- City Year New Hampshire
- Families in Transition
- Granite State Federation of families
- Home Health & Hospice Care
- Manchester Boys and Girls Club
- Manchester Community Health Center
- Manchester Community Resource Center
- Manchester Housing and Redevelopment Authority
- Mental Health Center of Greater Manchester
- NeighborWorks Greater Manchester
- NH Catholic Charities
- New Hampshire Community Loan Fund
- New Hampshire Legal Assistance
- NH Minority Health Coalition
- New Hampshire Small Business Development Center
- New Horizons
- Salvation Army
- St. Joseph Community Services
- Southern New Hampshire Planning Commission
- The Way Home
- YMCA
- YWCA

The results of the agency survey resulted in a couple broad, repeated themes, which were taken into account when developing the 2010-2015 Consolidated Plan. The first, a quality of life theme called “Healthy Neighborhoods” in the following Plan, connects multiple issues: neighborhood revitalization and stabilization, safety, lead-paint abatement, sanitary housing conditions, concentrated code enforcement, nutrition, community gardens, economic growth, recreation, energy efficiency. The second underlying theme that prevailed multiple times in the agency survey comments was related to “Economic Growth and Development.” This theme is tied closely to healthy neighborhoods and the stated need for increased workforce skills/training, business opportunities, homeownership, etc. that would stimulate economic growth in the City.

Agencies ranked the prior Consolidated Plan’s strategies; the results, in priority order, follow below:

Priority Rankings of 2005-2010 Consolidated Plan Key Strategies	Revised 2010-2015 Key Strategy, based on Public Participation and Consultation
Education	Education and Skills Training
Multi-cultural, health, human and elderly services	Health and Human Services
City-wide economic development	Economic Development
Emergency shelter, transitional housing and strategies for the homeless	Emergency Shelter, Transitional Housing and Strategies for the Homeless
Public Safety	Included in Healthy Neighborhoods strategy
Neighborhood Revitalization	Healthy Neighborhoods
Transportation	Included in Healthy Neighborhoods strategy
Homeownership and affordable housing development	Housing Opportunities
Infrastructure Improvements	Infrastructure Improvements
Tools for Governance	Planning and Public Administration
Recreation	Recreational Opportunities
Airport Improvements	Deemed not a key strategy in and of itself; economic growth and development priorities related to airport are included in Economic Development strategy.

The following survey comments were made in response to questions about what strategies should have more emphasis and/or perceived as a key:

Education for refugee population is crucial – English-as-a-Second Language (ESL), vocational, skills training, etc.; increased need for translation services; improve quality of educational system

Workforce Development, Training, Education and Employment Services - increase workforce skills and education levels to counter growing poverty trend and to lead to higher paying wages; attract blue collar business employers to the City

Transportation – not sufficiently/completely addressed in last 5 years; still have need for improvement in terms of access and availability; transportation needs will continue to grow

- Elderly transportation needs – get to medical appointments, grocery store, errands
- Youth programs/ASP transport
- Workforce transportation (e.g, to Mall, Airport or other areas with large employment pool)

Housing – need to focus on making housing affordable for “working poor” and at-risk households; supportive and healthy housing; foreclosure prevention; rental assistance; homebuyer lending programs; pest infestation; lead paint abatement; improve quality of existing housing stock

Homelessness – continue strategies to address homelessness issues and at-risk population; youth and elderly homelessness population projected to increase

Youth Services/Issues – housing; healthcare; health and nutrition; recreation/after school programs; safety in schools and cyberspace; gang and drug activity on the rise; education; job opportunities

Health and Mental Health - senior demographic growing; increasing number of health issues present in “younger elderly”; veterans with disabilities; mental health issues increasing in elderly, youth and working class; nutrition issues across youth, prenatal, elderly, families; substance abuse

Special Needs Services The lead agency consulted with various special needs agencies to gather data and input on special needs services and facilities in Manchester, including Mental Health Center of Greater Manchester, YWCA, Manchester Housing and Redevelopment Authority, Easter Seals, Child and Family Services, Greater Manchester AIDS Project and others. Additionally, the lead agency relied on the Continuum of Care resource guide (“A Place to Call Home: A Resource Booklet for the Manchester Continuum of Care,” 2010) for updated information regarding special needs facilities and service agencies.

Planning and Community Development Department staff has been active participants in the Greater Manchester Association of Social Agencies, the Manchester Continuum of Care, Healthy Manchester, Greater Manchester Partners Against Lead and the Minority Health Coalition. Staff will continue to monitor the progress of ongoing programs and services provided to Manchester’s disadvantaged populations. The Continuum of Care will be discussed in Part 3.

Citizen Participation

Since the inception of the City's Community Improvement Program in 1974-75, citizen participation has been an important tool in the project and selection process. Citizen participation was therefore a major element of Manchester's efforts to develop its Consolidated Plan. Public hearings continue to be the most effective vehicle for obtaining public comment. In accordance with the City of Manchester's Citizen Participation Plan (included at the end of this chapter), the public participation process will continue to play an important role after adoption of the Consolidated Plan.

Summary of Citizen Participation Process

The development of the Consolidated Plan for the City of Manchester involved an extensive process of public participation. Every effort was made to involve and elicit comments from all relevant housing interest groups, housing providers, social service providers, city agencies and members of the general public. In addition to the public hearings, the City Planning and Community Development Department conducted interviews and group meetings with housing and social service providers. Each organization was asked to participate in the process by updating statistics and providing information on new programs. Finally, every organization was asked to provide a description of the gaps in service for Manchester low-income individuals and families.

For purposes of adequate coverage and access, the public hearings on the Consolidated Plan were conducted at five different locations in the City. The locations included: Southern NH Planning Commission, Manchester Aldermanic Chambers, Somerville Fire Station, Bishop J. O'Neil Youth Center and the William B. Cashin Senior Center. All of the public hearing sites are located in low income areas of the City that benefit from Community Development Block Grant, Section 108, HOME, ESG and Lead Hazard Control Grant Funds. In order to solicit comments from public housing residents, two of the public hearings were held at locations (Southern NH Planning Commission, Bishop J. O'Neil Youth Center) that were in close proximity to the City's major public housing complexes, Elmwood Gardens and Kelly Falls.

Citizens of Manchester were informed of the hearings and encouraged to participate. Notifications of the public hearings were published in the Manchester Union Leader, as well as on the City's website. A Legal Public Notice was placed in the newspaper fourteen (14) calendar days in advance of the first public hearing workshop. In addition, the notice was publically posted in several buildings around the City. The buildings included the main library, Elmwood Gardens Public Housing Complex, Kelly Falls Public Housing Complex, the William B. Cashin Senior Center, and City Hall. Notification was also provided via e-mail to past and present participants of the City's Community Improvement Program. To further encourage citizen participation, the City worked with neighborhood groups, social service agencies and other City departments to distribute flyers announcing the dates, times and locations of the hearings. Notification of the Public Hearings and information of the Consolidated Plan was also provided to the Mayor and the Alderman.

Summary of Citizen Comments or Views on the Plan

Public hearings were conducted at five different locations; the times and dates are noted below:

- Southern NH Planning Commission, 438 Dubuque St., February 17, 2010 at 7:00 PM
- Manchester Aldermanic Chambers, City Hall Plaza, February 18, 2010 at 10:00 AM
- Somerville Fire Station, 679 Somerville St., February 22, 2010 at 7:00 PM
- Bishop J. O'Neil Youth Center, 30 South Elm St., February 23, 2010 at 7:00 PM
- William B. Cashin Senior Center, 151 Douglas St., February 24, 2010 at 7:00 PM

Public housing residents along with social service agencies and local businesses were invited to participate and share their views on the development of the City's Consolidated Plan. Additional meetings were held with the Manchester Continuum of Care and Greater Manchester Association of Social Agencies (GMASA). Manchester Planning Department staff met individually with community based organizations in order to obtain information on current activities and to determine needs in the community and assess gaps in service.

The public hearings offered community agencies, public housing tenants, local businesses and other city residents an opportunity to discuss their concerns and help the City plan a strategy for the use of future Community Development Block Grant funds and other HUD funding opportunities.

Handouts outlining the Consolidated Plan process were provided to people attending the public hearings. Each public hearing was voice recorded. Members of the Manchester Planning Department staff were in attendance to answer questions and provide information on the Consolidated Plan. At each public hearing, the Moderator provided a brief outline of the Consolidated Plan process and informed those attending that a draft of the Plan would be available for public review and comment prior to submission. At each hearing, attendees were informed that written public comments would be accepted and entered into the record in the event that individuals preferred to submit written comments.

The following summarizes the content of the presentations and the comments provided by people attending the five public hearings.

Public Hearing No. 1

Southern NH Planning Commission

The first public meeting was held at the Southern NH Planning Commission located at 438 Dubuque Street, on February 17, 2010. There were fourteen in attendance including representatives from various agencies and the citizenry. Samuel Maranto, CIP Manager, introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. Mr. Maranto stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. A synopsis of the comments made at the meeting follows:

1) Neighborhood Revitalization

Debbie Foroutan from Rimmon Heights watch group spoke in support of a youth recreation center on the West Side. She advocated for a facility that could be used by youth as a drop-in center and a place for mentoring.

Robin Sousa from Rimmon Heights watch group commended the City Community Policing efforts. Ms. Sousa also advocated for clean up of the Rock Rimmon Park and the addition of lighting to make the park more inviting. Ms. Sousa also expressed interest in tree planting on side streets.

Norm Manseau a West Side resident expressed his concern to have a grocery store on the West Side due to the large elderly population and the lack of options within walking distance. The residents are forced to pay higher prices for goods that are available in convenience stores located close by.

Diane Lavigne from Rimmon Heights watch group advocated for a grocery store to be put on the West Side because of the two elderly high rises. These residents have no access to a close-by food store.

2) City Wide Economic Development

No comments were made regarding this strategy.

3) Homeownership & Affordable Housing Development

Louise Drew made comments under Emergency Shelter Transitional Housing & Strategies for the Homeless that also pertain to Homeownership & Affordable Housing Development.

4) Improve Access to City Wide Transportation

Diane Lavigne was concerned with their not being enough information provided to parents as to the location and logistics associated with after school youth programs that offer transportation.

5) Multi-Cultural Health, Human, and Elderly Services

Diane Lavigne from Rimmon Heights watch group was concerned about there being no youth recreation activities on the West Side.

Norm Manseau a West Side resident spoke in support of expanding the community based healthcare service provided through, VNA Home Health and Hospice Care.

6) Emergency Shelter Transitional Housing & Strategies for the Homeless

David Rothwell spoke in support of the services provided by The Way Home. Mr. Rothwell described the services that The Way Home provided when he became homeless. He explained how the homeless have little resources and no place to go when they are in that position. Mr. Rothwell requested continued City support for transitional housing facilities and programs..

Louise Drew spoke in favor of The Way Home's Security Deposit Program as she was a beneficiary of the program. She explained how all of her resources went to housing and left her nothing for anything else.

Izet Hamidovic spoke about The Way Home only being funded for 9 units of Supportive Housing for the Homeless and is advocating for more funding in hopes of reducing his agency's 3 month waiting list. Mr. Hamidovic explained how these units are very much in demand and emphasized the importance of these units being the only ones offered that do not require Security Deposits.

7) Recreation

Diane Lavigne from Rimmon Heights watch group spoke in support of the revitalization of the West Side Ice Arena. In addition, She commented on the construction of new walking paths in the area adjacent to the ice arena and how it was a great addition to the community. Ms. Lavigne also stated that the Rimmon Heights watch group would provide volunteers for a Neighborhood clean-up effort if the City could provide materials.

Diane Lavigne from Rimmon Heights watch group also requested to have the boat launch area improved.

Derek Paradise from Rimmon Heights watch group supported the revitalization of the Rock Rimmon Park. Mr. Paradise felt that if the park was cleaned up, more residents would take pride in the area.

Diane Lavigne from Rimmon Heights watch group made comments under Multi-Cultural Health, Human, and Elderly Services that also pertain to Recreation.

8) Infrastructure Improvements

Diane Lavigne from Rimmon Heights watch group expressed her disapproval of the inconsistent street light poles that line Kelley Street.

Diane Lavigne from Rimmon Heights watch group expressed her concern for the condition of the sidewalks on the West Side. Ms. Lavigne felt that the sidewalks are in sub-standard condition and pose a threat to the safety of West Side residents.

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

Izet Hamidovic from The Way Home discussed the issues of drugs, vandalism, and tire slashing being committed around the City by teens.

Louise Drew voiced her concerns about the number of bars located throughout the City. She felt that there were too many and that the City should try to reduce number of bars through the permitting process.

12) Education

No comments were made regarding this strategy

Needs Assessment Exercise

The comments provided by the public on the needs of the community given were recorded on a flip chart under the appropriate strategies. Each participant received three votes to rank the needs of the community expressed

by the public. Participants voted for either the strategy or specific comments under the strategy. For the purpose of tabulation, the votes were recorded under the applicable strategy and ranked according to the number of votes that were received.

1) Neighborhood Revitalization - 2 votes

- West Side youth facilities needed to facilitate a close, convenient, drop-in center for kids
- Tree planting also requested for certain areas of the West Side
- Adaptive re-use of abandoned and vacant buildings
- Revitalization of Rock Rimmon Park (installation of lighting, clean-up etc.)
- Open large grocery store on the West Side to provide affordable food for families and the elderly
- Institute beautification projects on the West Side that involve the youth of the area

2) City Wide Economic Development

No comments were made regarding this strategy

3) Homeownership & Affordable Housing Development – 3 votes

- Provide additional rental subsidies to bridge the gap between homelessness and permanent housing
- Provide rental subsidies for those unable to afford rental rates in unsubsidized units
- Increase capacity for permanent supportive housing programs
- Section 8 waiting list has a backlog, increase the number of Section 8 vouchers.

4) Improve Access to City Wide Transportation – 3 votes

- West Side children require transportation to take advantage of after school programs-No youth programs on the West Side
- Elderly residents require transportation to the grocery store on the East Side

5) Multi-Cultural Health, Human, and Elderly Services – 6 votes

- Invest capital into new programs
- Offer mentoring, teaching, etc. for children from the West Side in a community center located on the West Side
- Expand community based health care such as hospice care

6) Emergency Shelter Transitional Housing & Strategies for the Homeless – 12 votes

- Great need for services and counseling
- Non-Profits require additional funding to address the needs
- To expand and continue support for Permanent Supportive Housing Program, additional funding is required.

7) Recreation – 6 votes

- West Side Ice Arena in need of renovation
- Boat launch in need of renovation
- Need to address issues at Rock Rimmon Park. Removal of debris and installation of lighting

8) Infrastructure Improvements – 3 votes

- Dislike the mixture of new and old lighting poles on Kelley Street
- Several neighborhood sidewalks were identified as sub-standard

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety – 2 votes

- Community Policing
- Rock Rimmon Park Safety (vandalism, drugs, drinking)
- Need additional Police in the Bridge St. to Orange St. areas
- Limit permits to only one bar/club per block

12) Education

No comments were made regarding this strategy

Conclusion

14 citizens participated in the meeting and 37 votes were captured. The votes represent the top choices of approximately 12 people. The strategies are listed below according to participant perceived level of importance:

- 1- Shelter Transitional Housing & Strategies for the Homeless **(12)**
- 2 - Multi-Cultural Health, Human, and Elderly Services **(6)**
- 3- Recreation **(6)**
- 4 - Homeownership & Affordable Housing Development **(3)**
- 5 - Improve Access to City Wide Transportation **(3)**
- 6 - Infrastructure Improvements **(3)**
- 7 - Neighborhood Revitalization **(2)**
- 8 - Public Safety **(2)**

Public Hearing No. 2 **Aldermanic Chambers**

The second public meeting was held at the Aldermanic Chambers, on February 19, 2010. There were thirteen in attendance including representatives from various agencies and the citizenry. Samuel Maranto, CIP Manager introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. Mr. Maranto stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. A synopsis of the comments made at the meeting follows:

1) Neighborhood Revitalization

Mary Sliney of The Way Home expressed concern for residents around the City not being aware of possible Lead Paint hazards that could be contaminating the soil they plant their gardens in.

Mary Sliney of The Way Home promoted community gardening as a way to stretch family budgets.

Mary Sliney of The Way Home emphasized the need to continue programs that promote healthy housing issues such as lead paint, pest infestation, etc. These issues need to continue to be addressed and included as part of the upcoming strategies.

2) City Wide Economic Development

Maureen Beauregard of Families in Transition commended the Manchester Community College for the employment training programs they offer

3) Homeownership & Affordable Housing Development

Maureen Beauregard of Families in Transition discussed the importance of implementing employment training programs for residents in supportive housing. Offering services for child care, transportation, etc. allowing parents to work. Employment training is prohibited by TANF, so FIT is not allowed to administer this type of a program, but sees an incredible need for it. TANF is a program that provides money to parents for short-term childcare. The program does place restrictions on parents that do not allow them to work.

Maureen Beauregard of Families in Transition also suggested the City explore a sinking rental assistance fund that helps residents to become housed quickly until they have the resources to transition into permanent housing.

Mary Sliney of The Way Home discussed the need for mortgage foreclosure counseling to assist landlords. Property foreclosure has a multiplier effect because it displaces the landlord and all of his tenants. This is creating homelessness and pushing additional families into the City's social service agencies.

Mary Sliney of The Way Home made comments under Neighborhood Revitalization about healthy home issues that also pertain to Homeownership & Affordable Housing Development

Dottie Gove of Child and Family Services made comments under Multi-Cultural Health, Human, and Elderly Services about collaborative housing (families in need of housing and seniors in need of supportive services) that also pertain to Homeownership & Affordable Housing Development

4) Improve Access to City Wide Transportation

Cathy Duffy of Girls Inc. urged the City to devise a collaborative transportation system for all the agencies to share. Bus transportation to and from their programs is imperative, but it is too costly and expensive for many organizations.

5) Multi-Cultural Health, Human, and Elderly Services

Cathy Duffy of Girls Inc. spoke in support of youth programs. Her concern is about the constant budget cuts that restrict the services offered through these programs.

Cathy Duffy of Girls Inc. explained how the basic needs of families are not being met. The challenge is trying to offer youth services and being unable to because participants are starving, cold, etc. They are now being required to fill basic needs in order for their programs to be effective.

Cathy Duffy of Girls Inc. educated the audience about their “Girls Learn at Lunch” program. This program provides students with a safe, comfortable environment at school during lunch. This specialized environment alleviates the stress associated with bullying, fights, and ridicule that take place in the cafeteria.

Maureen Beauregard of Families in Transition spoke about the comprehensive services approach that needs to be developed and implemented as a network. The collaborative efforts would be to assist individuals trying to transition from supportive housing.

Dottie Gove of Child and Family Services spoke in support of the homemaker program that assists seniors with daily tasks that they are unable to perform. Ms. Gove advocated for a program to link struggling elderly seniors in homes with supportive families in need of housing. They would provide a support link for each other and increase their independence.

Victoria MacLaughlin of Salvation Army is working to expand facilities to accommodate youth and seniors. The Salvation Army is working with the senior population to promote community involvement, offer minor repair services, and provide small medical equipment. There are continuing efforts to work with both segments to combat unemployment which is a major reason for the increased participation in their programs.

Mary Sliney of The Way Home commented about the diversity of the population that exists in Manchester.

Maureen Beauregard of Families In Transition made comments under City Wide Economic Development about employment training that also pertains to Multi-Cultural Health, Human, and Elderly Services

6) Emergency Shelter Transitional Housing & Strategies for the Homeless

Rick Castillo of The Way Home emphasized the importance of security deposit, transitional housing, and permanent housing programs. He explained the necessity of additional resources for the staff to administer these

programs. Mr. Castillo also advocated for additional support resources for the permanent supportive housing program. This program offers a planning process and support steps for individuals that will never be fully independent to transition to permanent housing. Participants in these programs are able to stabilize their lives and are no longer reliant upon city social services.

Karen Rood of The Way Home spoke about the importance of permanent housing services provided by The Way Home. Their permanent housing provides safe, affordable living environments and provides clients with basic skills essential to their survival. The services that The Way Home provides, keeps people out of shelters and off the streets.

Sheila Maher related her experiences as a client of The Way Home. Ms. Maher stated that she was an upper middle class resident that lost her job due to the economic down turn and as a result she was in danger of becoming homeless. The Way Home's HPRP program assisted her with rent expenses and late utility payments while she was unemployed. Ms. Maher stated that she was able to find a new job and the short term assistance provided by the HPRP administered by The Way Home prevented her from becoming homeless.

Brittany Bohan a client of The Way Home spoke about the importance of providing families with lead safe housing and the skills that are necessary to secure employment.

Maureen Beauregard of Families in Transition spoke in support of the comprehensive approach FIT takes to address the needs of the homeless or near homeless. Ms. Beauregard stated that her organization administers substance abuse programs, therapeutic child care and manages both supportive transitional and permanent supportive housing. Ms. Beauregard discussed the need for a rental assistance fund to be set-up on a sliding scale that requires renters to pay portions of the rent that is affordable for their situation. FIT has utilized this method and it has been extremely beneficial.

Erin Kelly of Child and Family Services agreed with the issues of homelessness and explained how they are seeing these same issues destroying the lives of youth 16-22. The current economic status of the country is causing the 16-18 year old youths to be pushed out of the house. Their parents need to focus on feeding and caring for the younger, less resourceful members of the family and forcing the older youth to live on their own. In conjunction with The Runaway and Homeless Youth Program, Child and Family Services staff are working with youth to develop long range plans for employment, life skills, and a suitable living environment. The demand for services has increased due to the poor economy. Youth are losing their jobs and not able to obtain new ones and are in danger of eviction. This is causing more youth to seek assistance, many as first time participants. The creation of services is needed to specifically address the youth segment of the homeless population.

Mary Sliney of The Way Home commented on the need to provide supportive services and transitional housing to former members of the prison system transitioning into the community. She felt if services were offered to integrate them back into their community, they would aspire to be a better citizen.

7) Recreation

No comments were made regarding this strategy

8) Infrastructure Improvements

No comments were made regarding this strategy

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

Cathy Duffy of Girls Inc. discussed the increase of bullying in public schools and expressed concern for student's safety

12) Education

Cathy Duffy of Girls Inc. commented on the large number of children in public schools that can not speak, write, or understand English and how this impacts their academic success rates

Erin Kelly of Child and Family Services discussed the unfortunate drop out rate that is associated with homeless youth. They do not have the support or structure they need to succeed. Ms. Kelly advocated for special education programs that could be tailored to helping homeless youth graduate high school and acquire skills.

Needs Assessment Exercise

The comments provided by the public on the needs of the community given were recorded on a flip chart under the appropriate strategies. Each participant received three votes to rank the needs of the community expressed by the public. Participants voted for either the strategy or specific comments under the strategy. For the purpose of tabulation, the votes were recorded under the applicable strategy and ranked according to the number of votes that were received.

1) Neighborhood Revitalization

- Community Gardens
- Continuing commitment to healthy home programs that assist with Lead rehab, pest infestation, etc.

2) City Wide Economic Development

- Employment training programs

3) Homeownership & Affordable Housing Development – 10 votes

- Rental assistance tied to job skills training
- Create needs based housing
- Foreclosure counseling for multi-family property owners

4) Improve Access to City Wide Transportation

- Collaborative bus transportation system for after school programs

5) Multi-Cultural Health, Human, and Elderly Services – 3 votes

- Programs that address bullying
- Support basic needs of the children and families
- Match families with senior homeowners so they can provide necessary support to each other
- Growing needs in the community is forcing agencies to expand facilities and programs

6) Emergency Shelter Transitional Housing & Strategies for the Homeless – 13 votes

- Substance abuse program
- Therapeutic child services
- Holistic approach to homelessness
- Rental assistance fund
- Employment training programs
- An emerging segment of the homeless population is youth 16-21
- More staff capacity and resources needed to address backlog of clients
- Emphasis on the creation of permanent supportive housing
- Assimilation assistance for former inmates
- Provision of transitional housing that includes the supportive services necessary to move individuals into permanent housing

7) Recreation

No comments were made regarding this strategy

8) Infrastructure Improvements

No comments were made regarding this strategy

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

- Bullying in schools

12) Education – 3 votes

- Literacy and language barriers
- Programs to prevent homeless youth from dropping out of school

Conclusion

13 citizens participated in the meeting and 29 votes were captured. The votes represent the top choices of approximately 10 people. The strategies are listed below according to participant perceived level of importance:

- 1- Emergency Shelter Transitional Housing & Strategies for the Homeless – **(13)**
- 2- Homeownership & Affordable Housing Development – **(10)**
- 3 - Multi-Cultural Health, Human, and Elderly Services – **(3)**
- 4 - Education – **(3)**

Public Hearing No. 3

Manchester City Hall Aldermanic Chambers

The third public meeting was held at the Somerville Fire Station, on February 22, 2010. There were sixteen in attendance including representatives from various agencies and the citizenry. Samuel Maranto, CIP Manager introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. Mr. Maranto stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. A synopsis of the comments made at the meeting follows.

1) Neighborhood Revitalization

Barbara Miles from Somerville Neighborhood Watch Group spoke in support of neighborhood revitalization. Ms. Miles stated that the Wilson Street area is in desperate need of assistance for the promotion of local businesses. She is advocating for businesses that are neighborhood friendly, not the bars and rundown convenience stores that only sell alcohol and tobacco products.

Alderman Shea of Ward 7 discussed the need for infrastructure upgrades to support the development of businesses that have grown. Alderman Shea stated that lighting needs to be installed in the Wilson Street area and that the buildings located adjacent to LeBlanc's Hardware could be used as dental or medical office space. This would allow for easy accessibility for neighborhood residents.

Tim Feliciano resident of Manchester also commented about the poor lighting in the neighborhood.

Izet Hamidovic of The Way Home commented on the use of Community Gardens for healthy, affordable eating.

Alan Heidenreich resident of Manchester complained about the amount of trash in the Wilson Street area. Mr. Heidenreich also stated that Howe Park is great for the neighborhood, but is underutilized. He wanted to remind the City of this great space and encouraged recreational activities for that space.

2) City Wide Economic Development

Barbara Miles from Somerville Neighborhood Watch Group advocated for the development of multi-cultural or ethnic groups in the Wilson St. area neighborhood. Ms. Miles is concerned that the economic stability of the neighborhood will plummet once CA Hoitt Furniture closes. She feels now is the time to attract new viable, reputable businesses to the Wilson St. area.

Tracy Degges resident of Manchester spoke about the need for additional economic development in Manchester. She urged the City to find new ways to bring business to the community.

Andrea O'Brien of the NH Small Business Development Center described the services that her agency provides. Ms. O'Brien stated that her agency promotes economic activities within the City. Resources that the agency utilizes includes: PSNH energy assistance, gap funding from MEDO, and several other local organizations that support businesses.. The upcoming five years need to focus on good business practices, good management practices, and counseling.

Tim Feliciano resident of Manchester noted complaints from businesses and customers about poor business practices.

3) Homeownership & Affordable Housing Development

Tracy Degges resident of Manchester believes that the development of new Affordable Housing in the City has contributed to high vacancy rates in the center city.

Alderman Shea of Ward 7 attributed the poor condition of properties in the Somerville St. & Wilson St. to absentee landlords.

4) Improve Access to City Wide Transportation

Tim Feliciano resident of Manchester identified transportation as a big issue for youth trying to take part in after-school programs.

5) Multi-Cultural Health, Human, and Elderly Services

Tracy Degges resident of Manchester is concerned with the availability, affordability, and efficiency of the after-school programs that are offered throughout the City. In addition, Ms. Degges advocated for additional job training activities.

Izet Hamidovic of The Way Home discussed lead paint issues and the substandard condition of apartments in the City. Unfortunately, families are being forced to live in these places.

Eugene Martin resident of Manchester spoke about the need for additional facilities like New Horizons. They offer a place for people to warm up, seek shelter, eat a hot meal, etc. The City needs more than just 1 shelter that takes in men.

Natalie Martin of The Way Home voiced her concerns about the sub-standard level of housing that people are living in because of their financial situations.

Debbie Miller from Somerville Neighborhood Watch Group advocated for the development of additional day care programs. The State is cutting funding to existing daycares which is causing a lot of families to have to re-arrange resources or members of the family to watch younger children.

6) Emergency Shelter Transitional Housing & Strategies for the Homeless

Tracy Degges resident of Manchester believes the City has a huge homeless population despite the large number of affordable housing units that have been recently developed in the Community.

Natalie Martin of The Way Home spoke about the large homeless population that exists in the City. The Way Home's current waiting list is 2 months long just to meet with a housing counselor to discuss assistance programs.

Alderman Shea of Ward 7 commented that the City is supporting the development of homeless facilities in the community. Mr. Shea explained that City funding had been set aside to assist Harbor Homes with the development of housing for homeless Veterans. Harbor Homes plans on building a new facility on the site

located at the corner of Maple St. and Union St. Construction costs will range between \$6 and \$7 million. The new shelter will provide transitional housing and the necessary services required to place these individuals in permanent housing.

Debbie Miller from Somerville Neighborhood Watch Group spoke about the homeless population that may not be as easy to see. The students that she teaches at Central High School think they are not homeless because they live with their family members. Due to financial constraints, there are 10-15 people in a two bedroom apartment sharing space.

7) Recreation

Barbara Miles from Somerville Neighborhood Watch Group advocated for a Police Activity League (PAL) facility to be built in the neighborhood for children and youth. Ms. Miles stated that the houses in the Wilson St. neighborhood have no yards and that forces children to play in the streets.

Debbie Miller from Somerville Neighborhood Watch Group agreed that a recreational facility was needed because there is no green space or room for children to play outdoors.

Tim Feliciano resident of Manchester spoke about the need for a PAL center to get kids involved in recreational activities. He believes involvement will help to keep them out of trouble.

8) Infrastructure Improvements

No comments were made regarding this strategy

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

Mr. Feliciano resident of Manchester voiced his concerns about the excessive speed of cars traveling down Somerville and Wilson Streets..

Tracy Degges resident of Manchester is concerned about the difficulty that citizens have crossing the street around the City.

Barbara Miles from Somerville Neighborhood Watch Group commented on the increase in police patrols in the Wilson St. and Somerville St. areas. Ms. Miles felt that this increase in coverage has been instrumental in keeping crime rates down in the area.

12) Education

No comments were made regarding this strategy

Needs Assessment Exercise

The comments provided by the public on the needs of the community given were recorded on a flip chart under the appropriate strategies. Each participant received three votes to rank the needs of the community expressed by the public. Participants voted for either the strategy or specific comments under the strategy. For the purpose of tabulation, the votes were recorded under the applicable strategy and ranked according to the number of votes that were received.

1) Neighborhood Revitalization – 8 votes

- Trash is all over the neighborhood
- Wilson St. needs a health services center
- Community gardens to support healthy, affordable eating
- Howe Park is a great asset to the neighborhood and needs to be utilized
- Poor lighting is not conducive to a desirable neighborhood appeal
- Compliance and monitoring needed to enforce zoning laws
- Discuss infrastructure needs with the Southern NH Planning Commission
- Establish neighborhood pride among residents

2) City Wide Economic Development – 4 votes

- Develop incentives to draw business entrepreneurs
- Increase economic development
- Local businesses need to learn basic business and technical skills

3) Homeownership & Affordable Housing Development – 1 vote

- Enough affordable housing has been developed and now we have high vacancy rates
- Absentee landlords are not maintaining their properties.

4) Improve Access to City Wide Transportation

No comments were made regarding this strategy

5) Multi-Cultural Health, Human, and Elderly Services – 4 votes

Capacity, cost, and efficiency issues for after-school programs

Counseling Services are needed for cultural assimilation

Additional day cares are needed

Job training activities are needed

6) Emergency Shelter Transitional Housing & Strategies for the Homeless – 6 votes

large homeless population despite the high vacancy rates in affordable housing

Waiting list for homeless services through The Way Home is 2 months long

Overcrowding conditions is a form of homelessness

Need more homeless shelters

Need additional all men shelters

7) Recreation – 3 votes

- PAL Facility needed in the Wilson St. neighborhood
- More recreational space is needed for children
- Recreational programs need to be offered to keep kids out of trouble

8) Infrastructure Improvements

No comments were made regarding this strategy

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety – 4 votes

- Complaints about cars speeding down Somerville St.
 1. Concerns about street crossing
 2. Making narrow streets one-way
 3. Increase in police patrols has been instrumental in controlling crime rates

12) Education

No comments were made regarding this strategy

Conclusion

16 citizens participated in the meeting and 33 votes were captured. The votes represent the top choices of approximately 13 people. The strategies are listed below according to participant perceived level of importance:

- 1 – Neighborhood Revitalization (**8**)
- 2 – Emergency Shelter, Transitional Housing and Strategies for Homeless (**6**)
- 3 – Multi-Cultural Health, Human, and Elderly Services (**4**)
- 4 – Public Safety (**4**)
- 5 – Economic Development (**4**)
- 6 – Recreation (**3**)
- 7 – Education (**3**)
- 8 – Homeownership and Affordable (Workforce) Housing (**1**)

Public Hearing No. 4

O'Neil Center

The fourth public meeting was held at the Bishop O'Neil Center, on February 23, 2010. There were sixteen in attendance including representatives from various agencies and the citizenry. Samuel Maranto, CIP Manager introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. Mr. Maranto stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. A synopsis of the comments made at the meeting follows:

1) Neighborhood Revitalization

2) City Wide Economic Development

David Hamel of Microcredit NH discussed the need to support microenterprises. Mr. Hamel stated that the demand for programs that service low and moderate income groups has increased from 54% to 60% over the last year. The organization operates a peer lending program that provides entrepreneurs with the tools that they need to survive in this economy.

