



SOUTHEASTERN CONNECTICUT HOUSING ALLIANCE

2010 STATEMENT OF STRATEGIC DIRECTION

July, 2010

Mission Statement

SECHA provides education and advocacy services to promote the development of affordable housing for the workforce and residents of southeastern Connecticut. SECHA cultivates partnerships among neighbors, local governments, funders, employers, community service organizations and developers to de-mystify and streamline the development process.

Vision Statement

As a result of SECHA's concentrated efforts, the communities of Southeastern Connecticut will have an expanded supply of housing that is affordable to people who earn a range of incomes and represent the cultural diversity of our community. This infusion of new housing will help revitalize neighborhoods and contribute to the long term sustainability of the regional economy.

2010 STATEMENT OF STRATEGIC DIRECTION

Goals, Strategy and Products

2010-2013

The