Mary Collins from Small Business Development Center discussed her assessment of the current economic situation and the needs of small businesses. Small businesses are investments back into the community that provide revenue through taxes, jobs, and real estate purchases. Ms. Collins requested that consideration be given to Small Businesses because they directly impact all the strategy areas of the community. A graph was submitted that shows for every \$1,000 in HUD money given to small businesses, it translates to 3.6 jobs created. The funding received from the City allows them to have a staff person available exclusively for Manchester clients. Ms. Collins also stated that all residents be provided with the necessary training required to earn a "livable wage".

Honore Murenzi discussed a variety of issues that refugee citizens face when they are relocated to America. Mr. Murenzi stated that refugees do not have enough income to pay for housing, healthcare or food because their wages are not "livable wages. Refugees are not being provided for.

Renie Denton of Manchester Community Resource Center stated that NH Employment Security offers an 8 week on the job training program for new immigrants that have just come into the country. It offers them the experience of a job in America with all the tools and resources that are needed for that job. The only requirement for this program is that participants complete English as a Second Language (ESL) course work.

3) Homeownership & Affordable Housing Development

Taylor Federman of Elm Grove Apartments spoke in support of The Way Home's Rental Assistance Program. He believes this program has prevented people from becoming homeless and advocates for additional funding.

Cathy Silver of New American Africans believes that Economic Development is needed to create jobs that pay living wages. Homelessness can be fought through Economic Development. For the unskilled worker, housing

is not affordable due to the low wages that are being paid. Ms. Silver also stressed the importance of training that focuses on English as a Second Language. In addition, Ms. Silver emphasized the need for additional Section 8 housing vouchers to assist families that are working and are unable to secure employment that pays a living wage.

4) Improve Access to City Wide Transportation

No comments were made regarding this strategy

5) Multi-Cultural Health, Human, and Elderly Services

Denise Rivard from Home Health and Hospice discussed the need to support home hospice services. Due to the economic recession, the need for home hospice care has increased and additional funding is needed to meet this demand.

Sally Small of the VNA Child Care Resource Center described the funding cuts that child care facilities are experiencing. Reduced funding levels have decreased the number of child care subsidies that the agency can provide. Subsidies are provided to low-income families that cannot afford to pay the full tuition required for care. In the absence of these subsidies, low income families will be unable to afford daycare. With out day care, these families will be unable to continue working and providing for their families.

Lillye Ramos Spooner of the Greater Manchester Aids Project (GMAP) spoke in support of hospice healthcare as they utilize the services for GMAP's terminally ill patients. Ms. Ramos also stated that Home Health and Hospice also provides support to family members after patients have passed away.

Lillye Ramos Spooner of the Greater Manchester Aids Project (GMAP) discussed the fact that Manchester is an aging community. Services should be more representative of the elderly. Strategies should reflect the needs of the aging population.

Kristy Erwin Morency of Big Brothers and Big Sisters emphasized the need to provide youth in the community with mentoring programs. Data has shown that participants grow up to be more responsible adults as a result of mentoring programs. The costs for the program are about \$1,000 to support a match and it is imperative to reach children early because if they are not reached, the costs for one year at YDC are \$146,000.

Sally Small of the VNA Child Care Resource Center offered to partner with the City to assist in data compiling and program analysis.

Refugee Citizen spoke about the inadequacy of English as a second language program. She indicated that the number of classes allotted to the program was not conducive to learning.

Renie Denton of the Manchester Community Resource Center explained that the English as a second language program has been negatively impacted as a result of State funding.

Cathy Silver of New American Africans discussed the problems associated with teaching refugees the English language. She explained how it is far more advanced then conversational skills which can be taught by volunteers.

Kristy Erwin Morency of Big Brothers and Big Sisters inquired if children were involved in the process of teaching their parents English. Ms. Morency felt that the children's understanding of both languages would allow them to teach their parents English.

Honore Murenzi of New African Americans explained that the children teaching the parents would undermine family stability. Mr. Murenzi stated that this practice would be culturally unacceptable.

Izet Hamidovic related his story of coming to Manchester as a refugee. Mr. Hamidovic stated that ESL courses are available and they need to be embraced by the refugee population as a necessity. The learning curve for the more educated is easier and quicker. ESL courses are offered by Sisters of Mercy.

Renie Denton of the Manchester Community Resource Center discussed the obstacles that social service agencies are facing. Ms Denton stated that their funding is being reduced, but they are required to stretch every dollar further than anyone else. Social service agencies effectively run programs to maximize limited resources. Social service agencies reduce the burden of City departments by addressing the needs of the community.

6) Emergency Shelter Transitional Housing & Strategies for the Homeless

Shane Fisher VISTA volunteer/services coordinator from The Heritage United Way discussed the construction of the new Homeless Service Center and the benefits that it will have to the homeless community.

K McCarthy of Liberty House spoke in support of services provided by The Way Home to Veterans transitioning into permanent housing. The assistance provided by The Way Home has cut the turn around time for Veterans transitioning into permanent housing from 12 to 14 months down to 8 months. The handoff of clients between agencies allows for additional members to be served while current clients' needs are being met from a different agency. Ms. McCarthy advocated for additional funding to be given to The Way Home because of the direct support they offer Liberty House.

7) Recreation

No comments were made regarding this strategy

8) Infrastructure Improvements

Stephanie Lewry of Intown Manchester advocated for infrastructure improvements to be made to South Elm St. Ms. Lewry felt that the devotion of resources to that area would lead to job creation, small business growth, transportation, etc.

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

Honore Murenzi of New African Americans spoke in support of additional funding for community policing.

12) Education

Lillye Ramos Spooner of for the Greater Manchester Aids Project (GMAP) advocated for home schooling, community involvement and literacy programs.

Needs Assessment Exercise

The comments provided by the public on the needs of the community given were recorded on a flip chart under the appropriate strategies. Each participant received three votes to rank the needs of the community expressed by the public. Participants voted for either the strategy or specific comments under the strategy. For the purpose of tabulation, the votes were recorded under the applicable strategy and ranked according to the number of votes that were received.

1) Neighborhood Revitalization

No comments were made regarding this strategy

2) City Wide Economic Development – 13 votes

- Support small businesses by assisting them with the access to capital and resources
- The number of small businesses are increasing due to the tight job market.
- Small businesses need to be considered as an investment in the community
- Small business affects all of the 12 key strategies included the 2005 – 2010 Consolidated Plan
- Provide jobs that pay “Livable” wages for unskilled workers
- Skills training for unskilled workers
- On-the-job training programs are offered for unskilled workers

3) Homeownership & Affordable Housing Development

- City should continue supporting rental assistance and income support programs
- More rent support through Section 8 vouchers

4) Improve Access to City Wide Transportation

No comments were made regarding this strategy

5) Multi-Cultural Health, Human, and Elderly Services – 5 votes

- Continued funding for home health care
- Support existing child care facilities and provide additional funding to offset funding cuts
- Home hospice staff are heavily relied on by other agencies
- Continued support for child mentoring and programs
- Become a more supportive refugee community
 - Livable wages for unskilled workers
 - Additional English as a Second Language classes
 - Accessible healthcare
 - Support services to help them assimilate

6) Emergency Shelter Transitional Housing & Strategies for the Homeless – 9 votes

1. Support self-sufficiency programs for homeless
2. Outreach is needed to promote the Homeless Services Center
3. Continued support for agencies that work with homeless veterans

7) Recreation

No comments were made regarding this strategy

8) Infrastructure Improvements – 2 votes

- South Elm St. needs infrastructure improvements that will support economic development

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

No comments were made regarding this strategy

11) Public Safety

- Continued and expanded support for community police officers that are crucial to the community

12) Education – 9 votes

- Mentoring & ESL
- More comprehensive ESL programs are needed for new residents that are uneducated who do not speak English
- Professional instruction is needed to teach English to new residents that are uneducated
- Education is the key to successful learning in school and life

Conclusion

26 citizens participated in the meeting and 48 votes were captured. The votes represent the top choices of approximately 18 people. The strategies are listed below according to participant perceived level of importance:

- 1 – City Wide Economic Development (**13**)
- 2 – Homeownership & Affordable Housing Development (**10**)
- 3 – Emergency Shelter Transitional Housing & Strategies for the Homeless (**9**)
- 4 – Education (**9**)
- 5 – Multi-Cultural Health, Human, and Elderly Services (**5**)
- 6 – Infrastructure Improvements (**2**)

Public Hearing No. 5 **Cashin Senior Center**

The fifth public meeting was held at the William B. Cashin Senior Center on February 24, 2010. There were fifteen in attendance including representatives from various agencies and the citizenry. Samuel Maranto, CIP Manager introduced Planning Department staff and presented a brief overview of the Consolidated Plan and the Annual Action Plan process. He also noted how critical public input was to this process and what could be done, for instance, contacting politicians regarding funding issues. Mr. Maranto stated that public comments are used to help the City direct the expenditure of entitlement funding during the next five years. A synopsis of the comments made at the meeting follows:

1) Neighborhood Revitalization

Diane Wirth a concerned resident from Granite Street. Spoke in support of Neighborhood Revitalization in the Granite Square neighborhood. Ms. Wirth voiced concerns about dilapidated buildings, limited access to the neighborhood (fire fighting equipment etc.), poor sidewalks, poor street conditions and poor lighting. Ms. Wirth also spoke in support of Neighborworks Greater Manchester's efforts in the neighborhood.

Lee Leblanc a resident of the Granite Street neighborhood echoed the comments of Ms. Wirth. Mr. Leblanc stated that he would like to see comprehensive neighborhood revitalization in the Granite Square Neighborhood. In addition to the efforts of Neighborworks Greater Manchester, the streets, sidewalks and lighting in the neighborhood should be improved. Mr. Leblanc would like the Granite Square neighborhood to resemble the revitalization that took place in the Cedar Street Neighborhood.

Will Stewart from Neighborworks Greater Manchester (NGM) spoke in support of the revitalization of the Granite Street neighborhood. Mr. Stewart discussed the need for CIP funding to improve the infrastructure of the neighborhood. Mr. Stewart talked about a neighborhood input session held by NGM in the summer of 2009. NGM used the input of the neighborhood to develop a comprehensive revitalization strategy.

Kenneth Cassanaugh a resident of the Rimmon area voiced his concerns about poor lighting.

2) City Wide Economic Development

3) Homeownership & Affordable Housing Development

4) Improve Access to City Wide Transportation

Tony Pickard a representative of the Manchester Community Health Center spoke about the transportation issue. Mr. Pickard inquired if transportation to and from agencies in the community could be provided by the Manchester Transportation Authority.

5) Multi-Cultural Health, Human, and Elderly Services

Kathleen Schmidt a Manchester resident spoke in support of providing services to the refugee population. Ms. Schmidt stated that there are refugees in the community living in dilapidated housing with out heat or hot water. Refugees are being placed in the community with little or no resources.

Tony Pickard from the Manchester Community Health Center inquired if the Health Department's Community Needs Assessment is being utilized. Ms. Pickard stated that the Needs Assessment included a lot of good information and that it should be used as a planning tool.

6) Emergency Shelter Transitional Housing & Strategies for the Homeless

Rick Castillo a representative of the Way Home informed the public of the increased demand for rental assistance subsidy programs to prevent homelessness. Mr. Castillo also emphasized the importance of agency integration among different programs to assist similar clients. An example of this is The Way Home's collaboration with Child and Family Services to assist younger heads of households. He felt the integration of services is a powerful tool to assist clients and urged it to be used in other agencies and situations. Mr. Castillo also spoke in support of the integration job training and rental assistance programs.

Jackie Collins-Riddick a participant of The Way Home's rental assistance program described the assistance that she received from the agency. Ms. Collins-Riddick stated that the program counsels participants in financial fitness and money management issues. Ms. Collins indicated that The Way Home gave her the jump start she needed. She stated that if others had that same guidance they would be able to make better choices and this would help to reduce homeless numbers.

Kenneth Cassanaugh a client of The Way Home spoke in support of the homeless prevention counseling program. Mr. Cassanaugh explained the approach to financial fitness and how the counseling teaches clients about goal setting and achieving.

Susan Howland the City's Homeless Services Coordinator discussed the collaboration of the Manchester Continuum of Care agencies to address the issues of homelessness in the community. She explained the decline in funding has forced more collaborative relationships and partnerships not just for resources, but human personnel as well. The additional funding sources that the City has received (Homeless Prevention and Rapid Re-Housing and Neighborhood Stabilization Program) have been instrumental in the fight to end homelessness and achieve the main objectives outlined in the 10 year plan.

Glen Ouellette a resident questioned the motives of the City for demolition of 165-167 Manchester Street. He questioned how tearing down the building would align with the 10 year plan to end homelessness.

7) Recreation

Lee Leblanc a resident of the Granite Street neighborhood emphasized the need for youth activities on the West side.

8) Infrastructure Improvements

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing

11) Public Safety

12) Education

Kathleen Schmidt a Manchester resident recommended coordinating with local schools and public television to create financial fitness videos and televised training sessions targeted to the youth in the community.

Needs Assessment Exercise

The comments provided by the public on the needs of the community given were recorded on a flip chart under the appropriate strategies. Each participant received three votes to rank the needs of the community expressed by the public. Participants voted for either the strategy or specific comments under the strategy. For the purpose of tabulation, the votes were recorded under the applicable strategy and ranked according to the number of votes that were received.

1) Neighborhood Revitalization – 4 votes

2) City Wide Economic Development – 3 votes

- Core training programs should be broadcast on MCTV – collaboration with community colleges or UNH

3) Homeownership & Affordable Housing Development – 4 votes

- Many rental units that house refugee families are dilapidated, many with out heat.

4) Improve Access to City Wide Transportation – 1 vote

- Continued busing and transportation challenges; underutilization of services

5) Multi-Cultural Health, Human, and Elderly Services – 6 votes

- West Granite St. Youth services and activities are needed, especially in summer
- Need integrated approach with homeless services

6) Emergency Shelter Transitional Housing & Strategies for the Homeless –11 votes

- There is an increased demand for rental assistance programs
- Further support to help services integrate, i.e., housing assistance with job training; budget and finance training
- Further support for self-sufficiency programs

7) Recreation – 1 vote

- W. Granite St. neighborhood needs more activities/programs for kids

8) Infrastructure Improvements – 5 votes

- Sidewalks on Granite St. are in very poor condition, not paved, many not accessible, some sidewalks not replaced after CSO flooding – West Side/Granite St.
- Street lighting on W. Granite St. is bad
- Sidewalks not handicapped accessible on W. Granite St.
- Lighting in Rimmon Heights area and secondary streets is poor

9) Airport Improvements

No comments were made regarding this strategy

10) Tools for Governing – 1 vote

- Need to address refugee strategy

11) Public Safety – 2 votes

- West Side housing issues—roof lines close together, fire safety
- West Side street lighting, esp. W. Granite St.
- Rimmon Heights street lighting

12) Education – 2 votes

- Need money management education/training for at-risk population
- Need access to “core competencies” – use public access TV to broadcast education/training segments.

Conclusion

15 citizens participated in the meeting and 40 votes were captured. The votes represent the top choices of approximately 14 people. The strategies are listed below according to participant perceived level of importance:

- 1 – Emergency Shelter Transitional Housing & Strategies for the Homeless **(11)**
- 2 – Multi-Cultural Health, Human, and Elderly Services **(6)**
- 3 – Infrastructure Improvements **(5)**
- 4 – Neighborhood Revitalization **(4)**
- 5 – Homeownership & Affordable Housing Development **(4)**
- 6 –City Wide Economic Development **(3)**
- 7– Public Safety **(2)**
- 8–Education **(2)**
- 9–Transportation **(1)**
- 10–Recreation **(1)**
- 11–Tools for Governing **(1)**

Public Hearing Participants

Agencies		Individuals
Big Brothers Big Sisters	Kristy Erwin Morency	Diane Baurque
Child and Family Services	Erin Kelly, Dottie Gove	Brittany Bohan
Continuum of Care	Susan Howland	Carol Bond
Court Appointed Special Advocates of NH	Marcia Sink, Kathy Vachon	Kenneth Cassanaugh
Families in Transition	Maureen Beauregard	Jackie Collins-Riddick
Farnum Center	Sheila Maher	Jeff Davis
Girls Inc.	Cathy Duffy	Louise Drew
Grace Baptist Church	Matt Hasty	Carol Ducasse
Greater Manchester AIDS Project	Lillye Ramos Spooner	Norman Ducasse
Health Department	Tracy Degges	Taylor Fetterman
Heritage United Way	Shane Fisher	Deb Forutan
Home Health and Hospice	Denise Rivard	Paula Hallee
Intown Manchester	Stephanie Lewry	Jeneroza Hareriman
Liberty House	Karen McCarthy, Lisa Boucher	Alan Heidenreich
Manchester Community Health Center	Tony Pickard	Dorothy John
Manchester Community Resource Center	Renie Denton	Emmanuel Kabula
Manchester Housing Redevelopment Authority	Menika Bryant	Diane Lavigne
MicroCredit NH/NH Community Loan Fund	David Hamel	Lee Leblanc
NeighborWorks Greater Manchester	Will Stewart	Tacoripha Leocadia
New American Africans	Cathy Silber, Honore Murenzi	Norm Manseau
New Horizons	Nan Comai	Theresa Manseau
NH Small Business Development Center	Mary Collins, Andrea O'Brien	Eugene Martin
Planning Board	Jack Barry	Barbara Miles
Police Department	Officer Tim Feliciano	Debbie Miller
Salvation Army	Victoria MacLaughlin	Agnes Ndimugwanko
The Way Home	Izet Hamidovic, Rick Castillo, Mary Sliney, Regina Letarno, Daniel Perdue,II, Karen Rood, Louise Lissard Drew, David Rothwell, Natalie Martin	Glen Ouellette
VNA Childcare and Family Resource Center	Wendy Huertas	Derek Paradise
VNA Parent Baby Adventure	Sally Small	David Rothwell
Weed and Seed	Vivian Jones	Jon Rugoyiminisi
		Kathleen Schmidt
		Bill Shea, Ward7 Alderman
		Robin Sousa
		Sue Tetu
		Gary Therrien
		William Thomas
		Darcie Wirth

CITY OF MANCHESTER

CITIZEN PARTICIPATION PLAN

This citizen participation plan has been prepared as a component of the City of Manchester's Consolidated Plan, as required by the U.S. Department of Housing and Urban Development. The City currently receives federal funding under the Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), and the HOME program. The format of this plan follows that of 24 CFR Part 91.105.

1) **APPLICABILITY AND ADOPTION OF THE CITIZEN PARTICIPATION PLAN**

1. **Applicability**

As part of its Consolidated Plan, the City is required to adopt a citizen participation plan that sets forth the policies and procedures for citizen participation in the development of the five-year Consolidated Plan and each Annual Action Plan and budget to be developed during that period. HUD regulations for the Consolidated Plan indicate that when a jurisdiction has an existing citizen participation plan that meets earlier regulations, established under the Housing and Community Development Act of 1974, it may update such plan to meet the specifications for the Consolidated Plan.

2. **Encouragement of Citizen Participation**

(i) The City will encourage citizen participation in the development of the Consolidated Plan, Annual Action Plans and Comprehensive Annual Performance Evaluation Reports. Specific means of encouraging citizen input to the City during the development of the five-year plan include the following:

- Two Public Hearings will be held. The first, scheduled at the beginning of the process, is intended to solicit general input regarding needs and strategies to meet such needs. A second hearing, to be held after a draft Consolidated Plan has been released is intended to provide members of the public with opportunities to respond to the draft plan.
- The Director of Planning and Community Development will receive written input on the Consolidated Plan throughout the development process.
 - 3) The Community Improvement Program staff will summarize input that the City receives during community meetings.
 - 4) The Community Improvement Program staff will summarize input that the City receives during the community meetings.
 - 5) The Community Improvement Program staff will summarize citizen complaints and comments received by the City.

The Community Improvement Program staff will review input received through each of the above listed sources in the development of the five-year Consolidated Plan.

The City will include mechanisms for citizen participation in the development of each Annual Action Plan, as follows:

- A. Two public hearings will be held each year to solicit input for the proposed Action Plan and budget and to allow comment on program performance.
- 2) The Director of Planning and Community Development will accept written testimony regarding the Annual Action Plan.
- 3) The Community Improvement Program staff will continue to track citizen complaints/concerns/comments received by the City.

The Department of Planning and Community Development maintains a citizen participation mailing list containing community service, housing and economic development agencies, community leaders, and persons who expressed interest in the City's community development programs or the consolidated planning process. There were over 100 agencies and persons on the list at the time this citizen participation program was written. Citizens who contribute comments at public hearings or submit written testimony may be added to the citizen participation mailing list, as will any other persons who express interest in participation. Persons/organizations included in the mailing list will be notified of specific opportunities for further participation in the consolidated planning process.

The City will actively promote opportunities for citizen participation. It will publicize public hearings and opportunities to submit written testimony as follows: (1) letters sent to community leaders and all persons/organizations who have requested to be on the mailing list; (2) a notice in the Union Leader; (3) a press release sent to local media; and (4) a notice posted on the City's Internet web site at www.manchesternh.gov.

(ii) The City will encourage participation by low and moderate income persons by including agencies that represent such persons in its mailings and requesting that such agencies help publicize opportunities for participation. All of the opportunities described in section (i) above, are accessible to low and moderate income persons.

(iii) The City will work with Manchester Housing and Redevelopment Authority (MHRA) to encourage participation amongst residents of public housing complexes.

3. Citizen Comment on the Citizen Participation Plan and Amendments

The City released a draft version of the original Citizen Participation plan for public review and a seven-day public comment period. A notice of the plan's release was published in the Union Leader and sent to persons on the City's Citizen Participation mailing list, and a press release was sent to local media. Comments received were reviewed and considered for inclusion in this final version of this Citizen Participation Plan. Should any amendments be made to the Citizen Participation Plan, the City will again follow the same procedures.

B. DEVELOPMENT OF THE CONSOLIDATED PLAN

I. Availability of Information

The City of Manchester will make available to citizens, public agencies and other interested parties information that includes the amount of assistance the City expects to receive and the types of activities that may be undertaken through the programs to be addressed by the Consolidated Plan.

The City does not anticipate displacement of persons through any of its federal programs. If displacement is considered, however, the City will utilize the mechanisms for citizen participation described in this plan in determining how to minimize such displacement.

II. Release of Proposed Consolidated Plan

The City's proposed Consolidated Plan and any amendments to the plan will be released for a 30-day public comment period. The City will make copies of the draft document available at the main branch of the Library, the West Side Library and the Department of Planning and Community Development at City Hall. Members of the public will have an opportunity to comment on the contents of the document during the 30-day period. Where possible, the City will provide the document electronically to citizens and groups that request it. The City will publicize the release of the proposed Consolidated Plan through a press release to local media, a notice summarizing the plan in the Union Leader, and letters sent to persons on the citizen participation mailing list.

III. Public Hearings

The City will hold a minimum of two public hearings during the year that the Consolidated Plan is formulated. The first hearing will be held prior to the plan's preparation, while the second will be held after a draft plan has been released. Encouragement of participation is discussed above in section (a)(2)(i).

IV. Public Comment Period

The City will release the proposed Consolidated Plan for a period of thirty days to receive public comment. Procedures for publicizing the release of the document and providing public access are described in section (b)(2), above.

V. Citizen Participation Plan

The City will consider all oral and written testimony received for the development of its Consolidated Plan. A summary of all such comments along with the City's response will be included as an attachment to the final Consolidated Plan.

C. AMENDMENTS

I. Criteria for Amendment to Consolidated Plan

The City may determine, during the period covered by the Consolidated Plan, that an amendment to the plan is required. Criteria for initiating such a change include a significant shift in the City's community development needs. Particularly, if the City determines a need for a substantial shift of CDBG, HOME or ESG funds from one eligible activity to another, such an amendment will be initiated.

II. Public Notification and Comment Period

If the City proposes an amendment to its consolidated plan, the proposal will be publicized by the following means: a notice in the Union Leader, a letter sent to persons on the city's citizen participation mailing list, and a

press release to local media. The City will provide a **30-day** public comment period regarding any amendment to the Consolidated Plan.

III. Response to Comments

In the event that the City amends its Consolidated Plan, it will review and consider all testimony received regarding an amendment. A summary of these comments and the City's response will be attached to the amendment of the Consolidated Plan.

D. PERFORMANCE REPORTS

I. Public Notification and Comment Period

The City will announce the release of performance reports (Comprehensive Annual Performance Evaluation Report) through a notice in the Union Leader. Copies will be available at the main branch of the Library, the West Side Library and the Department of Planning and Community Development at City Hall. The City will provide a 15-day period for the public to submit comments on such reports prior to submitting them to the HUD.

II. Response to Comments

The City will consider all comments it receives for use in preparing the performance reports. A summary of these comments and the City's response will be attached to the performance reports.

E. PUBLIC HEARINGS

I. Purpose

The City will conduct **two** public hearings each year, to obtain citizens' views and to respond to proposals and questions. The hearings will be held at two different stages of the program year and are intended to obtain the views of citizens on housing and community development needs. One of the two hearings will be scheduled before a draft version of the Annual Action Plan submission is prepared.

II. Notification

The City will publicize public hearings via the following means: 1) letters sent to community leaders and all persons who have requested to be on the mailing list; 2) a notice in the Union Leader; 3) a press release sent to local media; and 4) a notice posted on the City's Internet web site at www.manchesternh.gov.

III. Scheduling

Public hearings will be held in universally accessible facilities located through out the city. Public hearing sites include but are not limited to the following locations; the Manchester Community Resource Center, The West Side Library and the Aldermanic Chambers at City Hall. The City will schedule such meetings after working hours to maximize accessibility to low income persons.

VI. Needs of non-English Speaking Residents

The city will notify local agencies that serve non-English speaking residents of public hearings. If a need arises to increase accessibility to non-English speaking residents, the City will work with these agencies to determine the method of increasing such accessibility.

F. AVAILABILITY TO THE PUBLIC

The City will make copies of the Consolidated Plan, any amendments to the Consolidated Plan, and reporting documents available at the main branch of the Library, the West Side Library and the Department of Planning and Community Development at City Hall.

G. ACCESS TO RECORDS

Citizens may view information and records relating to the consolidated plan, without cost, by appointment. Persons may either view the documents at the Department of Planning and Community Development or pay the standard City photocopy rate to have copies made.

H. TECHNICAL ASSISTANCE

The City will provide technical assistance to groups that wish to develop and submit proposals for funding assistance under the programs covered by the Consolidated Plan. This technical assistance will include information sessions to instruct potential subrecipients how to apply for funding, and individual assistance upon request.

I. COMPLAINTS

The City will provide a written response to written complaints regarding the consolidated plan, amendments, and performance reports within fifteen business days of receipt of such complaints.

J. USE OF CITIZEN PARTICIPATION PLAN

The City will follow this citizen participation plan during the consolidated planning process and during the administration of the programs covered by this plan.

K. JURISDICTION RESPONSIBILITY

The requirements for citizen participation shall not restrict the responsibility or authority of the jurisdiction for the development and execution of its consolidated plan. The sole and final responsibility and authority to make determinations regarding the use of the City's CDBG, HOME, ESG funding and other community development programs rests exclusively with the Board of Mayor and Aldermen.

Housing and Homeless Needs Assessment

Housing Needs Assessment

Rental Housing

Due to the poor economy, the construction of new workforce housing units (390 HUD funded units constructed between 2005 and 2010) and high vacancy rates, rents have stabilized in the City. According to the rental survey that was conducted by the New Hampshire Housing Finance Authority (NHHFA) in 2009, the average rent for a two-bedroom apartment in Manchester was \$988/month. Affordable housing continues to be a challenge for those families in Manchester that are earning less than 80% of the median income. The Estimates of Affordability included in the 2009 NHHFA Rental Survey concluded that only 36.9% of the two bedroom units surveyed in Hillsborough County would be affordable to a 3-person household earning 50% of the median income. The household income required to afford the average monthly rent for a two-bedroom apartment in Manchester would be \$39,520/year. Households with incomes at 50% of the median are earning \$34,800/year. An affordable rent for a family of three earning 50% of the median income would be \$870/month. It becomes even more problematic for very low-income families (households earning 30% of the median income). An affordable rent for a family of three earning 30% of the median income (\$20,750) would be \$519/month. Remember the average rent for a two-bedroom apartment in Manchester is \$988/month.

To meet the needs of the low-income and the very low-income the City will continue to produce workforce housing and provide rental assistance over the next five year Consolidated Plan period. The following represents the estimated number of households/individuals to be assisted with HUD funding from 2010 – 2015.

Development of Workforce Housing – It is anticipated that approximately \$800,000 of Entitlement funds (HOME) will be used over the next five year Consolidated Plan period to develop a minimum of 100 units of rental housing. Both low and moderate income households will benefit as a result.

Tenant Based Rental Assistance – It is anticipated that approximately \$300,000 of Entitlement funds (HOME) will be used over the next five year Consolidated Plan period to provide assistance to a minimum of 350 very low and low-income households.

Home Ownership

To balance the number of owner occupied units with the number of rental units in the community, the City will continue to promote and support home ownership programs for low-income families. For the past several years the City has provided funding to Neighborworks Greater Manchester (NGM) to support the operation of Down Payment Assistance and Home Ownership Counseling programs. NGM has received approximately \$200,000 of HOME funds annually to operate these two programs. Over the last three year period, home ownership counseling seminars have annually benefited approximately 285 income eligible households resulting in the purchase of 48 homes. In addition, NGM provided down payment assistance totaling \$20,000 to income eligible first time home buyers. Approximately ten families have benefitted annually as a result of this program. It is important to note that participants in this program are not always able to find homes to purchase. This could be the result of the market, more restrictive underwriting criteria dictated by lending institutions or a combination of both. In some cases, the only homes that can be purchased require substantial rehabilitation and banks are not willing to provide financing for these properties.

To meet the needs of the low-income and moderate-income the City will continue to provide down payment assistance and develop home ownership opportunities over the next five year Consolidated Plan period. The following represents the estimated number of households/individuals to be assisted with HUD funding from 2010 – 2015.

Home ownership Counseling - It is anticipated that approximately \$250,000 of Entitlement funds (HOME) will be used *over the next five year Consolidated Plan period* to provide home ownership counseling to a minimum of 1,425 households. Both low and moderate income households will benefit as a result of this program.

Down Payment Assistance Program – It is anticipated that approximately \$600,000 of Entitlement funds (HOME) will be used *over the next five year Consolidated Plan period* to provide down payment assistance to 40 low income families. Neighborworks Greater Manchester has determined that a minimum of 20 low income families could utilize the Down Payment Assistance Program annually. As such, the annual gap that exists is \$100,000.

Elderly Supportive Housing

Due to the housing needs associated with the aging population, the Manchester Housing and Redevelopment Authority (MHRA) has been using City HOME funding to develop supportive elderly housing since 2004 (The Gale Home, The Brown School and 800 South Porter Street). The supportive services provided with the housing enables frail elderly residents to maintain independence as they “age in place”. Upon completion of 800 South Porter Street (June 2010), MHRA will have successfully completed 100 units of supportive housing for Manchester’s elderly. According to information cited in the market study that was completed for the 800 South Porter Street project, it is estimated that the number of persons aged 62 years or more will increase 7.7% during the period between 2008 and 2013. 2000 Census data confirmed that 74.4% of the population aged 65+ years had a disability (Sensory Disability, Physical Disability, Mental Disability, Self-care Disability, Go Outside Home Disability).

Development of Elderly Supportive Housing – It is anticipated that approximately \$800,000 of Entitlement funds (HOME) will be used *over the next five year Consolidated Plan period* to develop a minimum of 175 units of rental housing. Both very low and low-income households will benefit as a result. The waiting list that MHRA maintains confirms that there are currently 146 elderly households in need of this type of housing. However, it is important to note that in the absence of congregate supportive facilities, households that require this type of housing are placed in facilities such as nursing homes immediately. As such, the waiting list that MHRA maintains is not necessarily a good representation of the actual need that exists in the community.

Rehabilitation of the Existing Housing Stock

US Census, 2000 data indicates that 34,041 (77%) of the City’s 44,247 housing units were constructed before 1978. 15,012 (34% of the City’s Housing Stock) of those units were constructed before 1940. To promote the preservation of Manchester’s aging housing stock and the revitalization of existing neighborhoods, the City will continue to emphasize the operation of Housing Rehabilitation, Lead Hazard Control and Energy Efficiency programs. During the past seven years, the City has committed \$540,000 of HOME funds, \$203,000 of CDBG funds, \$250,000 of CDBG-R funds, 2,675,000 of Lead Hazard Control funds and \$627,000 of Affordable Housing Trust funds to support the City’s Housing Rehabilitation/lead Hazard Remediation. The City has also committed \$90,000 per year to operate an energy efficiency program.

To meet the needs of the low-income and moderate-income and maintain healthy vacancy rates in the center city, Manchester will continue to provide incentives to encourage property owners to improve their housing units. The following represents the estimated number of households/individuals to be assisted with HUD funding from 2010 – 2015.

Housing Rehabilitation/Lead Hazard Control Program - It is anticipated that approximately \$2,000,000 of Entitlement funds (HOME) will be used *over the next five year Consolidated Plan period* to provide deferred loans to property owners resulting in the rehabilitation of 200 housing units. The proposed activities will benefit both low and moderate income households. Based on the applications (65 units) that are currently in the City's pipe line and the incoming applications (between 5 and 10 units per month) it is anticipated that \$1,000,000 of funding will be required in 2010 to meet the needs of the applicants. Unfortunately, the City cannot expend fifty percent of it's five year allocation in 2010. To address this funding shortfall, the City will be submitting a Lead Hazard Control Grant application to the H.U.D. Office of Healthy Homes.

Energy Efficiency Program - It is anticipated that approximately \$375,000 of Entitlement funds (CDBG) will be used *over the next five year Consolidated Plan period to complete energy efficiency improvements in 125 housing units.* The proposed activities will benefit both low and moderate income households. Insert gap info.

Cost Burdens

According to the U.S. Census Bureau, 2008 American Community Survey 1 – Year Estimates, forty-five percent of owners with mortgages, twenty-one percent of owners without mortgages and fifty-three percent of renters in Manchester spent thirty percent or more of household income on housing.

Homeless Needs

Ten Year Plan to End Homelessness

The City of Manchester adopted its 10-Year-Plan to End Homelessness in 2008. The top goals and progress to date are included below:

The Vision: Manchester as a city where all children, adults, and families have access to decent, safe and affordable housing and the resources and supports needed to sustain it.

Main Eight Goals of Plan & Current Status:

- 1- Rapidly re-house
- 2- Prevent people from becoming homeless
American Recovery and Reinvestment Act (ARRA) funding totaling \$766,545 is being utilized to operate Homelessness Prevention and Rapid Re-housing Programs (HPRRP) in the community. These programs are currently being run by The Way Home, Families in Transition and Child & Family Services. There is a need for additional funding of this type to assist others who do not fit the HPRRP criteria.
- 3- Provide adequate employment/educational services

This goal has been difficult to achieve due to the poor economy. To overcome this obstacle, the Manchester Continuum of Care (MCoC) is establishing partnerships with ARRA funded educational/training programs.

4- No one sleeps or lives on streets

The MCoC has a tremendous outreach team that provides services to individuals living on the streets and encourages this population to take advantage of the city's shelter system. The MCoC Homeless Services Center, once open, will create additional opportunities to engage this population of homeless individuals in programs and services.

5- Focus on needs of Veterans

In addition to the services that are currently being provided to veterans at Liberty House, Harbor Homes has proposed the development of a twenty unit transitional housing facility in Manchester.

The MCoC Homeless Services Center will offer services to Veterans as a part of its programming.

6- Increase access to supportive services

- Homeless Services Center and United Ways' 2-1-1 NH

7- Build public awareness

Project Homeless Connect, the 10-Year-Plan to End Homelessness, The Homeless Services Center and MCoC have had tremendous coverage through:

WZID, WGIR, WMUR, NHPR, Union Leader, Manchester Express, Manchester Express Magazine, Heritage United Way Board support/presentations, Greater Manchester Chamber of Commerce Board presentation, Greater Manchester Chamber of Commerce Breakfast Forum, WMUR Point In Time Count special report.

8- Establish a Steering Committee to serve as community champions for the 10-Year-Plan, hire a Coordinator to implement day to day activities of the plan.

A coordinator was hired 10/08, a steering committee, chaired by the President & CEO of the Heritage United Way, has been assembled which includes: the Mayor, Chief of Police, Public Health Director, CEO of NH Catholic Charities, President of the Greater Manchester Chamber of Commerce, MCoC leaders and other key representatives.

The Keys to Success outlined below are necessary to achieve the goals that have been identified as a part of Manchester's 10 – Year Plan to End Homelessness.

10- Year-Plan

Keys to Success:

1. Political leadership
2. Community champions
3. Point person to coordinate and manage the effort
4. Public-private partnerships

5. Broad endorsement and commitment
6. Consumer-centric solutions
7. Valid and complete data collection
8. Innovative & creative thinking
9. Disciplined planning & implementation accountability
10. Timely monitoring & review of progress

Continuum of Care Concept

Manchester Continuum of Care (MCoC)

It is evident upon reviewing the City's 10 – Year Plan to End Homelessness that the Manchester Continuum of Care is essential to the implementation of the Plan's Keys to Success. Manchester's Continuum of Care is comprised of group of community based organizations that provide housing and supportive services for the City's homeless and near homeless populations. The MCoC is collaborating fully on every important component of dealing with the issue of homelessness as evidenced in this report. The Homeless Services Coordinator dedicates much time to assisting the MCoC in its collaborative efforts and long-term effectiveness. The MCoC also has an Americorps VISTA working to create long-term processes, structure and strategies for the MCoC. The organizations listed below are all members of the MCoC:

- Dartmouth-Hitchcock Medical Center
- N.H. Department of Health and Human Services Division of Family Services
- Families in Transition
- Farnum Center
- Harbor Homes
- HealthCare for the Homeless
- Helping Hands Outreach Center
- Heritage United Way
- Liberty House
- Manchester Police Department
- Manchester Planning and Community Development Department
- Manchester Emergency Housing
- Manchester Housing and Redevelopment Authority
- Manchester Library
- Manchester Welfare Department
- Mental Health Center of Greater Manchester
- Moore Center Services
- N.H. Catholic Charities
- N.H. Food Bank
- New Horizons for N.H.
- N.H. Bureau of Housing and Homelessness
- N.H. Coalition to End Homelessness
- N.H. Legal Assistance
- N.H. Works

- Pastoral Counseling
- Road To Recovery
- Salvation Army
- Seacoast Schools
- Serenity Place
- Southern New Hampshire Services
- The Way Home
- Tirrell House
- V.A. Medical Center
- Weed and Seed Program
- YWCA

Barriers to Permanent Housing for Temporary Assistance For Needy Families (TANF) Recipients:

There is concern within the MCoC that the City will continue to see an increase in the number of families faced with being sanctioned through the TANF program. Homeless providers have expressed concern that many families may also be approaching the end of the five-year time limits. Many of the families in this population group have poor rental histories and are homeless or at risk of homelessness. Even after a family has made changes (including demonstrating support systems being in place, positive references), many families in this population group continually experience difficulty obtaining permanent housing

Low Incomes Compared to Cost of Housing

Rental rates have decreased slightly but not enough to make apartments affordable for TANF recipients and other low income people. The job market continues to lack living wage jobs for individuals with limited abilities and skills.

Inadequate Supply of Rent Subsidy Vouchers / Housing Units

The cuts to the Housing Voucher programs and resulting 7-8 year waiting lists, the five year maximum TANF and the lack of living wage jobs will have a large impact on the Manchester Continuum of Care in that individuals and families will remain in transitional and permanent supportive housing longer. This creates a problem for people needing these services as there will be no available units.

Homeless families have been significantly impacted by the reductions in the rent subsidy programs. Most homeless persons had some form of income, nearly half were employed. Incomes from these sources were generally not adequate to carry the ongoing rent of housing without a rent subsidy.

State Cuts

The State has discontinued its NH Rental Guarantee Program, an innovative use of federal TANF funds to help homeless families compete for housing by providing landlords a guarantee, worth three-times the fair market rent for the unit, against loss during the first 18 months of tenancy

The HPRP program can help some of the people who may have qualified for this program but not those with severely limited income because they will not be self-sufficient after 18 months of assistance.

The State of NH has also stopped adding any children to the childcare assistance program. The State of NH

currently has a Childcare Scholarship Wait List. This means that no child who is not currently receiving assistance through the State childcare assistance program will be added until another comes off the assistance list. In short, there is virtually no childcare assistance available for families that are new to unemployment/underemployment/TANF. Even if they were able to find employment, there would be no assistance for childcare which is tremendously expensive and ultimately can make working unaffordable.

Lack of Household Resource Management Skills

Low Income households have to become expert managers of resources, non-cash and cash that are required to meet their family's basic needs. A complex array of community resources can be called upon to reduce costs, such as:

- Food pantries, food stamps, soup kitchen, Kids Café, Meals on Wheels, School lunch, WIC, Commodity Foods, and community gardens.
- Medicaid, community health centers, child health programs, city health clinics, pharmacy programs
- Donated clothing, furniture.
- Fuel Assistance, electric program, utility shut-off prevention grants.

The combined management of household income and use of community resources helps low-income families stay one paycheck out of homelessness. There is little room for error. The application process and eligibility criteria can be cumbersome.

Household resource management skills are taught at through all programs in the MCoC and at the MCoC Homeless Services Center.

Strategies:

- Work with area landlords with high vacancy rates to create partnerships to make some number of units available with the backing of a non-profit
- Continue partnerships between housing advocates and programs for families on TANF.
- Establish relationships with the local state welfare program to build a safety net and prevention support system for women being sanctioned or approaching the term limits.
- Work with ARRA funded job readiness resources to provide skill development/educational opportunities for marginally employed/unemployed
- Advocate for affordable and reduced rate childcare
- Continue to offer household budgeting assistance throughout the MCoC

Homeless Facilities and Services

MCoC Homeless Services Center

This Center is the first fully collaborative project of the MCoC. The Center will be a place where Manchester's homeless adults can find a safe refuge from the elements, have lunch and, most importantly, access a variety of services in one centralized location. Inspired by the success of Project Homeless Connect, the Center will have over 25 Continuum agencies providing services at the Center on a rotating basis. Guests will have access to showers, computers, healthcare and targeted programming. The MCoC expects to help 75 people each day.

Emergency Shelter:

Manchester has emergency shelter options for youth, families, victims of domestic violence and adults. All are connected to the MCoC and outreach services in an effort to move people out of emergency shelter to transitional or other healthy living situations. This sector is heavily supported by member agencies of the MCoC. Once the MCoC Homeless Services Center opens, programming will be offered to the occupants of the City's shelter system.

Transitional Housing:

A number of quality Transitional Housing Programs currently operate in the City. Housing is supplemented by a supportive service component that has proven to be the key ingredient in allowing families and individuals to avoid homelessness in the future. Waiting lists for services provided by Manchester's Transitional Housing Programs continue to be very long. The MCoC supports transitional housing that offers supportive services to the sub-population including: victims of domestic violence, people who abuse alcohol and other drugs, people suffering from mental illness, chronically homeless, individuals exiting prison, single men, single women and families. The MCoC has identified the need for 57 additional transitional housing beds for individuals based on the HUD unmet needs formula.

Strategy:

- Increase the number of transitional housing units for all population groups.
- Increase the number of people moving from transitional to permanent housing.
- Increase cooperation between agencies dealing with transitional housing issues to make the process more efficient and information easier to obtain by the public.
- Utilize HPRRP funding for eligible individuals and families to help them gain self-sufficiency and open up needed beds/units

Permanent Supportive Housing

The MCoC has high-quality Permanent Supportive Housing (PSH) programs. The combination of services and housing is essential to making it possible for residents to become self-sufficient and ultimately gain independent housing. In-house programs and services are most important to help this population. Access to other MCoC services is also an important component of care provided to help people attain/maintain independence. The MCoC is putting special emphasis on including chronically homeless people in PSH, especially in new projects. The MCoC has identified the need for 24 additional PSH units for families and 102 for individuals based on the HUD unmet needs formula.

- Work to ensure that residents stay in PSH a minimum of six months.
- Increase the number of units of PSH for all population groups.
- Increase cooperation between agencies dealing with PSH issues to make the process more efficient and information easier to obtain by the public.
- Utilize HPRRP funding for eligible individuals and families to help them gain self-sufficiency and open up needed beds/units

Homeless Veterans

Currently, many different service providers in the City, including the VA Medical Center, New Horizons, Helping Hands, Robinson House and Liberty House assist veterans. An identified need for the Continuum is

the availability of programs that are providing the best possible service to veterans. Additional transitional and permanent supportive housing for Veterans is needed especially as more troops are deployed and return home. Harbor Homes is developing 20 new transitional housing units to serve this population. Additional targeted services are needed for this growing population.

Strategy:

- Support and provide homeless outreach services to Veterans.
- Advocate for increased services for Veterans within existing shelters and homeless programs.
- Work with Veteran organizations to collaborate on special programs to meet the needs of homeless veterans.
- Assist and support new Harbor Homes shelter being built for Veterans
- Call upon Veterans in the community to volunteer service to help their fellow Veterans.
- Create special programs to include Veterans' services at the MCoC Homeless Services Center

Homeless Youth - Access to Education:

School-age homeless youth in Manchester stay in the City's shelters and transitional housing programs. The School District works closely with the Continuum of Care, the YMCA, YWCA, Families in Transition, The Way Home, Manchester Emergency Shelter and Child and Family Services. Child and Family Services serves works with homeless youth in its Transitional living program. This program also has a day component to allow youth to receive supportive services, employment training, food, a safe place to be, showers and a place to do their laundry.

The Manchester School District has a Homeless Liaison to oversee the designations of the McKinney-Vento Act, as well as points of contact in every school in the District. The District funds the transportation of any youth whose family's situation has placed them in a shelter or transitional housing facility that is away from their school of origin. Students who do not have access to transportation are transported to their original schools as mandated. This is very costly to the district.

The District also operates a number of alternative educational models for Youth at Risk. One of the District's policy's that allows a youth to stay in school (up to age 21) until they receive their High School Degree. Another need that has been identified for Manchester youth under the age of 18 is the need to provide safe housing with structure for youth who are having family difficulties. Temporary housing that provides respite during a crisis time in the family, gives both the child and the family a much needed break and a connection to supportive services.

Homeless Youth – Housing Needs:

The prevalence of adolescent runaway, homeless or throwaway youth is an increasing problem in Manchester. Child and Family Services and New Horizons report a growing number of young adults [under 18 years of age] trying to access emergency shelter and transitional housing. Current economic challenges (2009) also bring about crisis for many youth who are or have been working at low wage jobs and living with others. This population of youth find themselves competing to maintain or seek an entry-level job with more experienced job seekers as well as an older population that are no longer economical secure in their retirement.

Strategy:

In 2009 Mayor Guinta created the youth subcommittee to the Steering Committee to End Homelessness. The following recommendations were made as a result:

Prevention:

1. Increase understanding about homeless youth to all agencies.
(Report to MCOC and the Greater Manchester Association of Service Agencies (GMASA) on this report)
2. Add this population among Discharge Planning Committee of MCOC
(Recommend to MCOC)
3. Partner with Foster Care System and Juvenile Justice Services.
(Manchester Office of Youth Services (OYS) facilitate a meeting with ongoing sub-committee)
4. Make an agreement with local group home facility that is funded for a bed set aside for youth in crisis.
(Webster House-Child and Family Services and Manchester OYS)

Housing:

5. Network information with Human Services Agencies
(Report to MCOC and GMASA)
6. Explore changes in current housing models.
(Join or initiative advocacy on local and state level)
7. Set aside funding for this population through already established programs.
(Child and Family Services funding increased for this population)

Services:

8. Increase availability/funding for Supportive Services and Case Management
(Child and Family Services funding increased)
Address barriers to housing stability.
(Advocacy on local, state and Federal levels)
9. Adopt a zero tolerance policy to discharging youth from Public Systems into homelessness from Foster care, child protection, and juvenile corrections
(MCOC Discharge Committee working on agreements of various agencies/programs)
10. Increase conflict resolutions with other services for youth at risk of homelessness.
(OYS funded to bring together and to do possible training with other partners)
11. Increase the number of financial resources available for youth for housing.
(Child and Family Services increased funding as well as advocacy building)
12. Expand the ability to rapidly re-house youth who become homeless.
(Call partners together to put together a plan and to seek funding)
13. Secondary education and job training opportunities need to be expanded for youth.
(Bring together School District and other Partners doing this)
14. Enhance the financial literacy of youth.
(Southern New Hampshire Services, School District, Business Community and other Partners to plan, advocate and seek funding for this initiative)
15. Explore and enhance youth access to financial assistance.
(Child and Family Services, City of Manchester Welfare, OYS and other Partners to plan, advocate and seek funding for this part)

Potential Housing Assistance:

16. Research developmentally appropriate housing models that incorporate positive youth development, harm reduction and a low barrier approach to housing that supports runaway and homeless youth.

17. Expand transitional housing options for homeless youth (individual and parenting) to include youth aged 16 to 22. Research transitional housing models for youth nationally, focusing on a model that supports education, work development and volunteer work.
18. Participate in and support the statewide initiative to open an emergency shelter for unaccompanied youth aged 13 to 18.
19. Explore the options for a developmentally appropriate emergency shelter for youth aged 10 to 22. Research models nationally, focusing on a low barrier, positive youth development approach.
20. Support emergency beds at local group homes for runaway youth aged 13 to 18.

HPRRP:

Child and Family Services is working with The Way Home to make HPRRP accessible to youth aged 18 to 23. Child and Family Services provides case management with budgeting, job coaching, etc. and then refers qualified clients to The Way Home for financial assistance.

Substance Abuse and Homelessness:

There are two main agencies that provide substance abuse treatment and onsite living. Almost all of the clients at these facilities are under 80% of median income. These are the only resources for homeless people ready to address their addictions. After treatment, there are agencies that provide specific housing to individuals who are seeking a sober living environment or are dually-diagnosed. There are other agencies that provide emergency beds on an interim basis until a slot opens up in a treatment facility. Manchester has an increasing number of individuals that would directly benefit from these resources and services.

Strategy:

- Continue to support local Agencies that provide permanent supportive housing for dually diagnosed people.
- Advocate for and support the development of women’s recovery services and housing.
- Continue to expand the child care services offered in the City so parents may attend evening programs.
- Continue to support current housing programs offered to single men in recovery, emergency services provided to individuals and add units if needed.
- Explore opportunities to add medical detox to the service base
- Begin to collaborate more fully to provide better service and seek funding for collaborative programs

People leaving prisons/hospitals:

Manchester is the site of the Hillsborough County Jail, two regional hospitals and the Veterans Administration Hospital. Goffstown, which abuts Manchester, houses the state’s only women’s prison. The prison system discharge policy prohibits the release of former prisoners into homelessness/shelters. However, the release of former prisoners into homelessness does occur. Manchester’s shelter network is not equipped to deal with the special needs of this population.

Hospitals also have a discharge policy which clearly defines that patients must be self-sufficient in order to be released into the emergency shelter system. Patients with serious medical needs are, however, sometimes brought to the shelter by taxi.

Strategy:

- Work with area hospitals to establish and adhere to protocols for treating and releasing homeless individuals.
- Work with the Department of Corrections to have a better exit plan or to provide case management for people recently discharged; possibly including an overview of facilities and services that could be provided and are available to these individuals.
- Work with both area hospitals and the Department of Corrections to ensure that new employees are familiar with the discharge protocols.
- Build collaborative programs with the Department of Corrections to transition individuals leaving prison into permanent housing.
- Report continuous neglect of discharge policies to HUD

People living with AIDS:

Homeless persons living with HIV/AIDS are cared for by the Healthcare for the Homeless team in terms of primary medical care. They also are referred to/followed by the Infectious Disease / Ryan White III program named " I - Care " at the Dartmouth Hitchcock Clinic. The Healthcare for the Homeless team also provides health education, case management and support for high-risk populations including drug users, individuals who engage in unprotected sex and sexually active youth.

Homeless Women:

New Horizons provides emergency housing to single women and men and accepts persons who are active substance abusers. Angie's Shelter provides shelter to only those women that are free of chemical addictions or in recovery. Emily's Place is a domestic violence Shelter that provides emergency shelter and supportive services.

The Way Home and Families in Transition also provide a multitude of housing, programs and services to homeless women and families. Families in Transition has a long-standing reputation for providing quality programs and services targeted to assist women and their children.

A new program of Families in Transition is *The Family Place*. It is the first program in the nation to provide integrated, family-centered care designed specifically to serve children and families facing the unique challenges presented by homelessness and co-occurring mental illness/substance abuse disorders. Approximately 40 to 50 children and families will access services at *The Family Place* each year. With support from the Robert Wood Johnson Foundation and a number of other local funders, this project has the potential to become a national model for best practice service provision to homeless families suffering from co-occurring disorders.

Strategy:

- Provide on site recovery programs and transitional groups.
- Provide enhanced services through collaboration with cooperating agencies.
- Create additional transitional and permanent housing opportunities to help women transition to a healthier living situation.

Racial/Ethnic Groups

Manchester continues to be an immigrant and refugee resettlement community. According to Bridging Refugee

Youth & Children's Services (BRYCS), there are roughly 10,000 immigrant and refugee families in Manchester, which is drastically different from ten years ago. Numbers of homeless refugees and immigrants are low. However, it is important to note that most of this population is represented by very low-income households that live in substandard housing. Generally, the resettlement agency provides support to the refugee family for two to four months and then the family is expected to be self-sufficient or in need of minimal support. In reality, many of these refugees become dependent upon City and non-profit social services. Primary services to this population through the MCoC comes through homelessness prevention, food pantry usage, special multi-agency collaborative programming and other social services aimed at seeking/maintaining safe housing. There is no funding for these services and it is very time consuming to work through language barriers and cultural differences.

The Healthcare for the Homeless team is available to all homeless people throughout the City.

The Ethnicity of the 1,153 patients of the healthcare team in 2009 is represented below

:

White	997	87%
Black/African American	56	5%
Hispanic	63	6%
Asian	9	<1%
Native American	11	1%
Unspecified	17	1%

Strategy:

- Work with the City to ensure that safe housing needs are addressed
- Collaborate with organizations/agencies that work with immigrants and refugees to better understand their needs
- Advocate for change in the current manner in which immigrants and refugees are cared for upon and after arrival

Homelessness is a very serious community problem. The Healthcare for the Homeless team cared for 1,153 unduplicated persons during 2009. Homeless providers suggest that most homeless families in the City are invisible; they live in campgrounds and/or are doubled-up in an apartment with a relative or friend. As an urban community in a state filled with rural communities, Manchester becomes the entry point for people throughout the State when they become homeless.

While Manchester continues to provide a very high quality continuum of care, the demand for services is high. The available resources in the community are not sufficient to meet the needs of the homeless. There are very long waiting lists for prevention services, transitional housing and permanent supportive housing. The MCoC and City need much greater funding to make a real and lasting impact on the issue of homelessness.

The current (2010) waiting list for Section 8 vouchers is eight years. This creates a major blockage in the MCoC system. There are also a very limited number of Veteran Affairs Supportive Housing vouchers. Very low income people, people with disabilities, chronically homeless individuals and other homeless subpopulations will never have an opportunity to attain and keep housing without Section 8 assistance.

Increasing Section 8 assistance to reach more people in need would greatly assist the entire MCoC.

Economy

The state of the economy has had a wide-spread impact on homelessness. In Manchester, some of the main issues that create great challenges are:

Unemployment-prevention services have been increasingly called upon for this group. Many are assisted in finding lower cost apartments and with budgeting counseling. The HPRRP program is helpful in working with this group but not all are eligible and there is great concern about housing options when unemployment benefits are exhausted for these individuals.

Underemployment-there are an increasing number of low-income people whose hours and benefits have been cut. This makes housing options limited for this population and few opportunities for fuller employment.

Childcare-the State has reduced child care benefits for working households. This makes it difficult or impossible for both parents/single parents to retain living wage jobs. There is currently (2010) a waiting list of 1,500 for this assistance.

Other-substance abuse, domestic violence and mental health services have been increasingly called upon. Given that many of these programs rely heavily upon private funds, which have decreased; it has been very taxing for Manchester's social service delivery system/MCoC.

Special Needs – Not Homeless

The City has discussed and estimated the needs of non-homeless persons in need of supportive housing. The frail elderly were discussed on page.... of the Housing Needs Assessment. Housing needs associated with persons with disabilities and persons with HIV/Aids was discussed on pages..... The needs of public housing residents was discussed on pages.....

Lead-Based Paint Hazards

The City of Manchester has been actively involved in childhood lead poisoning prevention since the 1970's when the Manchester Health Department (MHD) began studying the extent and nature of Lead-Paint Poisoning in Manchester, NH. From the start, Manchester had a strong focus on screening children for exposure to lead paint hazards, community-wide education on the public health hazard caused by deteriorating lead paint and promoting action to prevent lead poisoning. Since 1997 when Manchester was identified as a high risk community for lead poisoning by the NH Office of Health and Human Services, the City has implemented a comprehensive approach designed to eliminate the hazards of lead based paint through a community process of planning, education and action to protect children.

The manufacture of lead paint for residential use has been banned for over thirty years and yet the paint still poisons approximately one hundred and fifty Granite State children a year, sometimes with significant long-term effects. Due to the nearly 16,000 pre-1940 homes in the city of Manchester ** the Centers for Disease Control and Prevention recommend that all 1- and 2-year-old children residing in Manchester be tested for lead paint exposure. In 2008, (most recent data available) 140 New Hampshire children under the age of six were newly identified with an elevated Blood Lead Level and 49 of these children resided in the City of Manchester. The State of NH Childhood Lead Poisoning Prevention Program considers the level of action (childhood poisoning level) to be 10ug/dl (micrograms per deciliter of blood) These children are more likely to suffer persistent developmental delays, learning disabilities and behavioral problems as a result of their exposure to lead. In 1997 the City of Manchester was declared a "high-risk community" for lead poisoning by the NH Office of Health and Human Services due to the abundance of older housing stock with lead paint.

Many children who have been poisoned by lead can have problems in school, such as behavior problems, short attention span, problems in language or speech development, hearing and visual impairments, or developmental delays that can make them entitled to special education services. According to a study by the Harvard School of Public Health, lead abatement results in a total cost savings of \$45,000 per building over ten years. The savings resulted from medical and special education costs, as well as increased productivity among children protected from lead poisoning. Estimates in NH range to 10,000 students with lead poisoning in our school systems as of 2009.

** Scout search engine for NH Real Estate estimates 45,892 homes and apartments currently in Manchester, and indicates that 34.7% were built in 1939 or before. That total would be 15,925. HUD estimates that 90% of pre 1940 homes contain Lead Paint Hazards, which would bring the total in Manchester to 14,332.

Historically, the City of Manchester has been known as a popular area for refugee resettlement and a diverse mixture of races. While still 92% Caucasian, Manchester is now reporting over 70 languages in its schools, and is growing in ethnic and racial diversity. Since 1996, more than 2000 new arrivals have resettled within the community from countries of origin which include Bosnia, Iraq, Kosovo, Nigeria, Russia, Sudan, Somalia and the Ukraine. In addition, the Hispanic population also continues to grow.

In 2000, a two-year-old Manchester girl from the country of Sudan was the first reported death of a child from lead poisoning since 1990 in the United States. The child succumbed to complications from lead poisoning with a blood lead level of 391 ug/dl (micrograms of lead per deciliter of blood). The subsequent investigation implicated that lead paint and dust in the home was most likely the source of poisoning.

When compared to the rest of the state, Manchester experiences four times as many cases of lead poisoning for every child under the age of 6 years, and 33% of the state's total number of cases of lead poisoning. In 2008, 1.9 % of all children screened in Manchester aged 0-71 months had an elevated BLL.

The determinants and risk factors include the following, which are specific to Manchester;

- The City of Manchester has an abundance of **old housing stock**, with 80% of the dwellings in six center city tracts being built prior to 1940.
- Manchester children are almost twice as likely to live in **poverty** than children in the State of New Hampshire.
- **Lead screening rates continue to be low.** In 2008, only 73.6% of 1 year old children and 45.9% of 2 year old children received lead screenings. In fact, rates have decreased in recent years, in spite of the CDC recommendation.
- As of January 1, 2009, the database contained 265,911 records of blood lead test results from 177,099 individual New Hampshire residents dating back to 1985.
- From 2006 to 2008, there were 5,415 Manchester children (unduplicated count) ages six months to four years enrolled in WIC.
- Almost 23% of all Manchester WIC enrolled children age six months to four years were classified as having iron deficiency, placing them at increased risk for lead absorption.
- Recent **racial/ethnic shifts** within the community have impacted the ability of families to access the **health care system**. From 2002-2008, 1,504 new refugee arrivals have resettled within the community

To better coordinate its lead poisoning prevention activities, the Health Department has formed the Manchester Lead Coalition. This group of stakeholders is comprised of pediatric providers, the public health community, tenants, property owners, other city officials, community-based organizations and others concerned with the issue of childhood lead poisoning. The coalition, Greater Manchester Partners Against Lead Poisoning (GMPALP) seeks to educate the residents of Manchester regarding Lead Poisoning Prevention, increase collaboration between agencies as well as affected parties (i.e. families with lead burdened children and property owners), support universal screening and promote an increase in lead safe housing, and thereby

decrease the incidence of Lead Poisoning in Manchester. Actions supported by the coalition in addition to those noted above under the Health Department are included in this plan

During 2002, GMPALP completed a 2002-2010 strategic planning document: Preventing Childhood Lead Poisoning in Manchester, New Hampshire, Recommendations for the Community. The draft of this strategic plan formed the basis of the City's comprehensive lead hazard control plan.

In 2002, the City applied for and was awarded a HUD Lead Hazard Control Program grant. to provide lead-paint hazard mitigation. By the end of the 2003-06 grant period, Lead Hazard Control work was completed in 144 units, using \$895,724 of HUD Lead Hazard Control funds and \$594,902 in matching funds - \$1,490,626 total. To maximize impact, the City designated a target area, eleven contiguous census tracts, that contain the City's highest concentration of pre-1940 housing, housing with deteriorating lead paint, low income families with young children, lead poisoned children & children with elevated blood lead levels and at-risk minority and refugee families.

In 2006 the city applied for and was awarded a 2006 HUD Lead Hazard Reduction Demonstration Program grant. The award amount was \$1.8 million, and the city pledged to leverage an additional \$901,904 to provide lead-paint hazard mitigation in 240 housing units during the Grant Period: 2006 – 2010. By the end of the 2006-2010 grant period Lead Hazard Control work was completed in 245 units, using \$1,800,000 in HUD funds and \$901,904 in matching funds - \$2,701,904.

The City's Community Improvement Program manages the grant, monitors compliance with regulations, and insures consistency with the City's Consolidated Plan, Annual Action Plans and Impediments to Fair Housing Plan. The Manchester Health Department provides community health nurse services and helps monitor project outcomes related to child and environmental health risk factors

Recognizing the need for public awareness of the lead paint hazards, the City's Health Department, and the Manchester Lead Hazard Control Program have conducted extensive outreach programs and media campaigns, including radio and television public awareness and most recently released the Greater Manchester Community Needs Assessment for 2009.

These combined programs have had several levels of impact on reducing environmental hazards that affect children's health in the City of Manchester from 2003 – 2009.

- 4500 Individual families protected their children with the help of in-home education, use of HEPA vacuums and lead-dust cleaning supplies, referrals for screening and supportive services of transportation and Spanish translation.
- Distribution of lead prevention information to the homes of over 3,000 Manchester households;
- Screened 2524 young children for lead poisoning;
- Provided lead case management services to an average of 500 children and their families;
- Remediated lead hazards in over 400 low/moderate income apartments and homes.
- Participated in lead prevention and intervention in-services for 4 primary health care practices;
- Convened community stakeholders through the Greater Manchester Partners against Lead Poisoning.

- At least 120 property owners learned to work with tenants and community resources to reduce exposure to lead hazards.
- Public Awareness on lead poisoning prevention was the focus of workshops, information displays and several public television broadcasts during the grant period, such as;
 - Boys and Girls informational booth (4500 received information)- September 2009
 - Cable television broadcast (60,000 viewers)- July 2009
 - Cable television broadcast, Vista Spectrum (120,000 viewers)- March 2008
 - Landlord Newsletter (circulation of about 1,000) – March 2008
 - Union Leader Sunday paper press release (estimated readers 71,000) – February 2008
 - Daily Express press release (estimated readers 24,000) - February 2008
 - Manchester Health Department Realtor’s event – February 2008
 - PSNH Property owners informational event – February 2008
 - CLP hosted a lead safe renovator class (18 were certified) – October 2008
 - The Way Home presentation, New Home Buyers seminar – December 2007
 - NHPR outreach and education coordinator interview – November 2007
- Building on the success of some older outreach endeavors
 - Fair Housing, Housing Discrimination Training talk – May 2004
 - The Dartmouth Hitchcock Health Fair information display – April 2003 & 2004
 - MCTV Your Health broadcast– October 2002, June 2003
 - Landlord Information Meeting (15 attended) – July 2003
 - Landlord Newsletter (circulation of about 1,000) – June 2003
 - Kids Fest booth (200 received information) – May 2003
 - Lead 101 training (hosted) for Headstart Family workers – January 2003

In 2009 the city applied for and did not receive HUD Lead funding for the next cycle of 2009 – 2011. The needed lead remediation is currently being managed by the State Lead Grant program (coordinated through the City’s rehab program) or by city rehabilitation funds.

HUD provided a debriefing for the City and consultants on the reasons for the lack of funding, (which mostly had to do with competitive funding proposals from larger cities and strongly encouraged Manchester to apply again in 2010, which the City will do.

To maximize impact, the City has increased it’s designated target area from eleven to fifteen contiguous census tracts. These census tracts contain the City’s highest concentration of pre-1940 housing, housing with deteriorating lead paint, low income families with young children, lead poisoned children & children with elevated blood lead levels and at-risk minority and refugee families.

The Program’s 2010-2012 work plan includes:

- Focused lead hazard control activities in a target area identified with high lead hazard risk factors. Paint inspections/risk assessments in at least 230 units exhibiting high lead hazard risk factors.
- Lead dust reduction cleaning and clearance exams in 80 units as a standalone service, or an emergency response service providing interim controls and tenant education as a “stop-gap” measure until final intervention can be contracted and completed.

- Medium level Lead Based Paint Hazard Control (LBPHC) activities in 130 units, focusing on window replacement, addressing friction impact surfaces, and paint stabilization.
- High level LBPHC activities in at least 45 units, focusing on window and door replacement, abatement of lead hazards, and paint stabilization.
- Training for at least 120 individuals, including 85 low-income individuals, in 6 lead-safe renovator classes and 2 lead abatement worker/contractor courses as well as 24 sessions of RRP training with a goal of 500 trained.
- Improved blood lead level screening of children in the designated high-risk neighborhoods.
- Outreach/education to at least 100,000 community members including concentrated efforts within the target communities.
- A new Manchester “safe house” which will house administration offices for the lead program, a training facility, and a lead safe relocation apartment.
- Create a transition team to move from a “lead” program to a “healthy homes” program which is required by HUD, recommended by the National Center for Healthy Home and EPA, and will enable inspectors to use a one-touch approach and address other hazards while inspecting for lead. Hazards might include asthma triggers, radon, carbon monoxide, asbestos, etc.
- Provide a framework for community partners to design strategies to build the city’s capacity to sustain the LBPHC work after the 2010-2012 HUD LBPHC grant period.

Depending upon the eligibility requirements of H.U.D., the City plans to apply to H.U.D. in the Summer of 2010 for additional Lead Hazard Control Grant funds to continue measures that will result in the elimination of lead based paint hazards, in addition to working on a transition to “healthy homes, Manchester”. In the absence of Lead Hazard Control grant funds the City will utilize CDBG and Affordable Housing Trust funds to continue to work toward these goals.

Housing and Market Analysis

General Characteristics

The following section provides a general overview of significant housing market characteristics in the City of Manchester.

According to the U.S. Census Bureau, 2008 American Community Survey 1 – Year Estimates, there are 48,277 housing units in the City of Manchester. Forty-one percent of the units are single-unit structures while the remaining fifty-nine percent of the units are multi-family residences. 2000 Census data provided similar data, 44,247 occupied housing units, forty-six percent owner occupied units, fifty-four percent renter occupied units (*U.S. Census Bureau, 2008 American Community Survey 1 – Year Estimates*).

With reference to the age of Manchester’s housing stock, seventy-five percent of the structures were constructed before 1978. Fifty percent of these units were 70+ years old (*U.S. Census Bureau, 2008 American Community Survey 1 – Year Estimates*). According to 2000 census data, seventy-eight percent (18,575 units) of all the renter occupied units in the City (23,886 units) were constructed before 1978.

Data compiled as a part of annual Residential Rental cost Surveys completed by New Hampshire Housing Finance Authority confirms that monthly rents in the City increased from \$573 in 1995 to \$1,046 in 2005. This represents an eighty-three percent increase over the ten year period. Since 2005, rents have decreased from \$1,046 to \$988 in 2009. This represents a five percent decrease over that period.

Decreasing rents have contributed to increasing vacancy rates. In May 2008, Ron Dupont of Red Oak Realty conducted a survey of his and other large property owners rental portfolio's and determined that the vacancy rate was approximately nine percent (247 vacancies reported out of 2,551 rental units surveyed). In his findings that he reported to the Mayor's Housing Task Force, he stated that the nine percent vacancy rate was above five percent, the ideal vacancy rate that allows owners to renovate and update properties when they are vacated. Mr. Dupont also reported that the vacancy rates in the center city ranged from fifteen to twenty percent.

Although vacancy rates appear to be higher than normal, vacancy rates reported by affordable housing providers are relatively low. In the 2009 Comprehensive Annual Performance Evaluation Report, Neighborworks Greater Manchester and the Manchester Housing and Redevelopment Authority confirmed that there organizations maintain extensive waiting lists (NWGM – 40 families, MHRA – 10,257 families) for available affordable housing units. The waiting period for affordable apartments may be as long as three years. The vacancy rates for these two organizations range from 1.19% (MHRA) to 5% (NWGM). The waiting lists of these two agencies indicate a demand for housing that is affordable in accordance with HUD standards. AOL Real Estate Trends reported a three percent vacancy for all housing units in Manchester during the month of March, 2010.

HUD has determined that the housing costs should not exceed thirty percent of a family's gross annual income. Data presented in U.S. Census Bureau, 2008 American Community Survey 1 – Year Estimates confirmed that the majority (fifty-three Percent) of Manchester's renters are expending more than thirty percent of their gross annual income on housing costs.

Much like the rental market, the home ownership market has been quite volatile. New Hampshire Housing Finance Authority (NHHFA) has been reporting the median purchase price of primary homes since 1992. The NHHFA report indicated that purchase prices have increased from approximately \$80,000 in 1992 to \$220,000 in 2007. Between 2007 and 2009 purchase prices decreased to \$180,000. Trulia.com, a real estate web site reported that the median sales price for homes in Manchester NH for December 2009 to February 2010 was \$167,400. This represented a decrease of 4.5% compared to the previous year. With reference to the number of actual real estate sales in the City, Trulia.com reported that the number of real estate sales has increased from approximately one sale per month in April 2008 to approximately one hundred sales per month in March 2010. Trulia.com also reported that the average real estate listing price for all properties in Manchester has fluctuated between \$211,000 and \$213,000 during February and March 2010. During the same two months, the number of real estate listings for all properties have increased from approximately 385 listings per month to approximately 405 listings per month.

Since the beginning of 2007, it has become apparent that the U.S. housing market has been in decline, with foreclosures increasing and sale prices decreasing. In numbers reported from real-data.com, the number of foreclosed properties in Manchester as of November 2008 is higher than at any time since the Web site started tracking numbers in 2000. Going back further, the Mortgage Bankers Association – cited in a June 2008 report by the Federal Bank of Boston – show that foreclosures have not been this high since 1993.

At that time, the state and city were still recovering from the federal takeover of five Manchester-based banks. There were 281 foreclosures that occurred in Manchester from January 2008 through November 21, 2008 compared to 705 foreclosures in this region. 40 percent of all foreclosures in the region occurred in the City of Manchester. Forty-six percent of all housing units in the region are in Manchester. In the first 11 months of 2008, there was a 50 percent increase in the number of foreclosed properties versus the same time in 2007. During this period of time, this issue was not unique to Manchester or to New Hampshire – in fact, many other regions of the country were doing much worse. In many urban areas across the country, foreclosure rates reached highs not seen in decades. For example, Wayne County, Michigan (Detroit Metro) had a foreclosure rate of one house for every 169 in May 2008 – which does not include short sales, those that were currently in foreclosure proceedings or those recently purchased at auction or through bank sales. San Joaquin County in California (Stockton and Lodi) had a rate of one foreclosure for every 76 homes. To put this in perspective, Hillsborough County had one home foreclosure for every 711 homes (second to Merrimack County – one foreclosure for every 680 homes). Recently in January 2010 RealtyTrac reported that one in every 527 New Hampshire housing units received a foreclosure filing, the 15th highest foreclosure rate in the nation. Hillsborough county posted the state’s highest county foreclosure rate, with one in every 425 housing units receiving a foreclosure filing. In Manchester, there were 97 new foreclosures during the month of January. In March 2010 realestate.aol.com reported that there were 158 foreclosures. Realestate.aol.com also reported that the value of houses depreciated 6.5% over the last twelve month period.

Assisted and Accessible Housing Available to Persons with Disabilities and Persons with HIV/AIDS

According to the Directory of Assisted Housing published by the New Hampshire Housing finance Authority, there are currently 3,166 of assisted housing units in the City of Manchester. 491 of those units are universally accessible.

The ability of persons with HIV/AIDS to access housing in Manchester is limited by their ability to earn income. According to the NH AIDS Housing Assessment (January 2006), 74.6% (306 Of 410) of the people with HIV that access the state’s CARE Program services were earning incomes that were below 200% of the federal poverty level. For a household of one person, the poverty level is an annual income of \$9,310, or \$775.83 per month. Thus, 1-person households with incomes below the poverty line are making less than \$775.83/month. In accordance with HUD guidelines, an affordable rent (30% of gross annual income) for a person earning \$775.83/month would be \$232.75/month. Unfortunately, the median rent for a studio apartment in Manchester is \$670/month (New Hampshire Housing Finance Authority 2009 Residential Rental Cost Survey). The HUD Fair Market Rent for a studio apartment in Manchester is \$716/month (HUD Fair Market Rents 9/30/2009). There is a significant gap between market and affordable rents that requires subsidy. The NH AIDS Housing Assessment (January 2006) determined that there were fifteen households in Manchester that had an un-met need for long-term rental assistance.

Identification of Low Income and Minority Concentrations

At this time most of the data that pertains to concentrations of low income and minority populations is from the 2000 Census data. 2000 Census data confirms that the following tracts and block groups are populated with households that are equal to or above eighty percent of the median income: Census Tract (C.T.) 2.01 Block Group (B.G.) 6, 7, C.T. 2.02 B.G. 1, 2, C.T. 3 B.G. 1, 3, 4, C.T. 4 B.G. 2, C.T. 5 B.G. 1, 2, 4, 6, C.T. 6 B.G. 3, 4, C.T. 8 B.G. 3, 4, C.T. 9.01 B.G. 4, C.T. 11 B.G. 2, C.T. 13 B.G. 1, 2, 4, C.T. 14 B.G. 1, 2, C.T. 14 B.G. 1, 2,

C.T. 15 B.G. 1, 2, 3, C.T. 16 B.G. 1, 2, 3, 4, 5, 6, C.T. 17 B.G. 1, 2, C.T. 18 B.G. 3, 4, 5, C.T. 19 B.G. 1, 2, C.T. 20 B.G. 1, 2, C.T. 21 B.G. 1, 3, 4, C.T. 22 B.G. 1, 2, C.T. 24 B.G. 1, 4, 5. Since 1990, the percent of low and moderate persons citywide has increased from 40.63% (1990 Census data) to 49.89% in 2000 (2000 Census data) and 52.20% in 2008 (2007 Census Low and Moderate Income Summary Data for Manchester). The 2007 Census projection indicates that Manchester is income eligible on a citywide basis for entitlement funded activities.

With reference to minority concentrations in the City, there are several of them. 2000 Census data confirms the following: Census Tracts (C.T.) having a significant (4% or greater) Hispanic or Latin population of any race C.T. 3, 4, 5, 6, 9, 13 – 20, 24; Census Tracts (C.T.) having a significant (4% or greater) Asian population C.T. 14, 15, 16; Census Tracts (C.T.) having a significant (4% or greater) Black or African American population C.T. 3, 4, 11, 12, 16, 17; Census Tracts (C.T.) having a significant (4% or greater) “Some Other Race” population C.T. 5, 15, 19; Census Tracts (C.T.) having a significant (4% or greater) “Two or More Races” population C.T. 5 (To review these concentrations please see Maps). According to the 2000 Census, these areas contain the greatest concentration of Hispanics (C.T.5 – 17.5%, C.T.15 – 15.6%, C.T.19 – 18.0%) and Blacks (C.T.15 – 9.5%, C.T.20 – 9.6%). Although, on a City wide basis neither of these ethnic groups constitute what would be considered as a significant percentage of the City nor of the minority population; Hispanics make up only 4.5% of the total population and Blacks 2.3%. The other minority population of note is Asian/Pacific Islanders that make up 2.1% of the total population. While still low, the significance in these minority percentages is that they have roughly doubled since the 1990 Census data. 2008 Census data confirmed that approximately eleven percent of Manchester’s population is Foreign-born and that the ancestry of the community’s citizenry is derived from 27 different groups. The majority of the population is represented by the following groups: French (22.6%), Irish (20.1%), French Canadian (10.8%), English (9.9%), Italian (7.7%), Polish (7.4%) and German (6.0%).

Public and Assisted Housing

The institutional structure for housing in Manchester, other than the CIP staff and two local nonprofit housing providers, primarily involves Manchester Housing and Redevelopment Authority.

MHRA was established by state statute as the local housing authority and the redevelopment agency for the City. The Authority is governed by five commissioners who are appointed for five-year terms by the Mayor. MHRA owns and manages nearly 1,300 units of housing for low income families, the elderly and persons with disabilities in various sites throughout the City. It also administers rental assistance under the Housing Choice Voucher program. MHRA operates several resident programs including Congregate Housing Services for the elderly and persons with disabilities, economic self sufficiency programs and a Youth Services program, funded in part under the CDBG program.

A description of the number, type and condition of public and assisted housing in the City is presented along with the strategy of Manchester Housing and Redevelopment Authority to improve its management of the public housing and the living environment of public housing residents.

The information relative to the inventory and condition of public and assisted housing had been documented in the 1994 CHAS and had been derived principally from the Manchester Housing and Redevelopment Authority's Comprehensive Grant Program, now known as the Capital Fund Program. An update of this information and

the Capital Fund Program is the basis for the presentation of statistics provided in this section. In accordance with HUD requirements, MHRA's 2009 Capital Fund Program has been made available and reviewed by public housing residents at MHRA's Main Office and at a community meeting held in June, 2009.

Description of Public Housing

The City of Manchester has 4,022 units of project and tenant based assisted housing administered or funded primarily through the Manchester Housing and Redevelopment Authority, the Department of Housing and Urban Development and the New Hampshire Housing Finance Authority. Approximately 48% (1,930) of these units are occupied by families and 51% (1,976) by the elderly. The remaining units (2%) are designated for use by the severely mentally ill and the physically handicapped.

MHRA manages 1,271 units of public housing, 71 low income housing tax credit units and 1,813 units of Housing Choice Voucher subsidized housing. 40% of new admissions to public housing and 75% of new admissions to the Housing Choice Voucher program must have incomes at or below 30% of the median income. As part of its public housing program MHRA currently administers 861 zero and one bedroom apartments (68%), 186 two bedroom apartments (14%), 187 three bedroom apartments (16%) and 37 four and five room apartments (2%).

The Leased Housing Department of MHRA administers the Housing Choice Voucher program which provides assistance to households with incomes below 50% of the City median income. MHRA administers a total of 1,739 Housing Choice Voucher units with the following inventory: 586 (34%) zero and one bedroom apartments, 666 (38%) two bedroom apartments, 400 (23%) three bedroom apartments and 87 (5%) four and five bedroom apartments. All Housing Choice Voucher units must meet minimum housing quality standards to be accepted into the Housing Choice Voucher program. MHRA staff inspect each unit prior to occupancy and annually thereafter to ensure units are maintained in good physical condition. MHRA reports that the need for decent affordable housing continues to be a serious problem in the City and that waiting lists for both public housing and the Housing Choice Voucher program remain extremely high. MHRA currently has a Housing Choice Voucher program waiting list of 6,450 applicants made up of 1,279 elderly/disabled and 5,171 families, and a Public Housing waiting list of 4,563.

MHRA offers public housing units to elderly and persons with disabilities in its five high rises and at scattered site housing throughout the City. It also provides family public housing at two major developments and at smaller scattered site locations throughout the City. All MHRA housing sites are located in convenient areas near stores, schools, churches and local public transportation. The larger MHRA apartment buildings have community centers with central dining facilities and on-site maintenance staff. Its maintenance personnel maintain MHRA's public housing units in good physical condition.

In addition to providing maintenance service to residents of public housing, MHRA also maintains a Modernization staff that prepares plans and specifications for public housing construction work, supervises bid openings, recommends contract awards and monitors work on all construction activities undertaken by the Authority. During 2009, modernization efforts focused on renovation of 58 units at six scattered elderly sites, including replacement of windows and exterior doors; adding exterior insulation and installation of new siding; upgrading electricity; installing bathroom exhaust fans; relocation of laundry rooms to grade level; and

converting three units to be fully accessible to the physically disabled. Modernization work also included the installation of air conditioner sleeves at the O'Malley high-rise, and replacement of boilers at the Gallen high-rise and in 12 buildings at the Elmwood Gardens family development. Additionally, but not included in Capital Fund Program work, a roof was replaced on a building at the Kelley Falls family development and a new management office was constructed at the Burns high-rise.

Strategies for Improving Management and Operation of Public Housing Units

Manchester Housing and Redevelopment Authority has undertaken a variety of initiatives designed to improve the management and operation of its public housing programs. During 2009 MHRA secured a number of grant awards that will provide additional support and services to residents of Manchester's public housing developments. The following programs received funding in 2009:

- Congregate Housing Services Program was funded in the amount of \$713,174 from HUD and the State of New Hampshire.
- Awarded \$19,060 by Hillsborough County through the State's 5% Incentive Funding Grant Program for the continuation of Latchkey and Youth Opportunities Programs.
- Awarded \$60,000 by the City of Manchester's Community Improvement Program, funded by the CDBG.
- Awarded \$1,612,702 from HUD through its Capital Fund Program to continue Modernization Program activities.
- Awarded \$2,034,759 for activities under the American Recovery and Reinvestment Act.

Section 504 Needs Assessment

MHRA has in effect a completed Needs Assessment and Transition Plan which defines its strategy and efforts to meet the needs of public housing residents with disabilities and the anticipated future needs of persons with disabilities on the public housing waiting list. The findings of the Assessment Plan have resulted in MHRA including in its plan for modernization activities of its public housing inventory the retrofitting of several units and common areas to accommodate persons with disabilities. To meet the need of individuals with hearing impairments MHRA has contracted with a TDD relay firm and has informed all public housing residents of its availability.

According to the Assessment Plan, the greatest need for accessible units is for smaller units for the elderly: efficiencies, one bedroom units and two bedroom units. Currently, 77 of the 1,271 units of public housing are fully accessible as noted in the following table. These units are located at nine different developments throughout the City.

Based on the findings of the Needs Assessment and its past experience with placement of persons with disabilities in these units, MHRA believes that these existing 77 units are sufficient at the present time to meet the needs of the disabled public housing residents and applicants. MHRA will continue to assess the needs for such housing and how it can best serve the needs of public housing residents with disabilities. MHRA has sent staff to various training seminars on Section 504 to enhance their understanding of the law and will continue its efforts in this regard to maintain an awareness of compliance issues pertaining to persons with disabilities. Accordingly, MHRA will continue to assess its needs and revise its plan for compliance as appropriate.

In terms of making individuals with disabilities aware of the availability of the accessible units MHRA has utilized several methods of information dissemination in order to be as effective as possible. It has utilized media announcements, established relationships with advocacy groups for the disabled such as the Granite State Independent Living Foundation and includes informational fliers in all Housing Choice Voucher and public housing pre-applications.

SECTION 504 NEEDS ASSESSMENT	
MHRA Public Housing Inventory of Accessible Units	
Unit Size	Total
0	2
1	61
2	6
3	7
4	1
Total	77

MCP-Table 7, Source MHRA, 2009

Homeless Facilities and Services

Emergency Shelter

There are 151 emergency shelter beds for the homeless in Manchester

New Horizons for New Hampshire, Inc. - provides services including a Soup Kitchen, Food Pantry and Shelter for homeless individuals. Its Emergency Homeless Shelter has 76 beds at New Horizons 199 Manchester Street facility with a potential for an additional 26 beds for overflow. This facility also houses the Food Pantry and Soup kitchen. An additional 16 beds are provided at Angie's shelter for women. Clients are provided with showers, laundry and temporary storage facilities.

New Horizon's Soup Kitchen provides breakfast to guests of the Shelter and dinner to any adult in need. New Horizons also offers targeting training and other supportive services to its clients. The shelter in collaboration with community based organizations, offering case management services that promote skills that result in self-sufficiency.

The City of Manchester Welfare Department - provides temporary, emergency assistance for city residents. The Welfare Department conducts screening assistance for Manchester Emergency Housing, a private not-for-profit shelter with 36 beds that is funded by the City of Manchester.

YWCA of Manchester – Emily's Place –provides the community with a range of free and confidential direct services for victims of domestic and sexual violence. "Emily's Place", an emergency shelter for women and children who are fleeing from violence in their homes, is one of these services. Emily's Place provides emergency shelter in an undisclosed location, housing and supportive services for up to six women and twelve children at any one time. Services include a 24-hour crisis line, court advocacy, hospital and police accompaniment, peer support groups and community education. Emergency shelter is available 24-hours through the crisis line.

Child and Family Services - Runaway and Homeless Youth Program – provides three units of emergency housing in their "safe house" program. They are able to place children under the age of 18 in Webster House, a specialized group home. This service is to help families work through volatile situations while have safe respite housing for the child. The agency's street outreach program helps to identify the most at-risk street youth and assists them in accessing eligible supportive services.

Transitional Housing Programs

There are 173 Transitional Housing beds for the homeless in Manchester

Families in Transition (FIT) – Families in Transition offers affordable transitional housing and supportive services, ranging from crisis intervention to long-term case management, for homeless single mothers and single fathers with children, as well as single women, in Greater Manchester. The housing component includes transitional housing units where participants may reside for 18-24 months. The supportive services include case

management, educational workshops, support groups, employment/computer training and GED tutoring. Following successful completion of the program, families are transitioned to permanent housing in the Manchester area. The transitional housing includes: Spruce Street Apartments (housing for 5 single fathers with their children), Amherst Street Apartments (housing for 9 single women), Millyard I Apartments (housing for 2 single women and 10 single mothers with their children) and Millyard II Apartments (housing for 3 single women and 16 single mothers with their children). Millyard II has a three bedroom interim unit to provide emergency housing for up to 12 individuals (3 families) while they are waiting for a transitional apartment to become available. Family Willows has 10 transitional family units for single women with or without children who are actively addressing substance abuse and trauma issues. Services include: treatment coordination, individual therapy, "Seeking Safety" substance abuse and trauma group programming, addictions programming, parenting programming, mental health, day care and transportation services. In addition, FIT offers a Community Program that provides supportive services to up to 10 families in scattered sites around the Manchester community.

Helping Hands Outreach Center- is a non-denominational outreach and referral service that operates a 29 bed transitional housing program for men in recovery. Along with safe shelter, the residents receive ongoing counseling for their addiction issues as well as life skills development training such as anger management, self-governance and financial planning. Residents arrive through a referral process from a treatment or correctional facility and must be able to document as well as maintain sobriety while in residence. Generally, residents fall into two categories: one group consists of those who are in transition from a detoxification or short term treatment program and are awaiting beds in a long-term treatment facility; the average length of stay for these men is two to eight weeks. The other group includes men who have completed treatment and are preparing for independent living. These individuals usually stay for three to twenty-four months while they regain their health, pay off debts, find employment, clear up legal issues and save funds for permanent housing.

Child and Family Services - Transitional Living Program - provides a stable living environment for up to 18 months for homeless youth in the City. Six family units and 9 individual units are available. Counseling and supportive services provided by professional staff prepare homeless youth for independent living. Employment training, medical assistance and education referrals and assistance are also provided.

Liberty House - provides transitional housing for 10 Veterans. The program works to connect these Veterans to services available to them and refers to other programs throughout the VA system and the MCoC.

The Way Home - provides seven transitional housing units for homeless families. Supportive services are available to help residents transition into permanent housing. A key component is the Steps to Success program which pairs residents with a coach. The Success coach will help the homeless (or at-risk) person identify strengths they already have, assist in setting housing-related goals with clearly defined action steps, and help to develop new skills. The process includes learning about consequences of choices while being coached to take responsible action. Coaching helps clients believe that they have the right and the power to change the circumstances of their lives. Clients are also helped to connect with community resources that form the safety net for the poor not able to earn enough to meet all of their needs on their own.

Permanent Supportive Housing

There are 139 Permanent Supportive Housing beds for the homeless in Manchester

Southern New Hampshire Services - Robinson House - Robinson House provides 24 Single Room Occupancy (SRO) units for men recovering from substance abuse. The program offers residents supportive services to facilitate transition to independent living. The average stay is approximately 24-months. To be admitted to the program residents must be Section 8 eligible.

Families in Transition (FIT) – Families in Transition will be providing affordable permanent housing and supportive services through five housing programs. FIT permanent housing units include various supportive services include case management, educational workshops, support groups, employment and computer training and GED tutoring. FIT provides permanent supportive housing to 28 families and 17 individuals. In addition to the permanent supportive housing units, the Family Mill also provides 16 affordable housing units for any Manchester resident.

Helping Hands Outreach Center- Supportive housing with long-term case management, counseling, job training and other supportive services. 16 single room occupancy units are available to men in recovery. Four of these are designated safe-haven rooms.

Manchester Housing Redevelopment Authority - provides 15 units of supportive housing with meals to elderly homeless people. Services may be provided by Manchester Housing or the resident can keep the case management team they had prior to moving in.

The Way Home - leases 9 apartments to provide permanent supportive housing to individuals with disabilities.

Other community organizations identified as providing permanent supportive housing are:

- Moore Center Services
- Easter Seals
- Mental Health Center of Greater Manchester
- New Hampshire Housing Finance Authority

Other community services for the homeless include:

Manchester Health Department - Healthcare for the Homeless (HCH) - is a team of doctors, nurses and other health professionals who address the multiple problems of those people who are homeless in the City of Manchester. In addition to jobs, housing and health care, patients need support, guidance and crisis intervention. The HCH team uses a case management model as it cares for homeless individuals and families. The team attempts provide patients with what they need, when they need it for as long as necessary. The team becomes their support system over time while coordinating medical, addiction care, mental health, housing and human services. While the HCH acts as a primary care provider entity, the team has great success in making referrals to specialists at no costs to patients.

The Mental Health Center of Greater Manchester - provides services to severely mentally ill clients, some of whom are homeless. The Mental Health Center offers in-patient and outpatient services, including supportive services that provide therapy, medication, vocational services, housing, case management and crisis intervention. The Mental Health Center of Greater Manchester employs a PATH worker who assists members of the MCoC in helping to serve individuals with mental health issues.

Additional Housing Services for Low-Income People

PREVENTION:

The Way Home

For Homeless Persons

- help to access shelter and other Manchester Homeless Continuum of Care services
- help to access transitional and permanent supportive housing
- help to access homeless health care services
- NH Homeless Housing Revolving Access Loan Fund for 1st month rent and/or security deposit

For Renters

- application for NH Housing Security Guarantee Program for security deposit loans
- apartment inspections
- tenant education
- landlord / tenant negotiations for more affordable rent or needed repairs
- mediation / homeless prevention grants to prevent eviction or utility shut-off

For Home Owners

- Pre-purchase assistance: assess budgets, identify strategies to maintain affordability, identify total costs of homeownership, review strategies to meet basic family needs, help establish savings accounts, offer steps to improve credit ratings, compare the overall cost of homeownership to the cost of renting.
- Mortgage default prevention and intervention: strategies to both the homeowner and the mortgage servicer to prevent foreclosure, determining options available through the specific lender and government program, offer a financial assessment of family income/expenses, outline a menu of cost-cutting options, review programs available to assist the client to consolidate debt, and set up payment plans.
- Post-purchase assistance: financial management assistance, including education on basic credit issues, money management, and management of household resources to meet family goals.
- Reverse Mortgage Counseling: senior homeowners who are seeking to use equity as needed income.
- Financial Literacy Education Program: workshops tailored for different audiences which include information about household management of cash and non-cash resources, credit use, how to avoid predator lending, fair housing, and tenant rights.

Child and Family Services (CFS)

For Youth:

Runaway & Homeless Youth Program (RYP) helps youth ages 12 to 18 who have runaway or become homeless, or are at risk of either. The program seeks to help youth and their families through --

- Prevention services: Outreach to schools and the community. Provides information on the risks and realities of life on the street and what it means to be an estranged youth.

- Crisis intervention: Emergency foster care/host homes are available for kids who require a short cooling off period. The CFS group home may provide emergency overnight care.
- Counseling: Short term, individual, family and/or group counseling can help to open communication, identify problems, set goals and find ways to achieve them.
- Information and referral: Connects youth and their families to other resources in the community

HPRRP

The Homeless Prevention & Rapid Re-housing Program funding for the MCoC is heavily focused on prevention. The Way Home, Child & Family Services and Families in Transition are working together and with other members of the MCoC to ensure that this funding is utilized to its fullest capacity to reach as many people as possible.

Substance Abuse & Mental Health

Serenity Place, Farnum Center and Tirrell House all welcome homeless individuals or people at risk of homelessness regardless of their ability to pay. All are fully collaborative. After completion of these programs, homeless or people at risk of homelessness can enter into the Helping Hands Transitional Housing program, Robinson House or Angie’s Shelter for Women or permanent supportive housing through The Way Home or Families in Transition.

Electric & Fuel Assistance

Southern NH Services has several programs to help renters and homeowners to keep up with energy bills so they do not run the risk of falling behind on rent or mortgage payments. There are programs through the State of New Hampshire’s Low-Income Home Energy Assistance Program (LIHEAP). These programs provide assistance with electric and natural gas bills. There are additional programs for seniors and people with disabilities. There is also short term assistance to families who have utility arrearages, have received eviction or utility termination notices and are at imminent risk of becoming homeless. (Funding provided by NH Division of Behavioral Services). There is also an emergency loan program available for low-income people who are in danger of eviction or utility shut off.

Food Assistance

Manchester has 13 food pantries, a soup kitchen for adults and three programs that serve dinner to children. These programs are utilized by low income individuals and families who cannot afford food. This assistance makes it possible for some people to remain housed.

Salvation Army

This MCoC member agency is able to support the clients of MCoC agencies by providing food, clothing, personal care items, crisis intervention and a multitude of other services.

United Way’s 2-1-1-NH

Provides information to individuals who are searching for housing and services. 211 is a free call from any phone in NH and is available 24/7.

NH Homeless Hotline

Connects homeless people with housing and services.

NH Coalition to End Homelessness

Has a great deal of information for homeless or people at risk of homelessness www.home4hope.org .

Special Needs (Non-Homeless) Facilities and Services

This section identifies needs and the number of individuals in the Community that are not homeless but require supportive services. The Manchester Planning and Community Development Department identified eight special needs subpopulation groups currently assisted by human service agencies in the City: [1] elderly and frail elderly, [2] persons with severe mental illness, [3] persons with developmental disabilities [4] persons with physical disabilities, [5] persons with alcohol and other drug dependency, [6] persons with HIV/AIDS, [7] victims of domestic violence and [8] at-risk youth.

Human service agencies that provide housing services to the groups identified were invited to participate in the process and were provided with opportunities to meet individually with Planning Department staff. Individual meetings allowed agency representatives to provide information on their programs, update statistical data on their clientele and discuss gaps in service.

Elderly and Frail Elderly

With baby boomers entering their 60's, as well as an increase in longevity and better access to health care, the percentage of elderly people is growing. The overall percent of Manchester's elderly population aged 62 and over is estimated at roughly 15%, and 13,380 (approximately 13% of the population) are persons 65 years and older. A more specific estimate of age brackets is as follows: 6,337 people are between the ages of 65-74; 4,661 individuals are over the age of 75; and 2,382 people are 85 years and over (American Communities Survey, 2008). As this population continues to age and the baby boom generation enters its elderly years, additional non-homeless special needs facilities and services will be required to meet the need.

The State of New Hampshire does not provide population projections by town by age, but does provide projections by county by age. By figuring the percentage of the 65+ cohort for Hillsborough County and applying those percentages to Manchester, an estimated population projection was created. It is estimated that in 2015, this cohort is expected to increase to 16.3% and by 2020, the cohort will be at 22.2% of the population. According to the State Plan on Aging for FY 2010-2011, "the total number of New Hampshire residents aged 65 and older is estimated to be 191,403. In 2015 that number is expected to reach 245,952." (State Plan on Aging 2010-2011, www.dhhs.gov)

Due to the recent economic recessions, retirement income of many of the State's elderly population has diminished and a growing number of younger, working families have left the State in search of better economic and job opportunities. For an elderly population in need of personal and health care supports, the out migration of direct care service workers may impact their ability to remain in their own homes, which has long been their stated preference. Approximately 5,634 of Manchester's elderly persons (42% of population age 65 and older) live alone. (2000 U.S. Census; American Communities Survey 2008)

In order for frail elderly and people with disabilities to qualify for participation in many state and federal supportive service programs, they must also have health and mobility issues that prohibit them from functioning independently. Many of Manchester's elderly people are living below the poverty level when compared to the general population, 11% (11,110) of those 65 years and older and living below the poverty level (American Communities Survey, 2008). Many frail elderly could benefit from supportive service programs that allow them to remain independent and delay premature and costly institutionalization.

Senior Companion Program – Is designed to help isolated seniors develop relationships that encourage independence and help improve the quality of their lives. New Hampshire currently has 70 Senior Companions who visit an average of 5 elderly persons each week. The goal is to keep the people in their own homes as long as possible. Persons eligible for the program must be 60 or older and frail or homebound; any age with a serious disability; or a caregiver of adults with Alzheimer's or other disabling conditions (Senior Companion Program, www.manchesternh.gov).

The William B. Cashin Senior Activity Center – Is a recently constructed facility located on Manchester's West Side, with modern amenities for many senior programs. Much of the center was built and furnished by citizen contributions. The facility includes real wood floors for the large line dancing studio, kilns for firing crafts, computer lab, large general purpose rooms, and indoor waiting area for the public bus stop, easy access to the public library, commercial kitchen, lounge, gift shop and outdoor picnic area. The center hosts a wide array of classes and activities, including games, trips, holiday functions, dinners, line dancing, crafts, educational seminars, speakers and performances. The Cashin Senior Center also has a monthly newsletter with a listing of activities and a schedule that is distributed in the Community (William B. Cashin Senior Activity Center, www.manchesternh.gov).

St. Joseph's Community Services Elder Nutrition – Known as “Meals on Wheels” program for homebound and elderly persons. In 2009, 167,006 meals were served in Manchester, and these numbers have generally comprised 40% of the total meals served per year in the agency's service area. Over 9 years, the program experienced a 41% increase in total meals served. St. Joseph's Community Services staff state that current numbers continue to be strong and project that meals served in 2010 will again exceed the total served in 2009 by 10% or more.

Easter Seals New Hampshire – Easter Seals New Hampshire has provided a variety of adult day services ranging from a medical day rehabilitation program for those who need nursing monitoring to an ambulatory program for people with light medical and mental health needs, and an Alzheimer's Day Program for people with dementia and memory loss. In FY09, medical rehabilitation was offered to more than 3,200 individuals. Easter Seals' Adult Day Programs were developed in response to community needs and have become one of the agency's fastest growing service areas. The Adult Day Program has a focus that includes activities of daily living that allow participants to maintain the skills needed for a health lifestyle, nutrition, exercise, planning and socialization. Easter Seals National recognized Easter Seals New Hampshire's Adult Day Facility by naming it a *Center of Excellence*, and it serves as a model for similar programs across the country. Special Transit Service, Inc. (STS) provides transportation to isolated elderly individuals in the Greater Manchester area. Transportation for essential services is provided at a donation cost to individuals. Guide assistance is provided. Most consumers are single person households in their eighties living on limited incomes. The program is designed to provide service that helps the individual remain independent. Transportation is considered a vital

link in the social service delivery system. STS accepts referrals from appropriate agencies and the general public for this program. This service is sponsored by the Health and Human Service Bureau of Elderly and Adult Services.

Since 1936, Easter Seals NH has developed a strong community presence and has helped establish the industry standard of care for health and social services in New Hampshire. As a leader in services for individuals with disabilities and special needs in New Hampshire, Easter Seals NH employs more than 1,400 individuals who provided services during fiscal year 2009 to more than 20,000 children, adults, and seniors in over 60 programs and provided disability awareness and information and referral services to more than 30,000 individuals. In 2009, we offered nearly \$4.4M in free and subsidized services to children, adults, and seniors across New Hampshire.

The Elliot Adult Day Program—The Elliot Adult Day Program in Manchester provides two levels of care ranging from socialization, therapeutic activities and meals, to moderate medical oversight/management. The average age of clients served by the program is estimated at 78 years. In 2009, the program served up to 40 people per day, with 7,497 client days provided to Manchester's frail elderly and adults with disabilities. Round trip transportation is also offered at a minimal charge.

The Arbors of Bedford – Established in March of 2001 the Arbors of Bedford specializes in the care of individuals experiencing the effects of Alzheimer's disease and other dementia-related issues. The program provides all levels of care in an award-winning "neighborhood" floor plan design. The Arbors of Bedford combines specialized assisted living services with medical care and supervision for more clinically complex needs.

Persons with Severe Mental Illness

The Mental Health Center of Greater Manchester – The Mental Health Center of Greater Manchester (MHCGM) provides treatment services to over 9,000 individuals each year including over 6,000 from Manchester. This includes about 4,000 severely and/or persistently mentally ill persons, or 44% of the total, that are served in the Center's comprehensive network of community based care. MHCGM estimates that 60% of the clients they serve with severe mental illness have a co-occurring substance abuse problem. Over 95% of the 4,000 meet income guidelines. On average, about 25% of the 4,000 are new cases each year, and in 2010 the Mental Health Center is experiencing a 24% increase in new applications for service, from 2009 levels. MHCGM provides treatment services at four locations in Manchester: 1228/1230 Elm St., 1555 Elm St, 9 Blodget St. and 401 Cypress St. MHCGM offer over 30 different programs, has a staff of 300 and provides a 24/7 emergency behavioral health response to the community.

MHCGM will provide 300 persons with housing assistance during 2010, and another 900 will be served at the Acute Psychiatric Residential Treatment Program (The Cypress Center) MHCGM continues to suggest that additional affordable independent units are needed for the population they serve, especially efficiencies and single room occupancy units.

The following is a list of area residential facilities/services under the administration of the Mental Health Center of Greater Manchester:

- *Cypress Center* – The Cypress Center is a 24-hour acute care program with 15 beds. The Cypress Center offers short term stays in a non-hospital setting that is safe, comfortable and cost effective. The program offered by the Cypress Center is an alternative to an in-patient treatment.
- *In-home services* – The Mental Health Center housing outreach team offers in-home services to Center patients in their own apartments or home in order to enable them to live independently. They serve 200 clients a year.
- *Brown Avenue* – The Brown Avenue group home is a HUD financed 12-unit facility. The group home provides housing and 24-hour supervision to elderly clients and clients with severe health and mental disabilities.
- *Manchester Street* – The Manchester Street facility provides single room occupancy for sixteen residents.
- *Merrimack Street* – The Merrimack Street facility provides shared apartments for 22 residents and offers 1 respite bed.

In FY 2009, due to funding cutbacks, MHCGM had to close a 15 bed residential facility for persons with a serious substance abuse disorder and a severe and a persistent mental illness who had repeatedly failed in other treatment programs

Persons with Developmental Disabilities

Moore Center Services – Moore Center Services (MCS) is designated by the New Hampshire Department of Health and Human Services as the Area Agency for the greater Manchester area. MCS is devoted to the care and support of individuals with developmental disabilities and acquired brain disorders. Additionally, the agency provides support to clients' families. Incorporated in 1960, MCS has grown to provide programs in integrated living, vocational growth, family support (including respite care for families,) adult foster care, early supports and services, medical and clinical services, elderly services, assisted independent living, and case management. Moore Center Services serves close to 2,000 individuals with developmental disabilities, family members and friends. Many programs and services are provided through the center to those in need. The MCS staff provides encouragement, comfort, training, care and compassion for each and every person who enters through the center's doors. Individuals are assisted, based on their own desires and needs, to become productive, vital members of the greater Manchester community. The Moore Center's philosophy and practice help create opportunities for a good life.

Persons with Physical Disabilities

As of the 2000 Census, it was estimated that 2,449 (2.29% of Manchester population) individuals aged 16 and over have self-care mobility disabilities; the number of people aged 16 and over who are physically disabled is 9,147 (8.55%) (2000 US Census).

Crotched Mountain Rehabilitation Center – Crotched Mountain is a non-profit organization offering rehabilitation, education, housing, assisted living and health services to people with disabilities. The Crotched Mountain Rehabilitation Center administers the Courtyard Apartments in Manchester a 24-unit residence for persons with physical disabilities who meet income eligibility requirements. The Courtyard Apartments have 22 one-bedroom apartments and 2 two-bedroom apartments. Crotched Mountain operates programs at the Crotched Mountain Rehabilitation Center in Greenfield, NH and at locations throughout New Hampshire, as well as in locations in New England and New York.

Rehabilitation programs include:

- Crotched Mountain School - a private special education residential/day school for 128 students with multiple disabilities, ages 6-21. Fully accredited K-12 curriculum.
- Brain Injury Center - a 30 bed comprehensive residential rehabilitation services and individualized care for adults, ages 18-59.
- Children's Specialty Hospital - a 30 bed acute and sub-acute rehabilitation services for children and young adults.
- Outpatient Services - clinical and rehabilitation services for children and adults with disabilities, including: aquatic therapy, audiology, assistive technology, developmental pediatrics, driver evaluation and training, dysphagia, occupational therapy, physiatry, physical therapy, psychology, sensory integration therapy, and speech-language pathology.
- School Partnership Program - providing medical, educational, and therapeutic evaluations to enable local schools to serve students with complex neurological disorders.

Community Services include:

- Crotched Mountain Community Care - an alternative to nursing homes for New Hampshire adults with chronic illnesses or disabilities who wish to remain in their own homes.
- Crotched Mountain Residential Services - housing and care management services for adults with developmental disabilities living in New Hampshire.
- Accessible Apartments - affordable and accessible residences located in Manchester and Whitefield NH; Portland, ME; and East Greenbush, NY.
- Foster Grandparent Program - income-eligible senior volunteers paired with at-risk children in Hillsborough, Cheshire, Sullivan, Coos, and parts of Grafton counties of New Hampshire.

Easter Seals New Hampshire – Easter Seals provides services to ensure that all people with disabilities or special needs and their families have equal opportunities to live, learn, work and play in their communities. Easter Seals services include autism services, inclusive child care and early intervention, special education, medical rehabilitation, camping and recreation, transportation services, vocational services, senior services, adult day care programs, transportation services, a variety of residential service options and veteran services. Services are offered to a broad range of clients with physical disabilities. The mission of Easter Seals is *to provide exceptional services to ensure that all people with disabilities or special needs and their families have equal opportunities to live, learn, work and play in their communities*. Transportation is among the largest and most successful services provided by the Easter Seals New Hampshire in the Manchester area. Special Transit Service, Inc. (STS) is a division of Easter Seals New Hampshire. STS has been a provider of transportation to medical appointments, employment, and other community needs since 1980. STS is certified and licensed by the NH Department of Safety; NH Health and Human Services; EMS; American Red Cross and the NH Department of Transportation. In FY09, Easter Seals New Hampshire served more than 3,700 individuals through transportation services. The agency has an operational fleet of over one hundred (100) specially equipped vehicles and an experienced and dedicated staff. Vehicle operators are all professionally trained in defensive driving, passenger assistance techniques, CPR and first aid. STS has a fully staffed maintenance facility to support its fleet that includes highly qualified mechanics.

Granite State Independent Living – Granite State Independent Living (GSIL) is a consumer-managed, nonprofit organization whose mission is: to promote life with independence for people with disabilities and those experiencing the natural process of aging through advocacy, information, education and support. Founded in 1980 as a grassroots effort, GSIL has strategically grown to seven regional offices offering 16 distinct programs, 12 of which reflect unduplicated services. GSIL is a “cross disability” organization which provides services and advocacy for persons with all types of disabilities, including physical, developmental, behavioral or communication-sensory impairment. In FY 2009, GSIL provided direct services to 7,000 consumers.

GSIL’s mission is carried out through the delivery of four core services: advocacy to ensure the full participation in society, peer support by connecting people with disabilities with each other, information and referrals on disability issues, resources and services, and skills training to teach every day skills that allow one to live as independently as possible through our Community Living, Long Term Supports, and Employment Services Departments.

For its efforts, GSIL was selected from a field of 520 organizations as one of ten national finalists for the Peter F. Drucker Award for Nonprofit Innovation in 2006; on May 1, 2007, Business New Hampshire Magazine named GSIL as the Nonprofit of the Year. In the fall of 2009, GSIL was awarded the NH Business Review Excellence Award – Nonprofit; and in spring of that year was recognized by the Corporate Fund for Excellence in Nonprofit Management.

Manchester Housing and Redevelopment Authority (MHRA) – Manchester Housing Redevelopment Authority has a total of 876 units of public housing designated as for the elderly and persons with disabilities, with 77 units that are fully accessible (in its tax credit properties – Mary Gale Apartments and Brown School

Apartments – there are an additional 5 fully accessible units). According to MHRA staff, there is a waiting list for these units; currently there are 25 households on the list and 5 of those are on the pending list.

Persons with Alcohol and Other Drug Dependency

An established network continues to provide services for populations suffering from alcohol and other drug abuse dependencies in the City. Participating agencies provide a step-by-step program that individuals must follow in order to successfully recover for dependence. Agencies report that the demand for available beds continues to be high and that they have long waiting lists.

Angie's Shelter – New Horizons operates Angie's Shelter, a facility with 16 beds that serves women who are active substance abusers as well as those free of chemical addictions. New Horizons provides: integrated services referral, emergency shelter, donated specialty items, donated clothing, and donated food. Programs in the created and targeted towards making an individual become self-sufficient. Weekly Program Groups range from budgeting to smoking cessation. The focus and schedule varies as the needs of the participants vary. Case management works with individuals on their goals and becoming successful with these goals

The Farnum Center – Operated by Easter Seals NH, provides substance abuse treatment services comprised of both residential and outpatient. The Farnum Center is a non-medical, dually diagnosed program that employs the services of clinicians who are Masters Licensed Alcohol/Drug Counselors, psychologists and Nurse Practitioners. The facility also has a psychiatrist that runs a Suboxone Clinic. This treatment facility is a 4 to 6 week inpatient program that provides substance abuse treatment in a therapeutic setting. The Farnum Center houses 33 beds. The occupancy rate at the Farnum Center is 100% with a long waiting list. Following completion of treatment most clients remain in the Manchester area where they seek employment and permanent housing. The Outpatient Clinic provides counseling for people that abuse alcohol and other drugs and their families. Staff at the Farnum Center expressed a need for safe and sober transitional housing for both men and women. Many residents are accepted for halfway house placement but often there is a two to four week waiting period.

Helping Hands Outreach Center – Helping Hands Outreach Center is a non-denominational outreach and referral service that operates three different housing programs in two different locations. The first program, founded in 1987 and relocated to its current facility in 1991 is a 29 bed transitional shelter for adult males in recovery from alcohol and substance abuse/addiction. In 2007 Helping Hands purchased and began renovations on the former Fraternal Order of Eagles building on Central St. This facility, named the Gendron House, has 16 Single Room Occupancy units. Of those, 12 units are next step housing for those who have been through substance abuse treatment and the shelter program but need continued supports to remain sober. The other 4 rooms are designated for a specialized "Safe Haven" housing program for those with co-occurring substance abuse and mental illness. Helping Hands provides case management and ongoing support for substance abuse recovery. During the City Fiscal Year 2009, an average of 37 men resided at the Center where they received counseling services from the Center's professional staff. Residents were selected through a referral process designed to assist men who have made the decision to get their lives back on track. The Center is drug and alcohol free. Generally, residents stay between six to nine months at the transitional shelter while they regain their health, re-build their self-esteem and find permanent employment. Due to the tight housing market, the time spent in the housing program for the residents has increased from six to nine months. As Gendron House is a more supportive housing program, stays there are considerably longer. It is the goal of the Helping Hands

Outreach Center to provide its clients with the opportunity to lead stable productive lives upon leaving the Center.

National Council on Alcohol and Drug Dependency of Greater Manchester/Serenity Place – Is a clinically managed residential detoxification and DUI education center. Serenity Place’s core services revolve around a residential program for those suffering from alcohol and drug addiction, primarily for indigent, un/under insured and often homeless individuals. The crisis site is supervised and managed by a Clinical Director (LADC). Serenity Place provides food, housing, and other services until further treatment or aftercare can be procured. Serenity Place provides referrals to intensive in-patient and outpatient treatment programs all throughout NH. It is the only non-profit facility that offers social detoxification and sobriety maintenance for primarily indigent clients within the Greater Manchester Area. In calendar year 2009, 4,982 client treatment days were delivered, 360 clients received recovery services and 541 clients were helped through the REAP Program (Impaired Driver Intervention Program, Phase II Program, and MOP Program). The current length of stay from 2008 at 11.5 days to 2009 at 19.5 days is indicative of the need for additional treatment resources.

Southern New Hampshire Services Robinson House – Robinson House provides 24 units of transitional housing for men recovering from substance abuse. The program offers residents supportive services to facilitate transition to permanent housing. Staff at Robinson House indicates that the biggest unmet need is the lack of sober holding facilities for prospective residents awaiting a vacancy at their facility.

Tirrell House – Tirrell House is an alcohol and substance abuse recovery halfway house containing 14 beds for recovering males. Tirrell House offers in-house A.A./N.A. meetings, individual counseling sessions, psycho-education group, and referral to supportive services as needed. Operated and staffed by the Bureau of Substance Abuse Services, the facility is designed to give short-term supportive care and rehabilitation. The average stay for participants is three months. Currently a waiting list exists for the program of approximately 2-3 months. Among the services provided by Tirrell House include alcoholic’s anonymous meetings, group counseling, AIDS education, GED and interviewing skills and job placement. In 2009 the Tirrell House provided services to approximately 180 clients.

Persons with HIV/AIDS

The Greater Manchester AIDS Project (GMAP) – Was founded in 1986 under the name New Hampshire AIDS Foundation. Soon after, the name was changed to GMAP to better reflect the population that they serve. GMAP is officially a part of the Merrimack Valley Assistance Program (MVAP) which holds 501 (c) 3 status. The agency’s service area includes the largest cities in New Hampshire and Hillsborough County, which has the fastest growing incidence of HIV/AIDS in the state.

GMAP provides vital, non-duplicated services to those infected and affected by the HIV/AIDS virus. The majority of GMAP’s clients are working poor, and most are underinsured. Clients often struggle to make ends meet while managing an illness with far-reaching economic and human costs, including steeply rising costs of housing and medications. Staff reported that 2009 is the first year in the past 10 years where there has been no death in the agency.

A growing part of GMAP mission is to counteract myths about HIV/AIDS in the community at large and to bring reasoned arguments and sound research to public policy debates. GMAP strives to demonstrate that HIV/AIDS is a local issue that affects the immediate community of neighbors, friends and relatives; in growing numbers, they are children and women. GMAP's philosophy is that helping its clients live longer, more functional lives is an important part of the global fight against the HIV/AIDS pandemic.

GMAP has two major programs within the agency: Client Services, and Outreach and Housing Opportunities for People with AIDS (HOPWA) program. GMAP no longer has a funding for testing, however, agency staff continue to do community outreach and education.

GMAP's Client Services department provides case management, client advocacy, food services, rental assistance, transportation assistance, mental health services, information and referral and any other necessary assistance for their individual clients. Client Services at GMAP are available in English and Spanish languages.

According to the NH Department of Health and Human Services Division of Public Health Services Surveillance Report through June 30, 2008, there are 211 persons living with HIV in Hillsborough County and 251 persons living with AIDS. In the second quarter of 2009, GMAP's Client Services Department provided assistance to 131 clients and 1870.5 contact units of service. Staff states that GMAP continues to provide community based and culturally responsive services to its clients. GMAP Client Services provides services to 78 HIV+ clients; 53 clients had an AIDS diagnosis. Their HIV/AIDS caseload is comprised of 75 Caucasian, 21 Latina/o, 34 Black individuals, and 1 Haitian; this includes 81 Males, 48 Females, and 2 Transgender.

Nineteen of GMAP's clients are receiving Section 8 Housing Assistance; 15 receive long-term rental assistance from Housing Opportunities for People with AIDS (HOPWA); and 6 receive short term rental assistance on an emergency basis utilizing funds (HOPWA) for a maximum of five month year. Three clients are currently or have been in homeless shelters during the last 12 months, and GMAP staff try to move them out of the shelter as quickly as possible due to their immuno-compromised systems.

The Merrimack Valley Assistance Program (MVAP) – Provides case management, housing assistance counseling, medical services, client advocacy and education. MVAP lists the need for affordable housing among its most pressing problem, especially for homeless children and young adults. MVAP cites long waiting lists for subsidized housing as well as regulations associated with obtaining housing as impediments for people inflicted with the AIDS virus. MVAP continues to work with the state as it attempts to develop solutions to problems associated with finding suitable housing for persons with AIDS. They continue to provide education on the AIDS epidemic, however they stress that it is critical that housing opportunities are developed, along with a continuum of care that provides access to medical facilities and public transportation.

Visiting Nurses Association (VNA) - At the present time, the patients with HIV/AIDS are served using outpatient services by the Hitchcock Clinic HIV / AIDS Program, Catholic Medical Center and Elliot Hospital serving those in need of in-patient care, and Home Health & Hospice Care – A Visiting Nurse Association serving patients needing home care and end-of-life care at the patient's home or at the Community Hospice House. VNA Home Care and Hospice programs served 354 Manchester patients in FY 2009, including 3 Manchester patients with HIV/AIDS.

Additionally the local Veterans Hospital in Manchester serves veterans from all over northern New England (Maine, New Hampshire and Vermont).

Victims of Domestic Violence

YWCA Crisis Service – YWCA New Hampshire’s Crisis Service provides the community with a range of free and confidential direct services for victims of domestic and sexual violence. In 2009, the Agency reported that they served 1,382 Manchester residents: 1,010 unduplicated domestic violence victims; 290 victims of sexual assault; and 82 stalking victims. “Emily’s Place,” an emergency shelter for women and children who are fleeing from violence in their homes, is one of these services. Emily’s Place provides housing and supportive services for up to six women and twelve children at any one time. During the past year, Emily’s Place housed 35 women and 32 children for a total of 3,533 bed nights. Services were provided to 1,382 unduplicated Manchester residents in 2009, including a 24-hour crisis line, court advocacy, hospital and police accompaniment, information and referral, access to pro bono legal services, assistance with Victims Compensation Program, peer support groups and community education. Emergency shelter is available 24-hours a day, 365 days per via the crisis line.

While the YWCA Crisis Service provides opportunities including peer support, advocacy and case management, there remains a significant need for additional services for this population.

At-Risk Youth

Manchester Office of Youth Services [OYS] – The City of Manchester Office of Youth Services helps all young people by providing effective solutions to a variety of challenges encountered by youth and their families. By offering a supportive environment for young people to address issues like alcohol and other drug abuse, juvenile delinquency, truancy and problems at home, The City of Manchester Office of Youth Services helps disconnected youth. Likewise, the City of Manchester Office of Youth Services also provides significant resource to young people who are catalysts for positive change in the community. OYS offers a range of prevention programming that provide assistance to children and young adults identified as having difficulty at school, in the community or within the family structure. The Office of Youth Services is open daily and accepts referrals from families, The Manchester School District, the Police Department, The State of New Hampshire Department of Health and Human Services Divisions of Juvenile Justice Services & Children Youth and Family Services, local treatment programs and other area human service agencies in the City. The Office of Youth Services provides crisis counseling, referral services, substance abuse evaluation, gang intervention, truancy prevention, shoplifting education, and a court ordered restitution program.

Youth Served by the Manchester Office of Youth Services

<u>ACTIVITY</u>	<u>2008</u>	<u>2009</u>
Crisis Intervention	467	681
CHINS [Filed for Court]	19	26
Alcohol and Drug Education Program	207	269

Court Appointed Special Advocates (CASA) of New Hampshire – CASA provides training and technical support for volunteers to serve as Guardians ad litem for Manchester’s abused and neglected children. In 2009, CASA’s efforts resulted in 193 children being assisted.

Child and Family Services Youth Crisis Center and Runaway and Homeless Youth Program – Provides three units of emergency housing in their “safe house” program. They are also able to place children under the age of 18 in a specialized group home, Webster House with parental consent. This service is to help families work through volatile situations while have safe respite housing for the child. The agency’s street outreach program helps to identify the most at-risk street youth and assists them in accessing eligible supportive services. In 2009, the Street Outreach staff made contact with 3,516 youths, averaging 325 youths per month.

- Prevention services: Outreach to schools and the community. Provides information on the risks and realities of life on the street and what it means to be an estranged youth
- Crisis intervention: Emergency foster care/host homes are available for kids who require a short cooling off period. The CFS group home may provide emergency overnight care
- Counseling: Short term, individual, family and/or group counseling can help to open communication, identify problems, set goals and find ways to achieve them
- Information and referral: Connects youth and their families to other resources in the community

Webster House – Webster House is a group home that provides temporary living accommodations for youth who are unable to live at home for some period of time. The Webster House intent is to address four areas of youth’s lives:

- Physical: By providing a safe home.
- Social: By applying the norms of society.
- Personal: Through counseling, activities and a wide range of interpersonal relationships.
- Family: By rebuilding the bonds and reuniting the family.

The goal of Webster House is to prepare its residents for adult life, recognizing fully that this is ultimately a partnership between the family, the child and the program. Webster House provides a home; opportunities for counseling, education and activities; and an atmosphere in which adult-child relationships can be rebuilt and created. Within this structure, the direction, kindness and commitment of caring adults can help improve the lives of the children who reside at the Webster House and their families.

Other Programs for Youth and Children

As an entitlement community where approximately 52% of the City’s population is low to moderate income and 14% of residents are below the poverty level, the City has prioritized programs that benefit inner-city children, particularly facing challenges of poverty and lower family income levels. Currently, the City’s Community Improvement Program funds eleven programs geared toward early, positive interventions at the young and teenage years, including: childcare, education, mentoring, parenting support and education, afterschool activities, and recreation. These programs all benefit low to moderate income children, youth and families.

Agency	Program
Boys & Girls Club	Inner City After School Program
Big Brothers Big Sisters	One-to-One Mentoring
City Year	Young Heroes
The Salvation Army	Kids Café
YMCA	Youth Opportunities Unlimited
Manchester Housing and Redevelopment Authority	Youth Recreation Program
Girls Inc.	Café Lauren
Girls Inc.	Girls Center
VNA Child Care	VNA Child Care & Family Resource Center
Majestic Theatre	Summer Youth Program
Parks and Recreation Dept.	Youth Recreation Programs

Barriers to Affordable Housing

This section describes the strategies and practices that Manchester can revise or initiate in order to improve the system. Also, suggestions for revisions to Federal and state rules and policies are noted. This section applies to all sources of entitlement funding

Since the beginning of 2007, it has become apparent that the U.S. housing market has been in decline, with foreclosures increasing and sale prices decreasing. The unpredictability of fuel prices – for both homes and vehicles – as well as dramatically increasing food prices has led to fundamental change in how people determine where they live. These factors do not just affect purchased homes, but rental properties as well.

Manchester is not immune to these factors. Even though the city and the region may be in a better position than many parts of the country, there is still a need for action. Statistics show foreclosure numbers not seen in this area since the real estate collapse of the early-1990s. However, with the sub-prime loan collapse and many more homeowners unable to afford their mortgages, there are ramifications that were not experienced back in 1991.

This has also affected the rental market. Up until 2006, rental prices have gone up, making it more difficult for many to afford safe and secure residences. Since the end of 2006, rental prices have stabilized, but with the added costs of food and other essentials, the burdens for these families continue to climb. In turn, this has affected rental property owners. Many owners of one or two multi-family properties, looking to take advantage of low vacancy rates and increasing rents, purchased these properties – many with less than ideal financial and credit situations. Variable interest rate mortgages dramatically adjusted upward from 2006 to today. Many property owners that purchased properties with little or no borrower equity – essentially 100 percent financing – are unable to support their mortgages from the current rental income.

When fuel costs went up, rental prices declined and those with adjustable rate mortgages saw their monthly payments go up, what once seemed sound became financially unmanageable. The result has been more foreclosures, softening rents, plummeting purchase prices and numerous voices on how to address this issue within the city.

This issue is not unique to Manchester or to New Hampshire – in fact, many other regions of the country are doing much worse. In many urban areas across the country, foreclosure rates are reaching highs not seen in decades. For example, Wayne County, Michigan (Detroit Metro) had a foreclosure rate of one house for every 169 in May 2008 – which does not include short sales, those that were currently in foreclosure proceedings or those recently purchased at auction or through bank sales. San Joaquin County in California (Stockton and Lodi) has a rate of one foreclosure for every 76 homes. To put this in perspective, Hillsborough County had one home foreclosure for every 711 homes (second to Merrimack County – one foreclosure for every 680 homes). While these numbers are not as bad as other areas, they still must be addressed as part of a comprehensive housing plan.

Beyond fuel prices and the collapse of the sub-prime mortgage market, there have been many variables that have led to the city's current state:

- Multi-family property transfers peaked in 2005 and 2006 (536 and 538 respectively)
- Multi-family sales prices peaked in 2005 and 2006 (\$269,899 for a two-family and \$330,062 for a three-family)
- Revaluation of tax assessments occurred in 2006
- Vacancy rates exceeding 5 percent in 2006 (for the first time since the 1990s)

In the face of these issues, On April 23, 2008, Mayor Frank Guinta convened a group of city staff and leading business and housing voices in the city to address these issues. The following paragraphs include the findings of the task force and recommendations on the future expenditure of entitlement funding on housing initiatives.

Findings of the Task Force

1. The City of Manchester has an increasing vacancy rate, particularly in the inner-city

In conversations with various landowners within the city, most of them have seen their vacancy rates go above what they deem to be comfortable (somewhere between 3 to 7 percent, depending on who you ask). While many larger property managers are either at the high end of comfortable or at a vacancy rate that is slightly too high for their comfort level, it is apparent that smaller property-owners are seeing vacancy rates much higher than their property can support.

For example, Ron Dupont of Red Oak Realty stated at the May 21, 2008, meeting of the task force that the vacancy rate for many larger property owners that he surveyed was about 8.8 percent in May 2008 (2,551 rented units, 247 vacancies). This is above the 5 percent he states as ideal (allowing these owners to renovate and update properties when they are vacated). However, in what would be considered “urban” areas of the city, that vacancy rate was around 15 percent and up to 20 percent – which is much higher than comfortable. In addition, it is believed that due to the falling prices for multi-family properties and the increase in foreclosures of said properties, that the vacancy rate for properties owned by low-level investors is even higher.

To entice more people into units, many of the larger property owners are offering incentives such as free first-month of rent or free utilities (such as heat). In addition, many developers are looking outside of Manchester to build new properties. As stated by Dick Anagnost in his meeting with the committee, there is a scarce amount of land to build new housing in the city and he is actively looking at adjacent communities like Londonderry to build new housing stock.

2. Manchester’s rents are going down after a high in 2005

According to the New Hampshire Housing Finance Authority (NHHFA), the average rent in Manchester peaked at \$1,046 for the average two-bedroom home in 2005. Before this, rents saw a sharp spike from \$799 in 2000 to \$1,046 in 2005. Rents declined to \$980 in 2007. In 2008, rents increased to \$983 and increased to \$988 in 2009.

The fact that rents have decreased since 2005 is not all bad news. Many social-service advocates have stated that rents in Manchester were pricing out the average resident or family in the city. According to the data presented in the NHHFA 2009 Rental Survey, the household income required to afford the average monthly rent for a two-bedroom apartment in Manchester would be \$39,520/year. The annual adjusted median income for households of three in Manchester is \$69,188. Households with incomes at 50% of the median are earning \$34,800/year. An affordable rent for a family of three earning 50% of the median income would be \$870/month. It becomes even more problematic for very low-income families (households earning 30% of the median income). An affordable rent for a family of three earning 30% of the median income (\$20,750) would be \$519/month. Remember the average rent for a two-bedroom apartment in Manchester is \$988/month.

3. The foreclosure rate in Manchester is as high as its been seen since the early-1990s

In numbers reported from real-data.com, the number of foreclosed properties in Manchester as of November 2008 is higher than at any time since the Web site started tracking numbers in 2000. Going back further, the Mortgage Bankers Association – cited in a June 2008 report by the Federal Bank of Boston – show that foreclosures have not been this high since 1993.

At that time, the state and city were still recovering from the federal takeover of five Manchester-based banks. There were 281 foreclosures that occurred in Manchester from January 2008 through November 21, 2008 compared to 705 foreclosures in this region. Forty percent of all foreclosures in the region occurred in the City of Manchester. Forty-six percent of all housing units in the region are in Manchester. In the first 11 months of 2008, there has been a fifty percent increase in the number of foreclosed properties versus the same time in 2007. These numbers are also verified by looking at the legal notices in the *New Hampshire Union Leader*, which has seen a profound increase in foreclosure notice listing in its pages since last year – the predominance of which are from Manchester and its surrounding communities.

In following up with the first two findings , many first-time property owners or those that own one or two properties found that the market forces that led to decreases in rent were counter to the investor’s ability to pay the mortgage. Add to this the massive increase of fuel oil prices since 2006, which jumped to more than \$4.00/gallon in June 2008, and many property owners faced a dilemma: Pay the renters’ heat as an incentive, which doubled in the past two years; or not offer free heat and face an enhanced risk of vacancy. This led to many investors losing their property or not investing in needed repairs to properties, making them run-down.

Many experts in the housing and real estate field believe that the bottom hasn’t been reached in regards to foreclosures.

4. The number of Manchester residents considered low-income or lower-middle income has increased, while the overall population of Manchester has declined.

Certainly, the biggest surprise and the most important statistic that came out of the task force meetings is that the low-income population is rising in the city. Initial HUD data provided to the committee by the city planning office indicated an increase in the low-moderate income (LMI) population. The LMI population is defined as having income levels below 80 percent of the area median income. In 1990 42.6 percent of the city’s population met the LMI criteria. In 2005, the LMI population rose to 49.9 percent. In 2007, the figure was at 52.2 percent of the population. Given the concern raised by this trend, the committee sought to fill in the gaps for the missing

years as well as compare the trend to other cities. The statistic has proven to be difficult to gather and not readily available. Therefore, the committee elected to look at poverty data as a national standard with readily available information.

According to numbers provided to the committee by the Nashua Regional Planning Commission and the U.S. Department of the Census American Factfinder, Manchester is seeing an increase in families below poverty. This is counter to the trend in the state’s second-largest city, Nashua.

Comparison of families below poverty between Manchester and Nashua

Families below poverty	1999/2000	%	2006	%	2007	%
Manchester	2,023	7.70%	2,416	9.80%	3,032	11.90%
Nashua	1,119	5.00%	1,130	5.30%	987	4.40%

Meanwhile, the population of Manchester has declined, albeit slightly. According to the New Hampshire Office of Energy and Planning, Manchester had a population of 109,364 as of July 1, 2006. However, on July 1, 2007, the population dropped to 108,580 – a decrease of 784 people or 0.7 percent. This is a reversal of the slow, consistent growth the city had seen since the 2000 U.S. Census report.

A tangible way to understand this number is to look at the waiting list for housing and vouchers at the Manchester Housing and Redevelopment Authority. As of July 2008, they had a waiting list of 9,600 applicants for housing subsidy. More importantly, the average applicant in 2008 the average income for residents within MHRA’s properties had an adjusted median income that was 23 percent of median. In 2002, this number was 37 percent. In 2009, the waiting list for housing subsidy increased to 10,257.

This may be one reason to explain why, despite rents going down and more landlords offering incentives to potential tenants, that the vacancy rate is rising. While rents may be decreasing, the cost of fuel and other goods and services have increased. The population that is leaving is often those that cannot afford to live in the city, and, according to the property owners that spoke to the committee, they are seeing more people living in each unit, essentially “doubling-up.” This allows for more people to share the cost of expenses without having to pay separate rent.

5. Manchester provides much more of its share of “affordable” housing as compared to the surrounding communities.

According to a study by the Southern New Hampshire Planning Commission, Manchester and Derry are the only two communities within the commission’s district to provide sufficient workforce housing. In its 2005 housing assessment for the region, SNHPC created a statistic called “fair share” housing, which is the amount of housing that should be available in communities for renters that are less than 80 percent of Area Median Income (AMI) and pay more than 30 percent of household income into housing.

The assessment looks at the 13 communities in the region consisting of Auburn, Bedford, Candia, Chester, Deerfield, Derry, Goffstown, Hooksett, Londonderry, Manchester, New Boston, Raymond, and Weare. According to the projections in the study, 13,106 housing units fall into the category of being affordable to

renters below 80 percent of AMI. The assessment then spreads those units out throughout the region as a percentage of units in each town to demonstrate what the “Fair Share” should be. Manchester and Derry are the only jurisdictions which meet the “Fair Share” test. In fact, Manchester exceeds its fair share by more than 100 percent. Of the designated affordable units in the region, 34 percent should be Manchester’s “Fair Share.” In fact, the total for Manchester is 78 percent.

More detailed data from the study is available online at: http://snhpc.org/pdf/House_Assess.pdf

• **New laws in New Hampshire have put the spotlight on lead mitigation in Manchester – and the cost to address it.**

In 2007, the New Hampshire Legislature passed and Gov. John Lynch signed Senate Bill 176. This new law was “relative to lead paint poisoning and establishing a commission to study the current childhood lead poisoning prevention law, policies, and standards.”

The new law does the following:

- Lowers the blood lead level that determines when a child is lead poisoned from 20 to 10 micrograms per deciliter of blood;
- Allows the commissioner of the department of health and human services to inspect other units of a multi-unit dwelling when a child has been found to be lead poisoned in one of the units;
- Extends the time that interim controls may be used as an alternative to lead hazard abatement under certain circumstances; and
- Establishes a commission to study the current childhood lead poisoning prevention law, policies, and standards

As expected, this is an issue of great importance to property owners. As stated by Ron Dupont, Red Oak Properties “The cost to de-lead units can be debated. However, certainly most units that I have recently been made aware of (needing lead mitigation) are closer to \$25,000 per unit rather than the \$10,000 per unit that is available through the City of Manchester’s Lead Hazard Control Program. If the average multi-unit in the city is 5 units and there are 100 cases of lead poisoning and the cost to remove lead is \$25,000 per unit the total cost of lead removal in Manchester alone will be approximately \$12.5 million a year.”

It should be noted that this is the experience of one developer in the city. The cost to remove or encapsulate lead in a property varies widely by property.

It should also be noted that Ron Dupont praised Tim Soucy, the Director of the Health Department, for “sending the two immigrant agencies in the state a letter that directed them do everything possible to place refugees in lead safe housing.”

According to the New Hampshire Childhood Lead Poisoning Prevention Program, there were fifty-six instances of elevated lead levels in children in 2007. In 2008, 49 cases of lead poisoning were reported..

- **Property's in the City are susceptible to becoming run-down or lost to foreclosure due to increased heating costs.**

Most dwelling units in Manchester are heated by oil or natural gas. Even with the recent slide of crude prices, this may still be a serious challenge for homeowners and renters in the City and will be a major factor in reducing the affordability of housing for many households.

While the current prices have moderated, the long-term trend could continue upwards. This will be most felt in those older structures that tend to have inadequate insulation, outdated heating systems and are likely less energy efficient.

- **The overall housing issues that concern Manchester went beyond the scope of the task force, but its findings laid the groundwork for a committee that can address the issue.**

The work of this committee was consistent and addressed numerous issues. However, its charge was to address specifically the issue that Mayor Guinta charged it to do, which was to determine how to spend HOME funds within CIP.

During the task force's meeting, it became apparent that the work of this group would be beneficial to a long-term study of housing and demographic trends and estimates for the city. It also became apparent that a group like this – consisting of staff, residents and business leaders – would be beneficial to the Board of Mayor and Aldermen as well as city staff, as it could provide comprehensive and Manchester-centric housing research for the city. Most information available to the city is either partial in its scope (i.e. refers to Hillsborough County or Southern New Hampshire); outdated (i.e. numbers come from Census 2000 or, like median income, updated less than yearly; or are difficult to obtain (i.e. Real-Data.com requires a subscription to obtain numbers about foreclosures). However, a committee like this with its blend of participants would be able to obtain the most up-to-date and drilled-down numbers.

This section describes the recommendations on the expenditure of entitlement funding on housing activities as well as the appointment of a Standard Board in accordance with Section 3.13 of the City Charter to advise the Board of Mayor and Aldermen on housing issues.

Recommendations

- 1. Until the market dictates it, no CIP funds should go toward the new development of properties. That time does not appear to be in the near future.**

As stated by developers, city staff and others, city funds would be most effective if directed to address the condition of existing housing stock in declining neighborhoods, as opposed to creation of new housing stock. While the annual amount of HOME funds (\$400,000 to \$600,000) that is appropriated for the development of Workforce Housing is not a lot of money, it can make a difference in addressing many of the redevelopment needs in the city and can often be leveraged with funds from other non-profits and private organizations. For the past several years, the city has taken an active position in supporting new housing development. It was agreed

that the city should not discourage new development by the private development community; however, at this point it does not need to subsidize those units with entitlement funding..

2. Entitlement funds should be utilized in “at risk” or “fire line” neighborhoods within the city to “stabilize” them.

These neighborhoods stand between blighted and more economically secure neighborhoods within the city. However, the task force would ask the Planning Department to determine what neighborhoods would fall under the classification of “at risk.”

3. In stabilizing these neighborhoods, the funds should be used in any combination of ways.

- Multi-family units to partake in weatherization or energy-efficiency rehabilitation;
- Healthy home projects, such as lead and asbestos mitigation
- Leveraging infrastructure improvements/neighborhood revitalization projects (i.e. Rimmon Heights)

The committee felt that addressing one of these three issues would provide the most impact for the city’s money. For example, some in the task force felt that there is need for assistance on energy efficiency improvements to existing housing stock such as insulation, weather-stripping and efficiency improvements to heating units. However, others believe that providing increased assistance to provide lead paint abatement is also an important public goal. Because of the new emphasis to address lead issues, there was a need to make sure money was available to fund existing or new lead abatement programs.

In addition, the task force believed that addressing the at-risk neighborhoods also meant addressing the infrastructure of these areas. Since the Planning Department already has a template for how to address this (Rimmon Heights) and the city has reached out to HUD to address these areas (Granite Square), it makes sense to continue these programs.

4. Manchester should utilize the U.S. Department of Housing and Urban Development’s Neighborhood Stabilization and “\$1 Good Neighbor” Programs

At the end of September 2008, the U.S. Department of Housing and Urban Development released about \$4 billion in funds for hard-hit neighborhood nationwide. Neighborhood Stabilization Program (NSP) will provide emergency assistance to state and local governments in the redevelopment of neighborhoods experiencing decline due to high foreclosure rates and subprime mortgage-related problems. New Hampshire, through the Community Development Finance Authority, will be receiving \$19.6 million for this program.

The program is designed to help address foreclosure problems in designated neighborhoods in order to make them more stable, sustainable, and competitive. In July of 2009 the City received \$7.7 million dollars to complete various initiatives in the City.

In addition, the city was made aware of HUD’s \$1 Good Neighbor Program, which provides municipalities with the opportunity to purchase property that has been foreclosed for \$1 and to utilize it as they wish.

It is imperative that city staff and applicable housing agencies develop a mechanism to purchase, rehabilitate or demolish these properties, when appropriate.

5. This committee should become a standing board, as stated by Section 3.13 of the Manchester Charter, and advise the Board of Mayor and Aldermen on an annual or as needed basis.

Longer term, there will be a need for a more comprehensive strategy to help the city address the major changes in its housing stock. While this committee was able to research many of the housing issues, and, if asked by Mayor Gatsas, will continue to evaluate the housing needs of the community, a permanent process should be formalized. A standing committee that is responsible for reporting to the Board of Mayor and Aldermen on an annual (or as needed) basis will allow policymakers the ability to have up-to-date information to guide them in their decisions. This will also assure that there is a committee that eyes the housing trends as well as keeps the lines of communication open between the city, property owners, and housing advocates.

The City will continue to take action steps in an effort to remove barriers to affordable housing. Action steps that the City has taken in the past have included the following: a newly revised and accepted Zoning ordinance; flexible parking arrangements; density provisions; housing development in the Millyard and upper story Downtown commercial space as well as the adoption of new building codes. Despite the City's efforts, the barriers that prohibit many of Manchester's citizens from obtaining safe and sanitary affordable housing still exist. It is important to note, that while the barriers still exist, a significant number of affordable housing units continue to be added to the housing stock each and every year. To achieve the goal of providing quality affordable housing for all of Manchester's residents, the City will continue to utilize entitlement and Affordable Housing Trust funding to implement strategies that are consistent with the Consolidated Plan and the 2002 and 2008 Action Strategies for Housing.

Strategic Plan

City of Manchester Community Development Goals and Objectives

A statement of goals and objectives provides a common ground for agreement and provides the public with an insight into the purpose of the plan.

In December 2009 the Planning Board adopted the latest version of the City's Master Plan. The Master Plan provides general goals for overall community development and will assist City officials in accomplishing a coordinated, harmonious and adjusted development of the City and its environs that will, in accordance with existing and future needs, best promote health, safety, morals, order, convenience, prosperity or the general welfare, as well as efficiency and economy in the process of development. (Code of Ordinances, City of Manchester, New Hampshire, Chapter 19, Article I, Section 19-11)

The following goals and objectives from the City Master Plan provide an overall view of the community development ideals. Following these, the key goals as expressed by the Department of Housing and Urban Development are outlined. The HUD goals are consistent with the housing and economic development goals of the community. The Key Strategies of the Consolidated Plan are consistent with the goals and objectives of the City's Master Plan.

CITY COMMUNITY DEVELOPMENT GOALS

Goal – Historic Manchester

Preserve and promote Manchester’s rich cultural heritage. Manchester’s broad range and rich heritage of historic resources plays an important role in the overall quality of and in the positive way outsiders view, the City. Because these older structures and places are still present today and represent a link to our common past, we are able to appreciate and learn about the attractive continuity of life which has taken place over time. And, even though attractive modern structures are continually being designed and constructed, the reality of the newly built environment is that it cannot adequately replace Manchester’s valuable historic and architectural legacy after it is lost.

Objectives:

- **Citywide Demolition Review** – It is recommended that the Manchester Heritage Commission’s power to review proposed demolitions of historic structures in Manchester’s two historic districts (Amoskeag Millyard and the Amoskeag Corporation Housing Neighborhood) be expanded to include the entire City.
- **Catalog and Assess Historic City Buildings** - The City should develop, and routinely maintain, a complete listing of City-owned buildings and the City should assess the physical condition of all historic structures so that, where appropriate, their long-term viability may be promoted through conservation.
- **Historic Neighborhood Protection:** In addition to the two protected districts, the City should evaluate other areas throughout the City which are rich in historic resources and make recommendations for their long-term security.
- **Educational Interpretative Program for Historic Sites:** The City should increase its efforts to provide interesting interpretive exhibits at suitable places throughout the city. Existing historic surveys should be used as the basis for discovering the broad range of suitable sites that would merit an interpretative display.
- **Establish a Historic Preservation Council:** Because ownership and location of the City’s historic resources are split between the municipal and private sectors, extraordinary benefits could be gained if the groups and individuals involved in historic preservation in Manchester routinely discuss how they may aptly combine and share their unique historic preservation knowledge, skills and resources. To facilitate this, the City should promote the establishment of a Historic Preservation Council.

Goal – Economic Vitality

Provide a strong economic base of businesses and jobs in order to grow and prosper. Economic vitality is the ability of a community to respond to change, to retrain itself for emerging business opportunities and to provide an entrepreneurial spirit that builds businesses and jobs.

Objectives:

- **Education** – Higher education institutions provide significant benefits to the economy of the City in terms of education and training for its residents and the quality of life in the area, and are employment

centers creating additional business. The ten area colleges should be supported by the community and their growth encouraged and, in turn, the schools should incorporate internship and community involvement.

- **Small Business Development** – Small business retention and growth should be supported by the City, including those located in the neighborhood areas.
- **Quality of Life** – Quality of Life factors play a major role in attracting and retaining businesses and should be enhanced by the City. These include such items as arts and culture, entertainment, the visual quality of the community and trail system.
- **Goods Producing Industries** – The City should retain and enhance existing manufacturing companies and attract additional businesses.
- **Commuter Rail Service** – Bringing rail service to Manchester will obviously provide improved commuting access to other areas but will also bring Manchester into the sphere of the Boston Metropolitan area which in turn will open up possibilities for Boston area firms to invest in the City.
- **Airport Expansion** – Facilitating the growth of the Manchester Boston Regional Airport will enhance the economic well being of the community. Additional international service should be a prime goal of the Airport as well as non-stop service to the West Coast.
- **Northwest Business Park** – The City should step up efforts to complete the infrastructure improvements needed to attract additional businesses in the Northwest Business Park.
- **Marketing Campaign** – The City’s marketing campaign must be enhanced and conducted over a long period of time. The City’s campaign can be enhanced through the Metro Center initiative of the Chamber of Commerce and Southern New Hampshire Planning Commission which supports regional marketing. While the marketing is focused on the Northeast and Canada, consideration could be given to selective marketing on a global basis.
- **Business Assistance Programs** – Expand the Business Assistance programs that the City’s Economic Development Office operates. The programs currently include a business revolving loan fund, Enhancement Zone and the Chapter 79-E program for encouraging redevelopment of properties.

Goal – Arts & Culture

Develop a community where artistic expression and cultural diversity can flourish and promote an approach that is supported both financially and philosophically by the community.

Objectives:

- **Art and Music Education** – While the New Hampshire Institute of Art, the Currier Museum of Art and the Manchester Community Music School bring education on arts and culture to the community, increasing the role of education in public schools will bring the benefits to a much larger audience.
- **Collaboration and Marketing** – The strength, visibility and impacts of art and cultural programs can be multiplied when various organizations collaborate and share in common marketing to make Manchester a destination for the arts.
- **Arts and Cultural Activities** – Fairs and festivals are ideal events to celebrate visual and performing arts and to bring them to a larger audience. Several such events are currently programmed annually. The City should support the continuation of these programs and encourage other festivals such as an international film festival or activities highlighting ethnic neighborhoods.

- **Arts and Cultural District** – The concentration of arts, culture and other institutions in the area east of the downtown shall be recognized in the Zoning Ordinance as the Arts and Culture District and the City should tailor its regulations to support the growth of this area.
- **Performing Arts Center** – A study conducted by the City in 2008 indicated that there is local interest in the development of a small performing arts center that would primarily serve local arts groups along with a 150 seat black box experimental theater.

Goal – Housing Opportunities

Provide appropriate housing opportunities for all of Manchester’s citizens. Having an adequate stock of both owner-occupied housing and rental units is crucial to stable and livable neighborhoods and for continued economic development. The housing must be healthy, safe, convenient and affordable.

Objectives:

- **Balanced Housing Market** – In general, the City seeks to have a balanced housing market in terms of a variety of housing types and income ranges, in ownership versus rental units, in housing production, and in density.
- **Market Sensitive Housing Policy** – The City should closely monitor trends in the housing market. A healthy rental vacancy rate is approximately 4% with an owner vacancy rate somewhat higher than that. When vacancy rates significantly exceed this number (such as in the current market), the strategy should be to encourage the improvement of current stock rather than new production, while in markets with significantly lower rates, new production should be encouraged.
- **Housing Growth Areas** – Most of the vacant residentially zoned land in Manchester has already been developed. Future housing development will therefore have to be in areas of redevelopment, rehabilitation and infill. The City must be careful, however, to insure that infill housing is compatible with stable and livable residential neighborhoods, and should not allow key business areas to be weakened by excessive housing growth.
- **Encourage Mixed-use Buildings** - These buildings combine residential units with commercial uses. Mixed-use as discussed here includes residential uses with selected retail and office uses but excluding intense uses such as auto-oriented uses and drive-up windows and excluding bars and nightclubs in the neighborhoods. Mixed-use is particularly suitable for downtown and neighborhood center areas. While the Millyard should remain primarily devoted to business, it is appropriate to add housing units within some of the mills.
- **Healthy and Safe Housing** - A significant share of Manchester’s housing is older (with 63.4% built prior to 1970). Improving the quality of the older housing with rehabilitation assistance is a key effort for the City. In certain neighborhoods, removal of deteriorated housing units and lowering density can improve the area conditions as part of an overall neighborhood strategy.
- **Energy Efficient and Sustainable Housing.** The City should help facilitate a high standard of environmentally sustainable design features in new and rehabilitated dwelling units and utilize these standards when it is involved directly in housing production.
- **Affordable Housing.** The current housing downturn has lowered home values and rents, thus providing some relief on housing costs. It will be some time before the market stabilizes and as such the demand for new affordable housing projects will be limited. Eventually, it is expected that the vacancy rates will come down and more affordable housing will again be required. The City develops affordable projects in conjunction with some of its partners such as the MHRA, Neighborworks Greater Manchester and

Families in Transition. In addition to Federal and State funding for this purpose, the City has used an Affordable Housing Trust Fund to successfully develop several projects. Since the Fund has nearly been exhausted, it would be appropriate to rebuild the Fund during the coming period of slower new construction.

- **Homelessness.** Manchester continues to have a homelessness problem. It is not a simple issue and has a variety of causes ranging from social, emotional, economic, addiction and other causes. Providing housing opportunities for all residents remains a goal of the City including assisting the homeless. Working with the several homeless social service agencies, Manchester has developed a “Ten Year Plan to End Homelessness”. The objectives and action strategies contained in this document form the basis for reducing the homeless problem.

Goal – Gateways & Corridors

Improve the City of Manchester’s “Curb Appeal”. A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.

Objectives:

- **Gateways** – As a Gateway, the Manchester Boston Regional Airport exceeds at giving a good first impression of the City. This positive effect must be extended to other locations in the City. Providing Wayfinding Signage, banners, welcome signs, landscaped areas and in some instances art works and sculptures are necessary to improve certain locations.
- **Corridors** – Major Corridors can be improved to visually enhance the approaches to various parts of the City. While streetscapes and quality landscaping are important in this regard, key points and parks along the corridor can also enhance the entrance experience.
- **Wayfinding Signage** – An attractive and well organized Wayfinding signage system can not only make it easier for visitors to find their way around the City, but also can give the impression of a well organized and appealing City.
- **Streetscape Standards.** Suggested standards for Streetscapes in the City are covered in more detail in another section of the Master Plan. It should be reiterated, however, that having quality streetscapes is particularly important along the Corridors. These should include street trees in green panels between the roadways and sidewalks. Ultimately, underground utilities can have a very positive impact although the high cost of constructing them underground is recognized. This should be set as a long term goal, however, and incremental improvements made as sections of roadway are rebuilt. Anticipated reconstruction of South Elm Street should have all of these improvements.
- **Routine Maintenance.** Although it may go without saying, routine maintenance activities at the Gateways and along the Corridors are critical to successfully completing the mission of a good first impression. Too many weeds along the curbing, un-watered flowers, dirty streets and sidewalks and out of control trees can ruin an otherwise attractive entrance.

Goal – Streetscapes

Improve the quality and usability of streetscapes.

Objectives:

- Maximize pedestrian safety, comfort and use while limiting the impacts of automobiles such as at appropriately designed cross walks and by traffic calming in key pedestrian areas;

- Increase the ecological sustainability of the City through the creation of green corridors, control of storm water flows and making it easier to walk, bike and use public transit;
- Create a strong identity for the neighborhoods and the City as a whole in order to promote Manchester as an attractive place to live and work;
- Improve accessibility for all of the City's residents;
- Provide opportunities for social interaction; and
- Improve the quality of streetscapes to increase the business competitiveness and provide an attraction to new businesses. This would also include allowing for spaces for vendors, kiosks, street musicians and street fairs.
- Promote connections and linkages to parks, shopping, trail systems and major entertainment venues such as the Verizon Wireless Arena.

Objectives:

- **Streetscape Standards** - The City should undertake to develop streetscape standards for various types of areas of the City (through a Task Force of the Public Works, Planning and Parks Departments). Standards should be developed for the downtown, urban residential neighborhoods, neighborhood centers, outlying neighborhoods, commercial strip areas and gateway corridors.
- **Streetscape Lighting** - Lighting can be both street lighting and pedestrian lighting. Good lighting can make both a more attractive and a safer streetscape environment. Standards should be established for both types of lighting and determine when pedestrian lighting is required.
- **Underground Utilities** - Underground utilities can markedly improve the visual quality of the streetscape and reduce power outages from ice storms and downed utility poles. The Planning Board currently requires underground utilities in new subdivisions. While replacing current above ground utilities is a very expensive undertaking, it should be considered as part of major redevelopment opportunities and revitalization activities in the downtown and neighborhood centers.
- **Incremental Improvement Over Time.** It is not possible to reconstruct all of the public streetscapes in a short amount of time. With a long term vision and consistent standards, however, incremental change can have significant long term benefits.
- **Neighborhood Identity** - While the standards should be developed on a citywide basis, they can also be tailored to highlight the identity of each particular neighborhood. This can be accomplished through banner systems, unique gateway arches and even public art pieces.
- **Bicycling** - Bicycling is gaining popularity both as a recreational activity as well as a means of transportation in the City. Streetscape design should encourage this activity through the use of bike lanes and bike racks in key locations.
- **Parking** – On-street parking is to be encouraged especially in neighborhood business areas. In certain locations, diagonal parking can increase parking spaces as well as providing additional buffer between pedestrians and the traffic lanes.

Goal – Walkability

Provide and promote walkable neighborhoods. Manchester has a strong foundation for a walkable City. The original compact heart of the City was developed as a walkable area with fine grained, mixed use land use, sidewalks in all areas and public transportation available. There is considerable work to be done, however, to extend walkability to other parts of Manchester.

Objectives:

- **Sidewalk Improvement Policy** - Improved sidewalks in the City are a key part of improving walkability. The urban neighborhood area should include sidewalks on both sides of the street and the primary goal is to fill in missing sections of sidewalk and improvement of existing sidewalks that have deteriorated. Outside the urban neighborhoods, certain areas also require sidewalks such as in the areas around schools, connections to the trail system and along major arterials (called Key Streets) that connect neighborhoods. Encourage historic preservation and study means of avoiding loss of significant historic structures.
- **Pedestrian Street Crossings** - Getting pedestrians across busy streets on appropriate crosswalks is also a key part of improving walkability. The City has recently gone to the “piano key” style of crosswalks which improves driver awareness of pedestrian crossings.
- **Neighborhood Mixed Uses** - A mixture of housing types and neighborhood commercial uses within each neighborhood reduces reliance on the automobile and promotes walkability.
- **Encouraging Walking** - Promoting walking tours and maps, participating in Safe Routes to School, supporting bike and walk organizations and enforcing pedestrian laws can all promote a culture of walking in Manchester.
- **Safe Routes to School.** Manchester has recently begun to participate in the Safe Routes to School program which encourages students to walk to school and assists in sidewalk improvements in the school areas. The City should continue to participate and increase their involvement in this program.
- **Maintenance:** Creating a walkable City requires a commitment to proper maintenance of the sidewalks and trails. Winter maintenance is also an issue. While budgets certainly are a limiting factor in maintenance, there should be a long term goal of increasing the sidewalk areas where there is snow removal.

Goal – Alternative Transportation

Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.

Objectives:

- **Commuter Rail.** Providing commuter rail service into the MBTA can be both a good alternative to driving into the Boston area as well as a great economic development tool. The system for Manchester would include an airport station with shuttle service to the terminal and a downtown station. The downtown station and multi-modal facility should be designed to be easily walkable to major venues such as the arena, stadium and convention center. It should also be multimodal, with access to intra-city bus service, intercity service, parking and access to the trail system.
- **Manchester Boston Regional Airport.** The airport plays a major role in both the alternative transportation system as well as being one of the major economic engines of the region.

- **Downtown Shuttle.** Planned for 2010, the shuttle will provide convenient access around the downtown and make a variety of parking options more feasible.
- **Coordinating bus systems.** There are a number of non-profit and private bus systems that operate in the region. Providing improved coordination between these services and with the Manchester Transit System can improve on the overall effectiveness of transit in the City. Intercity bus service is also important including the potential for connecting service to the seacoast. The reach of transit can be extended by providing buses that can accommodate bicycles.
- **Segway Safe.** As the home of the Segway Transporter, Manchester should ensure that its policies support this alternative mode of transportation.
- **Trails.** Described in more detail in another section of the Master Plan, trails can play a part in the integration of transportation modes and should be designed as such.
- **City Design for Alternative Transportation.** The City's growth ordinances should be developed to encourage design that supports a walkable community such as Transit Oriented Development (TOD).

Goal – Traffic Management

Future focus should be placed on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.

Objectives:

- **Increased Maintenance and Upgrades of Existing Streets** – Continue preventative maintenance programs, resurfacing programs and, as needed, reconstruction of sections of deteriorating streets. Sidewalks are in even poorer condition in many parts of the City and require improvement.
- **Selected Highway Improvements** – In limited situations, significant roadway projects will be required. An example is the redevelopment of exit 7 on I-293 at Front Street.
- **Intelligent Traffic Management Systems** – Intelligent Traffic Systems (ITS) can provide reduced traffic congestion, less frustration and shorter wait times with less energy usage, at a cost that is a fraction of the investment required for new, widened or upgraded roadways.
- **Innovative Traffic Controls** – Certain innovative traffic controls should be considered for use in the City. An example is a roundabout which has been extensively used in Europe and is gaining ground in America as well.
- **Neighborhood Traffic Calming** – While the City should be encouraging the efficient flow of traffic on the major streets, managing the traffic to improve the quality of life should be a goal on low level residential streets. Certain traffic calming approaches have been tested in the City, but a more comprehensive approach and strategy will be required.
- **Parking** – The provision of public parking will continue to be important for the economic well-being of the more intensely built up areas of the City such as the downtown. Parking should be designed so that it is ancillary to the building and pedestrian functions rather than the primary visual character of a particular site or block.

Goal – Trails

Continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation. The trail system can also be part of a healthy lifestyle for the residents of the City.

Objectives:

- **Riverwalk** - The Riverwalk is the downtown portion of the Trail system and is also part of the Heritage Trail extending up central New Hampshire. Completing the Riverwalk would help to make the Merrimack River the focal point of the City. Two sections of the Riverwalk are complete but several others remain to be developed including: from Langer Mill to Arms Park and along the Jefferson Mill.
- **Piscataquog Trail** - Running from the Riverwalk near MerchantsAuto.com Stadium westerly to Goffstown, this trail connects to the Piscataquog Park and runs near Bass Island Park. The Hands Across the Merrimack Bridge will be the landmark of this section of trail and has recently been completed. Legal issues on two sections of the rail trail right-of-way along South Main Street have recently been resolved which has allowed the continuation of construction of the system.
- **South Manchester Rail Trail** - This trail currently extends from South Beech Street to Gold Street. Future extension can occur to the south where it could connect into a proposed “I-93” trail being planned by the NH DOT.

Goal – Recreational Opportunities

Support the development and maintenance of Manchester’s existing park system as well as recreational programming. Manchester contains an extensive variety of parks and open spaces for both active – such as soccer, baseball and tennis – and passive activities. In addition to the parks, there are a number of school playgrounds, golf courses and conservation areas that add to the City’s recreational opportunities.

Objectives:

- **Maintenance and management** - With an extensive network of parks as well as school playgrounds, the Parks, Recreation and Cemeteries Department has very limited resources in order to provide a high quality of maintenance. Until such time as the department’s resources can be increased or supplemented, the acquisition of new park space should be limited. The 2006 Parks Master Plan has management recommendations, standards, and priorities for improvements to existing parks that should be followed. A Task Force review may be required in order to develop innovative methods of maintenance and management that involve private participation in order to improve the parks.
- **Trails** – Trails provide both recreational activity as well as connections from neighborhoods to parks and open spaces.
- **System Plan and Networking of Parks** - The Parks Master Plan identifies the need to develop the park facilities as a system and to link the parks as an integrated network. Connections can be made through reclassifying certain streets as parkways, connecting with trails and with linear park systems.
- **Park Classification and Standards** – The Master Plan recommends a new classification of parks for the City. It also provides standards for those parks.
- **Capital Program** – The Parks Master Plan also provides a detailed prioritized list of improvements to both the Parks and the School grounds that are maintained by the Parks Department.

Goal – Greening Manchester

The City should continue to promote green areas for the health and welfare of the residents. This includes the planting of additional street trees, preservation of certain natural areas such as along key green corridors and providing smaller green spaces such as flowered nodes at the gateways to the City, green pocket parks and community gardens.

Objectives:

- **Greenstreets** - The City should increase its efforts to provide street trees throughout the City. This may also require changes to street and sidewalk design standards in order to provide an adequate green strip between the street and the sidewalk to allow the trees room to grow. The Planning Board should also require street trees consistent with these revised standards, as part of new subdivisions and site plans.
- **Green Corridors** - The City should establish three green corridors within the City including the Piscataquog, Black Brook and Cohas. The green corridors would provide green space for adjacent neighborhoods, access to rivers and habitat corridors for various flora and fauna.
- **Active vs. Passive Parks** - Within several of the larger parks there are conflicts between the need to preserve forested areas within the park and the need to remove trees to provide additional active recreational fields. For these large parks, including Piscataquog, Livingston, Derryfield, Rock Rimmon and Stark Parks, guidelines should be established to strike a balance between active and passive and thereby ensure adequate forested areas.
- **Lake Massabesic Watershed.** The watershed area protects the water source of Lake Massabesic - the City's water supply. Keeping forested areas within the watershed will insure the future water quality of the Lake. While the City recently passed a modified ordinance to protect the watershed, the water quality will have to be monitored to determine whether additional steps may be required.

Goal – Sustainable City

Make Manchester a more sustainable community

Objectives:

- **Encourage new buildings to be Green.**
- **Retrofit of existing buildings** - Existing buildings can also be made more energy efficient, and rehabbing existing buildings rather than building new can save considerable amounts of energy in avoiding the need for new raw materials.
- **Encourage mixed-use buildings.**
- **Create mixed-use neighborhoods.**
- **Increase the tree canopy in the urban portion of the City.**
- **Minimize pollution of natural resources.**
- **Street Lighting** – Energy efficient street lighting could reduce energy demand.
- **Community Gardens** - Public gardens can provide a connection for urban residents to nature and provide fresh and healthy produce.
- **Provide for alternatives to automobile travel.**
- **Vehicle fuel economy** – The City's fleet of vehicles should be reviewed to look at hybrids and other technologies and fuels to reduce emissions.
- **Sustainability Council** – It is suggested that a Sustainability Council be created to include the City, businesses, Public Service Company, builders and colleges.

Goal – Public Facilities

Upgrade and maintain the City's inventory of Public Facilities

Objectives

Public Water Supply System

- **Additional Water Source** – Projections indicate the need for a supplemental water source within a 10 year time frame.
- **Water Main Replacement** – Ongoing replacement and rehabilitation of existing water mains.
- **Water Conservation** – Aggressive conservation measures are planned through meter replacements, leak detection and public education.

Wastewater Systems

- **Combined Sewer Overflow (CSO) Program** – The separation of storm water and sewage systems as mandated by the Federal and State agencies.
- **Storm water Requirements** - In addition to the CSO requirements, there are stricter requirements for the management of surface storm water runoff in order to maintain surface water quality. Meeting these mandates will require both policy and procedure changes as well as structural changes.
- **Waste Water Treatment Facility Upgrade** – The WWTF will require significant upgrading in order to meet new standards as well as additional future flows.
- **Sewer Main and Pump Station Replacement** – The aging infrastructure will require significant repair and replacement programs to meet future needs.

Solid Waste Disposal

- **Recycling Processing Facility** - A private recycling contractor is proposing the development of an indoor recycling and processing center in the City. This facility will provide full service recycling within the City limits.
- **Rate of Recycling** - The rate of recycling in the City currently stands at 21%. The goal should be to recycle at least 50% of solid waste.

Public School System

- **Leased Space** - Ultimately, the programs in leased spaces should be placed in City owned facilities.
- **Excess Capacity** - The decline of over 3,000 students between 2005 and 2015 will provide both opportunities and challenges. The reduced enrollments will not be felt uniformly across the schools, however, and will require decisions on how to “balance” the space. Potential also exists for other community uses such as senior and child day care programs.
- **Improvement Program** - Adherence to regular and preventative maintenance programs and incremental improvements will insure that the comprehensive upgrades recently completed will be maintained. In addition, continued energy efficiency improvements will help stabilize energy costs and allow the facilities to become more sustainable.

Libraries

- **West Side Library** - The West Side Library has expanded into additional floors of the former fire station. While certain improvements were made, there is a need for additional energy efficiency improvements.

Other Municipal Facilities

- **Public Works Garage** - Of the various city buildings, the public works complex is most in need of improvement. A phased rebuilding of the complex can improve work and safety conditions, provide greater energy efficiency, improve site circulation and improve overall work efficiency of the department.
- **Building Improvement Program** - As with the school facilities, a regular preventative maintenance program and ongoing energy efficiency improvements can protect the physical plant assets and make the City more sustainable.

Fire Facilities

- **Fire Training** - . A City fire training facility could improve local training of both new recruits and on-going training of the force.
- **Station 4** - The Hackett Hill station was created as a temporary facility and should be replaced by a permanent building, perhaps in conjunction with a fire training facility. The area could also be suitable for a cooperative station with Hooksett.
- **Fire Vehicle Replacement**

Police Facilities

- **New or Expanded Police Headquarters** - As indicated above, the existing facility is inadequate for current and future operations of the Department. While a new station has been considered, there is also potential for expansion of the existing building.
- **Equipment Replacement** - In addition to police cruisers and other department vehicles, there are a number of other equipment needs such as laptops, radios, bullet proof vests and shields that require replacement.

Telecommunications

- **800 MHz System** - A recent evaluation of the base communication system indicates the need to update the network from an EDACS to a P25 IP network.
- **Communications and Dispatch** – Consideration should be given to creating a combined Police and Fire dispatch function, potentially to include other departments.
- **Backup** - With the increasing sophistication of and operational reliance on telecommunication and information systems in the City, backup and redundancy of connections becomes more critical for reliable operation of City government.

Goal – Neighborhoods

Promote and Support neighborhood development. Neighborhood development provides the City with some unique opportunities not otherwise offered through suburban development patterns.

Objectives

- **Strategic Neighborhood Plans** – Develop plans for each neighborhood beginning with the older areas that may be in particular need of revitalization.

- **Neighborhood Business Centers** – These Centers provide services, jobs and a sense of community for the neighborhood. These centers should be strengthened through redevelopment, development of more mixed uses and a design framework that encourages a walkable area.
- **Urban Design** – Improving the urban design of the neighborhoods will make them not only more attractive for the residents but also more attractive for investment.
- **Mixed Uses** – Neighborhoods should be encouraged to have more mixed uses. This would include mixed use buildings within the neighborhood centers but also a general mix of uses throughout the neighborhood.
- **Public amenities** – Neighborhoods should have certain amenities such as small parks, playgrounds, access to bus service and neighborhood elementary schools.
- **Walkable Neighborhoods** – A major goal is to make the neighborhoods more walkable.

Goal – Downtown

With virtually no vacant, developable land remaining in the City, the Downtown offers an opportunity to continue commercial and residential development opportunities, but in a denser and more sustainable fashion.

Objectives

- **Regulatory Changes** - In order to support the growth of the downtown and an increase in the geographic area, certain changes will be required. These include such items as expanding the CBD zoning district into the South Downtown and Downtown West, and revising certain building codes to encourage reuse of upper stories for residential use and mixed use projects in general.
- **Transportation** - The focus of transportation in the downtown should be on transit and walkability.
- **North of Bridge** - The north end of the downtown could be improved with streetscape improvements similar to those in the core.
- **Residential Development** - Encouraging residential development in the downtown can provide additional urban living opportunities and make the downtown a vibrant center 24 hours a day.
- **Attractiveness** - Improving the attractiveness of Downtown Manchester can pay dividends in terms of an improved image, increased visitors and economic development.
- **Arts, Entertainment & Education** - These three activities will play an increasingly important role in the downtown and should be supported.
- **Millyard** - The Millyard remains one of the region’s most important business catalysts. The redevelopment of the Pandora Building will mark the reuse of the last vacant building in the Millyard.
- **South Downtown** - With the development of Elliot at Rivers Edge (so-called “Jac Pac” site) underway, the South Downtown is poised for significant expansion of the downtown.
- **Downtown West** – The west side of the Merrimack River offers opportunities for expansion of the downtown with higher densities of residential and commercial development. The recently completed improvements to Exit 5 and Granite Street will allow redevelopment in the Granite Street and Second Street corridors

Goal – Land Use Plan

Provide a land use plan for the City that illustrates the existing land use along with the general strategies for the development of the future land use of the City.

Objectives

- **Evolution of the Land Use Plan** – The patterns and types of land use in the City have continued to change since land use plans were prepared in 1963 and again in 1993. This Plan represents an evolution of these earlier plans.
- **Zoning Ordinance** - The Zoning Ordinance provides the detailed regulations that implement the Land Use Plan.
- **Subdivision and Site Plan Review Regulations** - While the Zoning Ordinance is the primary tool for regulating the uses, height, area and bulk of private developments, other regulations also impact on the form and design of projects. These include the Subdivision and Site Plan Review Regulations administered by the Planning Board.
- **Building Codes** - The City’s building codes should be revised to encourage energy efficient and sustainable building development and rehabilitation.
- **Urban Design** - While the Zoning Ordinance is designed to regulate uses that might not be compatible and regulate the size and setback of buildings, it is not as good at encouraging quality design. One way to support improved design is through the support of facade programs using CIP funds; this has proven useful in the downtown and early neighborhood revitalization efforts. Another system is to implement a design review process.

Key HUD Goals

- 1) **Provide Decent Housing** including the provision of affordable housing without discrimination, assistance for the homeless and supportive housing for those with special needs.
- 2) **Provide a Suitable Living Environment** with safe and livable neighborhoods, access to services, revitalization of deteriorating areas, preservation of properties with special values, the conserving of energy and reducing the isolation of low-income groups.
- 3) **Expand Economic Opportunities** through job creation and retention, support for small businesses, provision of jobs for low-income persons, access to credit and empowering low-income persons to achieve self-sufficiency.

Consolidated Plan Key Strategies

Strategy #1: Healthy Neighborhoods

Over the past ten years, the City has invested a significant portion of its entitlement funding on activities that promote healthy neighborhoods. Ongoing initiatives have included: Concentrated Code Enforcement, Center City Disease Prevention, Municipal Infrastructure Program, Dilapidated Building Demolition Program, Housing Rehabilitation/Lead Hazard Control Program, Affordable Housing Initiatives, Weed N Seed Program, Project Greenstreets, Comprehensive Neighborhood Revitalization Projects (Rimmon Heights, Hallsville and Piscataquog), etc. The designation of the City’s first Neighborhood Revitalization Strategy Area in 2005 further enhanced the City’s efforts to improve the overall health of neighborhoods in the community. The City’s Neighborhood Revitalization Strategy is a comprehensive approach designed to: improve the

infrastructure; increase the number of affordable, safe and sanitary housing units in the neighborhood; increase the number of available jobs; and effect physical and social improvements that create and maintain a “livable” environment.

Although many positive actions have taken place and the City’s investment of entitlement funding has had a beneficial impact on the inner City, there are several neighborhoods in community that are in decline. These neighborhoods can be characterized by high vacancy rates, foreclosed properties, unhealthy sub-standard housing conditions, vacant abandoned properties, high crime rates and poor infrastructure.

During the Consolidated Plan Period, the City will continue to implement activities that promote the development of healthy neighborhoods.

Strategy Elements

- The Neighborhood Revitalization Strategy Area that was approved by HUD will include economic development initiatives that emphasize the empowerment of low and moderate-income persons with a continued focus on education, job training activities and comprehensive employment programs for residents of the designated target area.
- Ensure a safe environment through crime prevention and police enforcement programs.
- Rebuild decaying neighborhood infrastructure that includes the City’s parks, streets, sidewalks and utilities.
- Remove abandoned and burned out buildings that have been labeled blighted properties.
- Support fire prevention activities designed to reduce the number of fires in the community.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate lead and other health hazards in housing occupied by very low and low-income families.
- Provide and promote walkable neighborhoods. The original compact heart of the City was developed as a walkable area with fine grained, mixed use land use, sidewalks in all areas and public transportation available. There is considerable work to be done, however, to extend walkability to other parts of Manchester.
- Manchester has recently begun to participate in the Safe Routes to School program which encourages students to walk to school and assists in sidewalk improvements in the school areas. The City should continue to participate and increase its involvement in this program.
- Provide a variety of health care services to improve the health of residents and control disease.
- Provide Weed N’ Seed programming to combat violent crime, drug abuse, and gang activity in specific neighborhoods of Manchester.
- Code enforcement program created to stabilize and improve conditions increasing the rental housing opportunities in low/moderate income areas.
- On a selective basis, consider support of projects that emphasize the reuse of underutilized properties.
- To promote green space in the City, CDBG funds will be utilized to plant trees along public right of ways and in parks located in low-income neighborhoods.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize activities that promote healthy neighborhoods.

The following are benchmarks that will be used to measure the progress of the strategy over the next several years.

- Improve streets, sidewalks, lighting, traffic signalization, etc. in 3 to 5 neighborhoods.
- Support the development of 3 to 5 Walkable Neighborhoods through the design and installation of appropriate infrastructure.
- Promote healthy living conditions through the rehabilitation of a minimum of 200 housing units.
- Inspect a minimum of 800 occupancies to ensure compliance with minimum life safety and housing codes.
- Create 200 housing units and 5 commercial business opportunities as a result of the redevelopment of under utilized properties.
- Reduce crime rates in the community by 10%.
- Clean up a minimum of 10 blighted properties.
- Provide disease prevention medical services to 4,000 individuals residing in Manchester's low-income neighborhoods.
- Plant 300 trees within the City's neighborhoods.
- Decrease the number of fires in Manchester by 20% (activities not funded with Entitlement funding).

Strategy #2: City Wide Economic Development

Consistent with the City's Master Plan, the City Wide Economic Development Strategy will emphasize Economic Vitality. Economic Vitality is the ability of a community to respond to change, to retrain itself for emerging business opportunities and to provide an entrepreneurial spirit that builds businesses and jobs. The City's Economic Development Strategy will continue to support program elements that will:

- Support higher education institutions as they provide significant benefits to the economy of the City in terms of education and training for its residents and the quality of life in the area and are employment centers creating additional business.
- Small business retention and growth should be supported by the City, including those located in the neighborhood areas.
- Quality of life factors play a major role in attracting and retaining businesses and should be enhanced by the City. These include such items as arts and culture, entertainment, the visual quality of the community and trail system.
- The City should retain and enhance existing manufacturing companies and attract additional businesses.
- Bringing rail service to Manchester will obviously provide improved commuting access to other areas but will also bring Manchester into the sphere of the Boston Metropolitan area which in turn will open up possibilities for Boston area firms to invest in the City.
- Facilitating the growth of the Manchester Boston Regional Airport will enhance the economic well being of the community.
- Provide support to companies interested in starting up, relocating or expanding operations in the City.
- Complete the infrastructure improvements needed to attract additional businesses to the Northwest Business Park.
- The City's marketing campaign must be enhanced and conducted over a long period of time. While the marketing is focused on the Northeast and Canada, consideration should be given to selective marketing on a global basis.

- Expand the Business Assistance programs that the City's Economic Development Office operates.

Strategy Elements

Specifically, the following are key components of the City's economic development strategy.

- The City will continue to encourage small businesses to partner with the NH Community Loan Fund Micro-Credit Program and the NH Small Business Development Center.
- The City will continue to assist new and emerging businesses develop in the community.
- CDBG funds will be used for municipal infrastructure including right of way improvements, sidewalk reconstruction, utility upgrades, streetscape furniture, installation of illuminated street arches, etc. in conjunction with Neighborhood Stabilization Program projects that promote economic development.
- MEDO will continue to administer the City's Revolving Loan Fund and the Façade Improvement Program to create jobs for low and moderate-income individuals.
- The City will continue to utilize Section 108 loan funds to undertake economic development activities. Activities might include but are not limited to the following: acquisition of real property, rehabilitation of property, related relocation activities, related clearance, demolition and removal, infrastructure improvements, interest payments and financing costs.

The following are the proposed Consolidated Plan benchmarks that will be used to measure the progress of the strategy over the next year.

- Create 500 employment opportunities as a result of new business development generated by the MicroCredit Program and the NH Small Business Development Center.
- Create a minimum of 25 jobs for low and moderate-income individuals as a result of processing 5 loans as a part of the revolving loan program.
- Create a minimum of 225 jobs for low and moderate-income individuals as a result of processing 75 loans.
- Create or retain a minimum of 250 jobs as a result of Section 108 loans.
- Improve 5 distressed neighborhood centers resulting in increased property values.
- Increase the number of jobs being created as a result of the airport expansion.

Strategy #3: Homeownership and Affordable Housing Development

In response to the findings of various Task Forces on Affordable Housing and recommendations of the Master Plan, the City will continue to make every effort to produce a balanced housing market that provides opportunities for all City residents ranging from upscale market rate housing to affordable housing. The City's Homeownership and Affordable Housing Strategy will continue to support program elements that will:

- Support the creation of a balanced housing market in terms of a variety of housing types and income ranges, in ownership versus rental units, in housing production, and in density.
- The City should closely monitor trends in the housing market. A healthy rental vacancy rate is approximately 4% with an owner vacancy rate somewhat higher than that. When vacancy rates significantly exceed this number (such as in the current market), the strategy should be to encourage the improvement of

current stock rather than new production, while in markets with significantly lower rates, new production should be encouraged.

- Most of the vacant residentially zoned land in Manchester has already been developed. Future housing development will therefore have to be in areas of redevelopment, rehabilitation and infill.
- Encourage Mixed-use Buildings. Mixed-use as discussed here includes residential uses with selected retail and office uses but excluding intense uses such as auto-oriented uses and drive-up windows and excluding bars and nightclubs in the neighborhoods. Mixed-use is particularly suitable for downtown and neighborhood center areas. While the Millyard should remain primarily devoted to business, it is appropriate to add housing units within some of the mills.
- Promote and support Healthy and Safe Housing. A significant share of Manchester's housing is older (with 63.4% built prior to 1970). Improving the quality of the older housing with rehabilitation assistance is a key effort for the City.
- Support the development of energy efficient and sustainable housing.
- Continue to capitalize the City's Affordable Housing Trust Fund.

Strategy Elements

Over the next five years, the City's Homeownership and Affordable Housing Development Strategy will include the following elements:

- Support homeownership-training programs that help low-income households understand the responsibilities of homeownership and assist people with financing in order to obtain a home upon graduation from the program.
- Utilize HOME funding to provide subsidies to low-income families to assist them with the down payment and closing costs associated with purchasing a home.
- Utilize HOME and/or CDBG funding to operate homeowner rehabilitation programs for inner City neighborhoods and other areas of the City deemed in need of assistance.
- Provide foreclosure prevention seminars and one on one foreclosure counseling.
- Utilize HOME, CDBG and Office of Healthy Homes funding to eliminate health hazards in housing occupied by very low and low-income families.
- Utilize HOME funding to provide incentives to both for-profit and non-profit developers to produce affordable rental housing. Affordable housing initiatives should include a mix of new construction and adaptive reuse of existing properties to maintain a vacancy rate that is consistent through out the entire city.
- Utilize CDBG funding to enforce fair housing and advocate for individuals who have been discriminated against.
- Where ever possible, the City will promote the construction of Energy Star-labeled homes and the purchase of Energy Star-labeled products in conjunction with HUD-assisted housing initiatives.

The following are benchmarks that will be used to measure the progress of the strategy.

- An increase in the number of available subsidies to assist low-income families with the acquisition of their own home.
- An increase in the number of owner-occupied properties in City neighborhoods. Assist a minimum of 50 low-income families purchase homes.

- An increase in the number of available subsidies to prevent foreclosure proceedings.
- Provide homeownership counseling to 2500 individuals.
- A balance of owner-occupied and rental units that approaches a 50-50 split.
- Rehabilitate a minimum of 50 housing units occupied by low-income families.
- Eliminate lead based paint hazards in a minimum of 200 housing units occupied by low-income families
- Develop a minimum of 100 units of affordable rental housing.
- Develop a minimum of 175 units of assisted living elderly housing.
- Perform energy efficiency improvements in 125 housing units.

Strategy #4: Health and Human Services

The City is fortunate to have active and experienced agencies working together in close cooperation offering a strong health and human services network for Manchester residents. These organizations include the Greater Manchester Association of Social Service Agencies, and the Healthy Manchester Coordinating Committee which represents dozens of agencies that work together to support citizens in a comprehensive manner. The City will continue to utilize entitlement funding and other sources of local, state and federal funding to support agencies such as these. This network of non profit organizations and City departments provide social, medical and other services to Manchester's less fortunate citizens including immigrants and refugees.

Due to the large number of refugee's that have resettled in the community, several issues have arisen with reference to this population's access to services and assimilation to the American lifestyle. Translation services, lead poisoning prevention, English as a Second Language (ESL) courses, workforce development programs and basic education on the skills that are required to live in an apartment are essential to transition refugees into the community.

In as much as the elderly currently represent 13% of Manchester's population and the number of retirement-age citizens is expected to increase over the next five years, the City will continue to support the agencies that service the needs of the community's aging population.

The City's continued support of health and human service organizations and its commitment to a high quality of life for all of its citizens positively impacts Manchester's economic vitality as it strives to compete with other communities in a competitive market. The quality of life for the workforce and the satisfaction of Manchester residents with the community is a factor for companies considering a move to or an expansion of their presence in the City. The City's ability to provide the basic services necessary to keep people housed, educated and healthy has become an important factor in the effectiveness and success of its economic development strategy. Ultimately this impacts on the City's ability to provide additional services to its citizens and new refugees not financially able to access such services.

Strategy Elements

- Provide pharmaceuticals, health care and dental service to low and moderate income individuals.
- Provide education and support to the parents of severely emotionally disturbed children.
- Provide Manchester's uninsured access to health care.

- Coordinate and support the implementation of service a network to provide refugee populations with access to safe housing and all essential services.
- Utilize CDBG funding to provide affordable daycare for low-income families.
- Offer after school tutoring, mentoring and recreational programs to youth residing in low-income neighborhoods.
- Provide support and services to Manchester's frail elderly.
- Utilize available resources to assist non-profit organizations with the upkeep and maintenance of their buildings that serve as points of service.
- Utilize the Greater Manchester Community Needs Assessment 2009 (Health Department Study) as a tool to prioritize health and human service activities.

The following are benchmarks that can be used to measure the progress of the strategy over the next several years.

- Distribute prescription medications to 4,000 uninsured low-income individuals.
- Provide dental services to 4,000 underserved children.
- Benefit a minimum of 12,000 individuals as a result of providing medical care to the uninsured.
- Combat the increasing epidemic of childhood obesity by providing programming to a minimum of 15,000 children attending schools located in eligible census tracts.
- Financing provided by the City will result in the renovation of five buildings owned and operated by human service agencies.
- Affordable daycare services will benefit a minimum of 1,000 low-income families.
- Provide 475,000 hot meals to 4,500 of Manchester's frail elderly.
- Enrich the lives of Manchester's youth by providing after-school programming to 12,000 income eligible youth.
- Provide services to 1,250 families with children that suffer from emotional/behavioral health disturbances or mental health and chronic health issues.
- Assist a minimum of 1,100 immigrant or refugee families by providing various services.

Strategy #5: Emergency Shelter, Transitional Housing & Strategies for the Homeless

All homeless providers that are funded in accordance with this Consolidated Plan are part of a local Continuum of Care designed to provide timely access to important community based services. Employment training, medical care, mental health and substance abuse counseling, housing and other services facilitate an individual's or family's ability to attain and maintain a stable living environment. The initiatives that are outlined as a part of this strategy are also consistent with the goals of the City's 2008 Ten Year Plan to End Homelessness. The goals of the Ten Year Plan include the following;

- Rapidly re-house the homeless
- Prevent people from becoming homeless
- Provide adequate employment/educational services
- No one sleeps or lives on the streets

Focus on needs of homeless Veterans
Increase access to supportive services
Build public awareness
Establish a Steering Committee to serve as community champions for the Ten Year Plan

As always, local funding will focus on the most vulnerable homeless and those providers that offer a comprehensive approach to homelessness. The City's Emergency Shelter network provides safe, temporary living accommodations for homeless men, women and families. Due to the poor economy and the high cost of housing, the demand for emergency shelter beds continues to increase.

In addition to emergency shelter, case management is provided to facilitate the transition from homeless to permanent housing. Case management services include important linkages with mainstream programs including health, employment, mental health and substance abuse referrals, food and clothing. Shelters serving families include service linkages with other family service providers including childcare, education, immunization, wellness programs and family counseling. Without emergency shelter, the most vulnerable of the homeless would be forced to live on the streets subject to the severity of the elements and potential victimization.

Emergency shelters refer individuals to transitional housing programs when it is determined that there is a high likelihood that the individual or family is prepared to move along the continuum of care to permanent housing. Direct entry to transitional housing is available from community based referral services. Manchester's transitional housing programs are serving single women with children and single men.

Strategy Elements

- Coordinate with the City's Homeless Service Coordinator to implement the goals and objectives that have been outlined as a part of the 2008 Ten Year Plan to End Homelessness.
- Support the organizations that provide shelter, food and the services required to meet the needs of Manchester's homeless.
- Develop housing to accommodate homeless individuals transitioning from shelters into permanent apartments.
- Continue to collaborate with non-profit organizations to operate a security deposit program.
- Participate in the Continuum of Care process to access available resources to meet the needs of Manchester's Homeless.
- Offer outreach to homeless individuals that do not access services from the traditional shelter setting.
- Support the opening and future operation of the Homeless Services Center. The Center will be a place where Manchester's homeless adults can find a safe refuge from the elements, have lunch and most importantly access a variety of services in one centralized location.

The following are benchmarks, which can be used to measure the progress of the strategy over the next several years. Add benchmarks

- Implementation of the City's 2008 Ten Year Plan to End Homelessness resulting in the elimination of Homelessness in Manchester on or before 2018.

- Continued support of the Homeless Services Coordinator.
- Provide daily comprehensive services to 75 homeless at the Homeless Services Center.
- Outreach, crisis intervention, emergency shelter to 1,250 homeless and runaway youth.
- Housing counseling and advocacy services to assist 2,500 individuals who are homeless or at risk of homelessness to obtain and succeed in permanent housing.
- Provide secure housing to 350 women and children who are victims of domestic violence.
- Provide emergency shelter to 5,200 men, women and children.
- Construct 26 units of transitional housing for homeless veterans.
- Provide transitional shelter to 500 men in recovery from alcohol and drug abuse.
- Provide transitional housing to 110 men, women and children.
- Provide permanent housing for 100 chronically homeless individuals/families.
- Distribute 75,000 bags of food to needy families resulting in a benefit to a minimum of 40,000 individuals.
- Secure permanent housing for 600 families by providing security deposits.

Strategy #6: Recreational Opportunities

The recreational and open space areas of the City play an important role in the community and contribute to the quality of life that attracts new families as well as businesses.

Throughout the City there are a number of selected areas that need new or expanded park and recreation facilities. However, given the limited funding available to address park needs, current facilities and programs that are heavily used and in need of repair are given priority. The attention to such facilities in CDBG eligible areas has for many years been accomplished through the expenditure of a significant portion of the City's entitlement grant. This emphasis on recreational facilities in CDBG eligible, (i.e. mainly inner city) areas has resulted in most of the facilities having been improved. As a result, the city has utilized CDBG funding to support youth recreation activities that benefit Manchester's disadvantaged youth. The City will continue to utilize CDBG funding to upgrade the community's recreational facilities in income eligible areas as well as support youth recreation activities. It is important to note that the City will commit other sources of funds to improve recreational facilities in other parts of the community.

Strategy Elements

- Utilize CDBG funds to provide youth recreation programs to income eligible youth.
- Provide organized after school youth recreation to children in public housing complexes.
- Provide summer recreation programs for income eligible youth.
- Provide for increased conservation areas within the City.
- Encourage trail systems that connect with City parks and large natural areas both within the City and in adjacent communities.
- Improve parks, playgrounds and school recreational facilities prioritized in the City's Parks Master Plan.

The following are benchmarks that can be used to measure the progress of the strategy over the next five years.

- Provide after school youth recreation activities to 3500 children residing in the inner city and public housing.
- Provide summer recreation programs to 4500 children residing in the inner city.
- Upgrade 5 school recreational facilities.
- Rehabilitate 5 neighborhood playgrounds and 5 city parks.

Strategy #7: Infrastructure Improvements

A planned program providing for adequate maintenance, appropriate improvements and necessary expansion of the City’s infrastructure is vital to the City’s physical and financial integrity. Systemic identification and resolution of infrastructure defines and ensures that City residents will not be unfairly burdened by the need to address costly emergency repairs or rehabilitation of parks, bridges, roads sewers, parking facilities etc. Through the multi-year Community Improvement Plan infrastructure needs are addressed in a prioritized manner that sequences the improvements so as not to unduly burden the Manchester taxpayer. CDBG funding will be utilized over the next five years to improve the infrastructure of income eligible census tracts as well as the Neighborhood Revitalization Strategy Area. Wherever possible, the initiatives outlined as a part of this strategy shall be consistent with the following Master Plan goals:

Gateways & Corridors - Improve the City of Manchester’s “Curb Appeal”. A good first impression is important to attract visitors, businesses, investors and can make the residents proud of their community.

Streetscapes – Improve the quality and usability of streetscapes.

Walkability - Provide and promote walkable neighborhoods.

Alternative Transportation - Support the integration of alternative transportation systems including walking, biking, Segways, buses, taxis, rail and flying.

Traffic Management - Future focus should be placed on upgrading of existing streets and meeting demands from increased automotive travel and traffic congestion through the use of intelligent computer-based management systems for the existing roadway structure.

Trails - Continue the development of a significant trail system. These trails can be used both for recreational activities as well as alternative transportation.

Greening Manchester - The City should continue to promote green areas for the health and welfare of the residents.

Public Facilities - Upgrade and maintain the City’s inventory of Public Facilities.

Strategy Elements

- Improve ADA Access to infrastructure. (Universally accessible ramps and curb cuts).
- Eliminate architectural barriers in City Buildings.
- Street and road improvement and reconstruction.
- Improvements to the water, drainage and sewer systems.
- Sidewalk construction and reconstruction.
- Parking garage improvements.
- Bridge repair and rehabilitation.
- Continue the operation of the Manchester Transit Authority

- Addition of five new 20-24 passenger ADA accessible lift vans to the MTA fleet.
- Improvements to the Manchester-Boston Regional Airport
- Upgrade traffic control system.
- Removal and/or pruning of trees in hazardous condition along City streets, within City parks and on other City owned land.

The following are benchmarks that can be used to measure the progress of the strategy over the next five years.

- Add 155 accessible curb cuts.
- Increase the number of bridges that comply with acceptable standards.
- Increase the number of public parking spaces that are available in the City.
- Increase water and sewer main capacity in the City.
- Increase the number of flights arriving and departing from the Manchester Airport.
- Complete the development and installation of a Wayfinding signage system.
- Bicycle pedestrian access that extends from the East Side of the City to the West Side of the City.
- Selection and purchase of a site to serve as a rail station and multi-modal center.
- Produce a comprehensive bicycle and pedestrian access plan.
- Improve universal accessibility in 3 to 5 City owned building.
- Remove and/or prune 10,000 hazardous trees located along City streets, within City parks and on other City-owned land.

Strategy #8: Planning and Public Management

The focus of this strategy is to effectively administer Entitlement funding and complete planning studies that improve the quality of City services. Effective management of community development activities is critical to efficient and effective delivery of City services and facilities. As in the past, the HUD funds will be used to leverage larger commitments of funds from other sources to complete the elements of the strategy.

Strategy Elements

- Procurement of consultants to conduct studies and analyses that cannot be accomplished by the Planning Department staff.
- Administer and monitor Entitlement funding in accordance with federal requirements.
- Utilize CDBG funding to purchase electronic data collection and management systems.

The following are benchmarks, which can be used to measure the progress of the strategy over the next several years.

- Complete 8 to 10 neighborhood-planning studies.
- Update the City's Zoning Ordinance.
- Upgrade 5 electronic data collection and management systems that improve the delivery of City services.

Strategy #9: Education & Skills Development

The City will work with the Manchester School District, universities, colleges and job training facilities to provide safe, healthy, nurturing and respectful environments in which all students have the opportunity to acquire knowledge and skills that will enable them to become life-long learners as well as positive and productive citizens.

The activities to be accomplished as part of the City's Education & Skills Development Strategy are 1) an increase in school capacity – particularly at the middle and high school levels; 2) major improvements to school facilities; 3) job training and skills enhancement; and 4) educational youth mentoring. To the extent that CDBG dollars will be expended on school facilities, the motivation will be to rectify ADA deficiencies identified as part of the City's Accessibility Strategy.

Strategy Elements

- Provide improved condition of all schools.
- Provide educational programming to inspire and empower adolescents to be compassionate, courageous and committed leaders in their communities.
- Provide added capacity at the middle and high school levels.
- Support job training and skills enhancement as a part of the programs offered by the Manchester Community Resource Center.

The following are benchmarks that can be used to measure the progress of the strategy over the next several years.

- Complete the comprehensive renovation of all twenty two school facilities within the City.
- Complete additions to: Central High School, West High School, Memorial High School, Hillside Middle School and Southside Middle School.
- Enrich the lives of Manchester's youth by providing educational programming to 3,425 income eligible youth.
- Reduce the rate of unemployment as a result of providing skills enhancement and job training to a minimum of 2000 individuals.

Affordable Housing

The City's affordable housing initiatives have been previously discussed in the Housing Needs Assessment (Pages.....), the Housing and Market Analysis (Pages.....) and the Housing Opportunities Strategy (Pages....).

Homelessness

The City's strategies to end homelessness have been previously documented in the Homeless Needs Assessment (Pages....) and the Emergency Shelter, Transitional Housing & Strategies for the Homeless (Pages.....).

Other Special Needs

Programs and projects to address special needs in the community have been previously discussed in the Special Needs Narrative (Pages....) and the Health and Human Services Strategy (Pages....).

Non-Housing Community Development Plan

Community development involves a variety of interrelated public and private actions and investments which together shape the physical structure, land use and economy of the City. The major components of community development other than housing and the social service network discussed above include: economic development, transportation and utility infrastructure, public safety system, education, recreation and other public facilities and programs. It also involves the regulation or management of private development in order to accomplish the overall community development objectives and to protect public health, safety and welfare.

Although not all of the items discussed in this section are eligible for funding under CDBG criteria, they are listed here in order to provide a comprehensive overview of the community development needs of the City.

Economic Development

After many years of decline after the disappearance of the once dominant textile mills in the mid twentieth century, Manchester successfully transitioned to a diversified economy based on high technology, health care, higher education, and business and financial services. However, economic development in the region has declined since 2007 when the adverse effects of the current economic crisis began to pervade local and global markets. In 2010, Manchester is striving to strengthen its fragile economy through a combination of infrastructure improvements and investments in education and training that will help build a strong workforce and will attract high wage paying employers to the area.

While manufacturing continues to decline in terms of its share of employment and total wages paid in the Manchester, it is still a strong contributor to the total percentage of available jobs in the City. These jobs tend to pay a living wage sufficient to allow a family to attain decent housing and maintain an expected quality of life. The Health Care and Health Services industry continues to show growth in terms of persons employed, employing an average of 10,115 persons weekly in 2007. This sector also pays an average wage that allows families to maintain a decent standard of living. However, one of the leading sectors in terms of employment in the City is the retail service trade, employing an average of 8,328 workers weekly in 2007, or 17% of employment in Manchester. The Retail Trade provides mainly unskilled jobs and wages insufficient to allow a family to rise above the Federal poverty line.

The chart below shows average weekly employment by industry in 2007.

Table 1 – Business payroll in Manchester by Sector in 2007

INDUSTRY	Avg. Weekly Employment 2007	Percentage of Total Industry	Avg. Weekly Wage 2007	Percentage of Total Industry
Manufacturing	7,330	14.95%	\$991.07	11.72%
Wholesale Trade	2,771	5.56%	\$1,109.15	13.12%
Retail Trade	8,328	16.99%	\$629.12	7.44%
Real Estate and Rental and Leasing	1,309	2.67%	\$633.62	7.49%
Professional and Technical Service	3,984	8.13%	\$1,437.27	17%
Administrative and Waste Services	3,698	7.54%	\$613.78	7.26%
Educational Services	2,355	4.80%	\$681.01	8.05%
Health Care and Social Assistance	10,115	20.63%	\$853.72	10.10%
Arts, Entertainment, and Recreation	758	1.55%	\$500.27	5.91%
Accommodation and Food Services	5,383	10.98%	\$316.66	3.74%
Other Services Except Public Admin	2,990	6.10%	\$684.92	8.10%
TOTAL	49,021	100%	\$8,450.59	100%

Average Weekly Wage

Despite having lower per capita and median incomes compared to the state, average wages in Manchester have been consistently higher than the State of New Hampshire. Manchester's substantially higher rate of poverty, and the limited fixed incomes associated with it, accounts for this combination of higher wages and lower household incomes. Wages statewide, however, are growing more rapidly than in Manchester as Table 2 demonstrates

Table 2- Average Weekly Wage

Average Weekly Wage	1993	1997	2000	2006	% Change 2000-2006
Manchester	\$502	\$579	\$702	\$850	21.08%
New Hampshire	\$476	\$564	\$678	\$837	23.45%

Average wages in the manufacturing sector increased more rapidly than in non-manufacturing sectors from 1991 to 2000. While the increase in wage rates for manufacturing was positive, the actual number of jobs declined significantly. The number of manufacturing jobs was at 9,362 in 2006, down almost 10% from its 2000 level. Non-manufacturing jobs (primarily service employment) increased by 2.45% to over 50,000. Government employment lagged behind both the number of jobs and the increase in wages, but its wages exceeded nonmanufacturing wage rates.

Service sectors have generally increased jobs in Manchester from 1990 to 2000. Jobs in professional and related sectors increased substantially from 30.5% of jobs in 1990 to 38.4% in 2000. Other increases were in Government and wholesale trade. All other sectors declined in percentage of jobs provided. Manufacturing decreased from 18.3% to 15.2 % of the employment base. Unusually, jobs in the retail sector also decreased, although modestly, from 18.45% to 13.6%.

Despite the vast improvements in infrastructure and economic development in the downtown area, the neighborhoods surrounding the downtown that form the core of the City are still presenting the effects of economic decline. These densely populated neighborhoods are home to over 24 thousand residents who are mostly low-moderate income. Of the 25 Block Groups that comprise this area, the average percentage of residents who are below 80% of AMI is 82.6%. This area is where most of the City's minority population also resides. Manchester is the second most diverse City in the State. Between 1990 and 2000 the City's minority (non-White) population increased from 2.8% to 8.3% .

Many households residing in these neighborhoods live in poverty. Between 1990 and 2000, while there was a decrease in the country overall, there was an increase of 38.38% of families in Manchester whose household incomes fell below the Federal poverty guidelines. Much of this increase can be attributed to the influx of refugees and recent immigrants to the City.

The City has been able to maintain a strong fiscal position in the face of these challenges. The City has a current bond rating of AA by Standard and Poors and Fitch. It also has received a rating of Aa3 from Moody's. This is attributed to the City's strong financial management system. The City continues to gain the confidence of the financial sector because of its continuing ability to transition from a manufacturing based economy to one based on High tech and services.

The general needs for economic development were taken from the Community Economic Development Strategy (CEDS) written in January 2008. Within the CEDS document is economic development research as well as the ideas formulated from this research. Some of the needs generated from the statistics are:

- To maintain Manchester as a pleasant place to work and live while improving economic performance
- Improve lower per capita income and the quality of employment opportunities without impairing those assets [Manchester Airport and the quality of life] and
- To attract and strengthen these firms [technology firms], who value a skilled workforce, Manchester needs to improve the performance of its schools and strengthen partnerships with post high school institutions.

The CEDS document developed four categories for economic development and developed goals for each category, what follows are the goals developed in the CEDS which are relevant to this Consolidated Plan:

I. Downtown Development

1. Complete the River's Edge development
2. Redevelopment of the Rockwell Site
3. Warehouse District & South Elm Street Improvements
4. Improve Infrastructure in the Gaslight District

II. Infrastructure Improvements

- The Capital Corridor. Improvements for the Rail transit system running between Lowell and Manchester
- Downtown Park and Ride and Intermodal Facility.

III. Workforce Development

- Develop a strategy to keep the workforce trained and growing through partnerships with existing educational systems and the creation of new training and employment recruitment programs
- Improve access to transportation

IV. Housing

- Increase the development of housing in downtown Manchester and the Millyard, including housing aimed at downtown workers, young professionals and others.

Barriers to Affordable Housing

Programs and projects that will eliminate barriers to affordable housing have been described in the narrative on Pages...., the Housing Opportunities Strategy (Pages....) and the Emergency Shelter, Transitional Housing & Strategies for the Homeless (Pages....).

Lead-Based Paint Hazards

Actions to evaluate and reduce lead-based paint hazards have been previously discussed in the Lead Based Paint Hazards narrative (Pages...) and the Housing Opportunities Strategy (Page.....).

Anti-Poverty Strategy

The City of Manchester's CIP program is focused on efforts designed to reduce poverty in the densely populated Neighborhood Revitalization Strategy Area. Eighty percent of this area's 25,000 residents are low-moderate income families and individuals. Most of the City's refugees and recent immigrants live in the NRSA. CIP supports over forty City and Nonprofit programs with funding for specific activities that target the underlying causes of poverty.

Local Goals, Programs and Policies for the Reduction of Poverty

The City has made, and continues to make, significant increases in the supply of and improvements to the quality of workforce housing over the last five years. However, with the steady influx of refugee and low skilled immigrants and the challenges imposed on working families by the recent economic downturn, safe, decent and affordable housing remains elusive for too many of Manchester's low to moderate income households. Despite the addition of 390 new or renovated affordable units, even the most affordable of these is out of reach for many of the un/undereducated and low skilled residents of Manchester's poorest neighborhoods. The average cost of rental housing exceeds the ability of families living at or below 80% of Adjusted Median Income. While the vacancy rate is high for market rate housing, the demand for affordable housing has been exacerbated by the high level of unemployment and the reluctance of employers to hire in this economy.

The supply of affordable housing continues to be the most pressing need of families and individuals who are below the federal poverty line. Therefore, the City will continue to provide resources to expand the stock of affordable and other forms of subsidized shelter such as transitional housing, permanent supportive housing, and shelters. The City of Manchester has received a \$7.74 million Neighborhood Stabilization Grant that is designed to reverse the deteriorating effect that vacant, foreclosed and abandoned houses and buildings have on neighborhoods. In order to achieve optimal stabilizing effects in neighborhoods, NSP allows families earning up to 120% of Ami to be the beneficiaries of new housing created. Over 25 units of affordable and permanent supported housing will be set-aside for families earning at or below 50% of AMI. Over the next five years it is anticipated that approximately \$800,000 of HOME funds will be used to develop a minimum of 100 units of affordable rental housing benefitting low-moderate income families. In addition, over \$300,000 of HOME funds will be used to provide rental assistance to a minimum of 350 very low and low-income families. (See *Housing Needs Assessment*)

The City's Anti-Poverty strategy is extended to additional services designed to alleviate the symptoms of poverty including stress, substance and alcohol abuse, spousal and child abuse, chronic un/under employment, and chronic illness related to unhealthy lifestyles such as obesity, diabetes and asthma. CIP will continue to fund many programs that help families and individuals cope with poverty while others provide skills and education designed to lift families out of poverty.

Examples of such programs are:

- The VNA administered day Care Program allows parents to work or receive employment training
- The Manchester Community Resource Center's Workforce Development Program.
- The Manchester Health Department's Children's Health and Nutrition Program

- Home Health and Hospice Indigent care
- Mental Health Center of Greater Manchester’s Family Coach
- YWCA Emily’s Place – shelter for battered women.

Historically the City of Manchester has sought to address poverty through funding made available in the Community Improvement Program (both City cash and CDBG). The majority of the projects identified in the Action Plan and as identified in this section as Key Strategies are designed to assist in the effort to eliminate conditions that foster such poverty.

Institutional Structure

The institutional structure, including private industry, nonprofit organizations, community and faith-based organizations and public institutions through which the City will carry out its housing, homeless and community development plan, assessing the strengths and gaps in the delivery system has been previously discussed in the Consultation section (Pages....) and most of the other narratives included in the Plan.

Coordination

Coordination between public and assisted housing providers and private and governmental health, mental health, and service agencies has been previously described in the Consultation section (Pages....) as well as most of the other narratives included in the Plan.

Public Housing

The City’s efforts to address the needs of Public Housing residents have been described in the Citizen Participation section (Pages....) and the Public and Assisted Housing narrative (Pages....).

2010 Action Plan

Key Strategies

The allocation of HUD funds for the FY 2010 Program year (City FY 2011) will be based upon the City's Key Strategies identified in the Consolidated Plan. Any variances are a result of the City's desire to react to certain newly identified needs and priorities that were identified through this year's Community Improvement Program Development Process. To encourage an even balance of rental and owner occupied housing units, the City will provide \$150,000 of HOME funds to Neighborworks Greater Manchester (NGM) to continue the implementation of the down payment assistance program. In addition to home ownership assistance, the City will utilize \$135,893 of HOME funds to construct 30 units of assisted living elderly housing and \$100,000 of HOME funds to construct 26 units of transitional housing for homeless veterans. \$68,600 of HOME funds will be used to develop and rehabilitate 17 units of housing. 4 of the units will provide permanent housing to chronically homeless individuals and the remaining 13 units will provide interim housing to single women and their children who are homeless or at risk of becoming homeless. Manchester has also authorized the allocation of \$50,000 of HOME funds to Neighborworks Greater Manchester to be used for the Neighborworks Homeownership Counseling Program. \$200,000 of Affordable Housing Trust and 353,507 of HOME Funds has been earmarked for the City's Housing Initiatives Program. Primarily this funding will be used to support the City's Housing Rehabilitation/Lead Hazard Control Program. In some cases, Housing Initiative funding may be used in conjunction with Neighborhood Stabilization Program activities. In addition to housing development, the City will utilize \$54,000 of HOME funds to support security deposit and tenant assistance programs. According to Manchester's Continuum of Care, the prevention of chronic homelessness and the movement into permanent housing continues to be dependent upon the provision of affordable housing to households with extremely low incomes. Until the number of affordable housing units required to accommodate very low-income households are created or provided, it will be necessary to shelter the homeless. As in years past, the City will use Affordable Housing Trust (\$66,160), ESG and CDBG funds (\$75,206) to provide support to the homeless. It is the City's intent to leverage these funds for housing and homelessness initiatives with other governmental and private funds so as to provide access to the greatest number of units possible.

Consistent with previous years' Action Plans, CDBG funds will be used on projects that promote economic development in the community. Economic development activities specifically targeted to employment training, small business development, economic development studies and business code compliance will receive \$165,000 of the City's \$2,095,241 CDBG entitlement. The investment of traditional entitlement funds has been reduced due in part to the City's utilization of Section 108 funds. The City will continue to secure Section 108 assistance to carry out economic development projects. Traditionally these funds have been allocated to projects and efforts that are intended to expand the tax base, create new job opportunities for Manchester's low income residents and continue the revitalization of the Central Business District. During recent years, \$1,083,000 of Section 108 loan funds has been utilized to renovate three Down Town buildings.

As in years past, the City will continue to comply with the American with Disabilities Act (ADA) by eliminating architectural barriers in City Buildings and public infrastructure. This year the Board of Mayor and Aldermen has authorized \$25,000 of CDBG funds for accessibility improvements to the Main Library bathroom

facilities. ADA improvements to streets and sidewalks will be completed as a part of the City's Municipal Infrastructure Program.

The City continues to view the strategy relating to Infrastructure Improvements as a priority. It is the strategy for which the greatest amount of HUD funding has been directed. For this coming year a total of \$400,000 has been designated for improvements to neighborhood parks, streets, and sidewalks. This investment will improve the aesthetics and living conditions of inner city neighborhoods, provide safe school walking routes, new athletic and passive recreational facilities and efficient and safer driving and walking conditions for the residents of these neighborhoods.

In addition, the City has set aside both CDBG and HOME funds for planning and administration. The Community Improvement program includes funding to complete various planning studies (\$15,000 CDBG). Funding (\$315,007 CDBG & HOME) has also been committed to administer the City's Entitlement Program.

Inasmuch as the priorities and needs of the Community far outweigh the annual HUD entitlement, not all of the key strategies identified within this Action Plan will be addressed through projects funded with HUD entitlement funding. Rather, some of these strategies and activities will be realized through projects and programs that use a variety of non-HUD resources, including local property tax generated dollars, state funding and other federal funds. Not all of the strategies noted are targeted towards activities that strictly benefit low and moderate income City residents. However, the projects that have been designated to receive funding are intended to address a myriad of needs of the Community, these being social and health services, education, recreation, infrastructure, transportation, housing and public safety. While some of these activities are not specifically targeted towards low and moderate-income residents, the resulting impacts from improvements realized will also benefit this segment of Manchester's citizenry. These strategies are contained within this document as the development of the HUD Consolidated Plan and also in the ensuing Annual Action Plan. Both documents are in effect part and parcel of the City's process for the development of the Community Improvement Program Budget. The HUD funded activities represent one element of the entire Community Improvement Program.

The planning and development of the Action Plan occurred within the framework of the Planning Department's Community Improvement Program (CIP) Budget Process. The CIP budget methodology involves the establishment of a priority system of needs that are identified through extensive interaction with other City Departments, Community Agencies and Organizations and citizen input. The information received is documented, reviewed, analyzed and prioritized. The projects deemed to be the most deserving of the funds available are recommended for funding.

The CIP Process is initiated each December with funding requests solicited and received from the above noted entities. Notices regarding the initiation of the process are forwarded to past recipients of funds and public notices are posted, included on the City's web site as well as advertised in the local newspaper, The Union Leader. Public participation and input into this process is solicited by the City and realized through Public Hearings and presentations by various organizations seeking funds. This past year the City conducted five Public Hearings for the development of the 2010-2015 Consolidated Plan, this year's CIP and HUD Action Plan. These hearings were held on December 16, 2009 at the Manchester Community Resource Center, on February 17, 2010 at Southern NH Planning Commission, on February 18, 2010 at the Manchester Aldermanic

Chambers, on February 22, 2010 at the Somerville Fire Station, on February 23, 2010 at the Bishop J. O'Neil Youth Center and on February 24, 2010 at the William B. Cashin Senior Center.

Taking a proactive approach towards public participation, the City encouraged subrecipients of HUD funding and beneficiaries of their programs to attend Public Hearings and provide comments on the proposed programs and activities as well as identify needs of their own. The Planning Department's Staff conducts review of the information gathered through this process. The requests are prioritized in accordance with the overall needs, goals and funding constraints of the CIP Program and the eligibility requirements of HUD. Project requests are matched to appropriate funding sources consistent with their scope, size and eligibility for federal funding.

Preparation of the CIP Budget is the responsibility of the Mayor's Office, which presents the recommended Program to the Aldermanic Board for review, acceptance and approval.

Since the Action Plan is essentially an element of the Community Improvement Program and therefore part of the City Budget Process, the priorities and strategies identified in the Action Plan are reviewed and endorsed by the Mayor's Office. This year the Mayor presented the CIP/Action Plan to the Community Improvement Program Committee on January 30, 2010 and to the full Board on April 6, 2010. As such, all of the projects contained within this Action Plan have been approved by the Board of Mayor and Aldermen for funding or support as part of the CIP.

On April 16, 2010, the thirty-day comment period for the proposed Action Plan as (contained herein) began, with the final adoption of the CIP/Action Plan approved by the Aldermen on May 17, 2010.

The Key Strategies that follow are consistent with the strategies that were identified in part 3 of the consolidated plan on pages 15 – 65. As such, only specific programs and projects are identified.

Strategy #1: Healthy Neighborhoods

HUD-Assisted Program Elements:

Planning and Community Development – Neighborhood Planner - \$40,000

City Leverage \$0

Planning and Community Development – Concentrated Code Enforcement - \$75,250

City Leverage \$0

Planning and Community Development – Dilapidated Building Demolition - \$15,000

City Leverage \$0

Planning and Community Development – Housing Rehabilitation/Lead Hazard Control/Energy Efficiency Program - \$353,507,

Agency Leverage \$55,000

Highway Department – Annual CDBG Street Reconstruction - \$400,000

City Leverage \$0

Health Department – Center City Disease Prevention - \$15,000

City Leverage \$0

Health Department – Weed & Seed Coordinator - \$70,000

City Leverage \$0

No funds leveraged by HUD assisted programs

Non-HUD Funded Program Elements:

Highway Department – Residential 50/50 Sidewalk Programs - \$200,000

Planning and Community Development – Housing Rehabilitation/Lead Hazard Control/Energy Efficiency Program - \$200,000

Planning and Community Development – Neighborhood Stabilization Project - \$7,740,000,

Police Department – Drugs and Guns Program - \$350,000

Police Department Various Programs & Activities - \$695,000 anticipated State, Federal and Other funding

Office of Youth Services – Fire Safe Juvenile Fire Setter - \$20,360

No funds leveraged by Non-HUD assisted programs

Benchmarks:

Create 40 housing units and/or 1 commercial business opportunities as a result of Neighborhood Stabilization Project activities.

Improved streets, sidewalks, lighting, traffic signalization, etc. in CDBG eligible areas.

Plant 70 – 80 additional trees.

Support the development of 3 to 5 Walkable Neighborhoods through the design and installation of appropriate infrastructure.

Reduce crime rates in the community by 10%.

Clean up a minimum of 2 blighted properties.

Inspect a minimum of 160 occupancies to ensure compliance with minimum life safety and housing codes.

Provide disease prevention medical services to 900 individuals residing in Manchester’s low-income neighborhoods.

Promote healthy living conditions through the rehabilitation of a minimum of 40 housing units.

Comprehensive revitalization of one City neighborhood.

Strategy #2: City Wide Economic Development

HUD-assisted Program Elements:

NH Community Loan Fund – Manchester Microenterprise Program - \$5,000,

Agency Leverage \$16,234

Economic Development Office – Revolving Loan Fund - \$50,000

City Leverage \$0

Economic Development Office – Business Code Compliance - \$50,000

City Leverage \$0

Planning and Community Development – Section 108 Loan Repayment - \$50,000

City Leverage undetermined

Total funds leveraged by HUD assisted Programs \$16,234

Non-HUD Funded Program Elements:

Intown Manchester – Veterans Park Tent Installation -\$3,000,
Agency Leverage \$20,000
Intown Manchester Trash Containers - \$5,000
Palace Theatre Trust - \$34,627,
Agency Leverage \$2,187,078

Total funds leveraged by Non-HUD assisted Programs - \$2,187,078

Benchmarks:

Process 1 Section 108 loans
Create 40 employment opportunities as a result of new business development generated by the MicroCredit Program
Create a minimum of 5 jobs for low and moderate-income individuals as a result of processing 1 loan as a part of the revolving loan program.
Assist a minimum of 20 small businesses with code compliance issues.

Strategy #3: Homeownership and Affordable Housing Development

HUD-assisted Program Elements:

NGM Neighborworks Homeownership Counseling Program - \$50,000,
Agency Leverage \$334,989
NGM Down Payment Assistance Program - \$150,000,
Agency Leverage \$20,000
Manchester Housing and Redevelopment Authority - South Porter Street Housing - \$135,893,
Agency Leverage \$4,707,500
Planning and Community Development – Housing Rehabilitation/Lead Hazard Control/Energy Efficiency Program - \$353,507,
City Leverage \$255,000

Total funds leveraged by HUD assisted Programs - \$5,317,489

Non-HUD Funded Programs:

Planning and Community Development – Housing Rehabilitation/Lead Hazard Control/Energy Efficiency Program - \$200,000

No funds leveraged by Non-HUD assisted Programs

Benchmarks:

Provide homeownership education to 500 families resulting in the purchase of 40 homes.
Perform energy efficiency improvements in 25 housing units.
Develop 30 units of affordable assisted living elderly housing.
Rehabilitate and/or eliminate lead hazards in thirty-one units of housing occupied by income eligible families.
Provide down payment assistance to 10 first time homebuyers.

Strategy #4: Health and Human Services

HUD-Assisted Programs:

NH Minority Health Coalition Healthy Families Home Visiting Program - \$10,000,
Agency Leverage \$121,927
Big Brothers and Big Sisters – One-to-One Mentoring - \$10,000*,
Agency Leverage \$235,000
City Year New Hampshire – Program Support - \$150,000*,
Agency Leverage \$200,000
Boys and Girls Club – Inner City After School Program - \$5,000*
Agency Leverage \$737,940
The Majestic Theatre – Summer Youth Program - \$3,000*
Agency Leverage \$15,020
Court Appointed Special Advocates of NH - \$10,000*
Agency Leverage \$538,900
Health Department Children’s Oral Health Collaborative - \$20,000*,
City Leverage \$0

Health Department Children’s Health & Nutrition Program - \$20,000*,
City Leverage \$0
Manchester Community Health Center Pharmaceutical Program (Pharmaceuticals)* - \$35,000*
Agency Leverage \$17,189
Manchester Community Health Center Pharmaceutical Program Coordinator - \$13,800,
Agency Leverage \$60,050
Salvation Army Kids Café - \$20,000*,
Agency Leverage \$543,200
Mental Health Center of Greater Manchester- Family Coach - \$7,500,
Agency Leverage \$3,098
Mental Health Center of Greater Manchester – Merrimack Street Group Home Renovations - \$60,000,
Agency Leverage \$0
Granite State Federation of Families – Family to Family Support - \$7,500,
Agency Leverage \$77,620
Home Health and Hospice Care – Indigent Care - \$5,000*,
Agency Leverage \$0
YMCA Y.O.U. Program - \$15,000,

Agency Leverage- \$203,629
MHRA Youth Recreation Program - \$30,000*,
Agency Leverage \$87,330
Girls Inc. - Girls Center Operations - \$10,000*,
Agency Leverage \$305,040
Girls Inc. – Café Lauren - \$10,000*,
Agency Leverage \$70,920
So. NH Area Health Education Center – Interpretation Training - \$10,000*,
Agency Leverage \$2,000
Southern NH Services Multi-Cultural Services - \$30,000,
Agency Leverage \$62,844
St. Joseph Elderly Nutrition Program -\$30,700,
Agency Leverage – \$745,550
Child and Family Services – Homemaker Program - \$15,000*,
Agency Leverage - \$1,417,323
Child Health Services – Clinic Services - \$75,000*,
Agency Leverage \$3,200,000
Visiting Nurse Association – VNA Child Care - \$30,000*,
Agency Leverage \$1,973,382

*Public Service Project

Total funds leveraged by HUD assisted Programs - \$10,617,962

Non-HUD Funded Program Elements:

Health Department Various Programs (10) - \$1,322,756
Mental Health Center of Greater Manchester – Merrimack Street Group Home Renovations - \$30,000,
Agency Leverage \$0
Office of Youth Services – DHHS BDAS Alcohol Block Grant - \$45,000
Office of Youth Services – Juvenile Delinquency Prevention - \$8,000

No funds leveraged by Non-HUD assisted Programs

Benchmarks:

Provide childcare services to 200 unduplicated clients.
Provide home visiting health education services to 20 linguistically isolated pregnant and parenting women from minority communities.
Serve 700 individuals in a low cost pharmaceutical program
Provide mentoring to 600 youth
Provide outreach, job training and English education to 950 refugee/immigrants.
Provide training and after school activities to 5,235 youth.
Provide dental care to 335 children who cannot afford to access these services.
Provide social, educational and recreational programs for 210 public housing youth.

Provide comprehensive health care to 2500 youth.

Reduce Manchester's childhood obesity rate as a result of providing nutrition programming to 3000 children in the school system.

Interpretation and translation services provided by 20 professionally trained interpreters. Provide home care services to 350 low-income seniors and/or individuals with disabilities.

Provide guardians ad litem (child advocates) for 200 children.

Provide 95,000 meals to homebound elderly and disabled individuals.

Provide services to 300 families with children that suffer from emotional/behavioral health disturbances or mental health and chronic health issues.

Strategy #5: Emergency Shelter, Transitional Housing & Strategies for the Homeless

HUD-assisted Program Elements:

Heritage United Way – Homeless Service Coordinator - \$5,000,

Agency Leverage - \$41,137

Child and Family Services - Runaway Homeless Youth - \$10,000

Agency Leverage - \$65,590

Families in Transition – Lowell Street Housing Project - \$68,600,

Agency Leverage - \$2,265,461

Harbor Homes – Somerville Street Veterans Housing Project - \$100,000,

Agency Leverage - \$4,742,035

Emily's Place (YWCA) – \$17,000,

Agency Leverage – \$133,898

Helping Hands Outreach Center – Transitional Shelter - \$10,000,

Agency Leverage \$180,900

Helping Hands Outreach Center – Homeless Services Center Operations - \$10,000,

Agency Leverage \$130,000

New Horizons - Operational & Program Services - \$18,646,

Agency Leverage \$112,230

New Horizons – Shelter Staffing - \$8,160,

Agency Leverage \$179,901

The Way Home Homeless Intervention/Tenant Assistance/Security Deposits - \$64,000,

Agency Leverage \$504,038

Total funds leveraged by HUD assisted Programs - \$8,355,190

Non-HUD Funded Programs:

Heritage United Way – Homeless Service Coordinator - \$24,000,
Health Department Homeless Health Care - \$437,639,
Families in Transition Operational (Spruce Street Facility) \$15,000,
Agency Leverage \$107,695
Manchester Emergency housing – Operational Assistance - \$8,000,
Agency Leverage \$168,000
New Horizons - Shelter Staffing - \$30,000,

Total funds leveraged by Non-HUD assisted Programs - \$275,695

Benchmarks:

Develop thirteen units of housing for women who are homeless or at risk of becoming homeless.
Construct 26 units of transitional housing for homeless veterans.
Crisis intervention services to 175 youth at risk.
Provide daily comprehensive services to 75 homeless at the Homeless Services Center.
Provide transitional shelter to 100 men in recovery from alcohol and drug abuse.
Implementation of the City's 2008 Ten Year Plan to End Homelessness resulting in the elimination of Homelessness in Manchester on or before 2018.
Provide secure housing to 100 women and children who are victims of domestic violence.
Provide emergency shelter, transitional housing and supportive services for 1115 men, women and children.
Provide 70,000 meals and distribute 18,000 of bags of food to men, women and children.
Homeless prevention services will be provided to 225 households along with tenant assistance provided for 10 at risk families.
Security Deposits will be provided to 60 individuals.

Strategy #6: Recreational Opportunities

HUD-assisted Program Elements:

Manchester Housing and Redevelopment Authority - Youth Recreation Program - \$30,000,
Agency Leverage \$87,330
Parks, Recreation, & Cemetery - Youth Recreation Activity – \$94,500,
City Leverage \$0
Parks, Recreation, & Cemetery - Fun the Sun - \$30,090,
City Leverage \$0

Total funds leveraged by HUD assisted Programs - \$87,330.

Non-HUD Funded Program Elements:

Parks, Recreation, & Cemetery - Fun the Sun/Special Sports - \$30,090,

Parks, Recreation, & Cemetery – Derryfield Country Club Improvements - \$3,010,000

No funds leveraged by Non-HUD assisted Programs - \$0

Benchmarks:

Provide youth recreation activities to 1050 children residing in the inner city and public housing.

Strategy #7: Infrastructure Improvements

HUD-assisted Program Elements:

Highway Department – Annual CDBG Street Reconstruction - \$400,000

City Leverage \$0

Library – Bathroom Renovations Main Library - \$25,000,

City Leverage \$0

No funds leveraged by HUD assisted Programs

Non-HUD Program Elements:

Airport – Roadway and Parking, Airside Improvements, Terminal & building Improvements, Equipment Replacements, Residential Sound Insulation Program - \$12,111,000

Highway Environmental Protection Division – Pump Station Upgrades, Phase II CSO Abatement, Sewer & Pump Station Infrastructure - \$7,000,000

Highway Department – Annual ROW Maintenance, Annual ROW Improvements Program, Residential 50/50 Sidewalk, Street Light Safety/Rehabilitation, Drainage Improvements - \$1,441,082

Highway Department Traffic – Elm Street Mast Arm Replacement, Beech & Bridge Intersection - \$110,400

Manchester Transit Authority – Vehicle Replacement - \$375,000

Parking Division Enterprise – Citation Equipment Replacement, Victory Garage Structural Repairs, Pine St. Lot Patching - \$210,000

Parks, Recreation, & Cemetery – Hazard Tree Removal - \$25,000

Water Works – Merrimack River Supply Project, Meter Exchange Program, Cleaning & Lining CIP, Relay Unlined CIP, Hydrant Program - \$2,554,200

No funds leveraged by Non-HUD assisted Programs - \$0

Benchmarks:

Infrastructure Improvements to include upgrades to selected inner city streets.

Eliminate architectural barriers in one City building.

Plant 70 – 80 additional trees.

Strategy #8: Planning and Public Management

HUD-assisted Program Elements:

Health Department – Environmental Health Tracking System - \$10,000,
Agency Leverage \$0
Planning and Community Development – Community Development Initiatives - \$15,000,
Agency Leverage \$0
Planning & Community Development - Administration - \$315,000
Agency Leverage \$0
Planning and Community Development – Neighborhood Planner - \$40,000
City Leverage \$0

No funds leveraged by HUD assisted Programs

Non-HUD Funded Program Elements:

Assessors – 2011 Citywide Reevaluation Project - \$500,000
Highway Facilities Division – City Hall, Internal/External Paint/Wood Replacement - \$100,000

No funds leveraged by Non HUD assisted Programs

Benchmarks:

Increase provision of professional/technical support necessary to develop and carry out citywide plans & strategies and comply with various governmental requirements.
Upgrade one electronic data collection management system to improve the delivery of City services.
Successfully administer and monitor entitlement funding in accordance with federal requirements.
Comprehensive revitalization of one City neighborhood.

Strategy #9: Education

HUD-assisted Program Elements:

Highway Facilities Division – Municipal Facilities Improvements (School Boiler Replacement) - \$50,000,
City Leverage \$0
Manchester Community Resource Center – Workforce Development - \$60,000,
Agency Leverage \$208,191
NH Institute of Art – St. Anne’s Church Life Safety Improvements - \$60,000,
Agency Leverage \$577,592
NH Institute of Art – French Building Roof and Skylight Repair - \$175,000 Section 108 Loan, Agency Leverage \$125,000

Health Department Children's Health & Nutrition Program - \$20,000*,
City Leverage \$0
City Year New Hampshire – Program Support - \$150,000*,
Agency Leverage \$200,000

Total funds leveraged by HUD assisted Programs - \$1,110,783

Non-HUD Assisted Program Elements:

Highway Facilities Schools – West High Design/Replace Boilers - \$522,500
School Department School Improvements - \$801,255

No funds leveraged by Non-HUD Assisted Programs

Benchmarks:

Provide school based mentoring programs to 500 school children.
Nutrition and obesity programming in the school system to benefit 3000 children.
Renovation of one educational institution resulting in opportunities for art students.
Provide employment-related services to 310 individuals from the inner City.
Perform efficiency upgrades in 3 to 5 school facilities.

Please Submit Comments to:
Consolidated Plan
Planning and Community Development
One City Hall Plaza
Manchester, NH 03101
603-624-6450
Planning@ci.manchester.nh.us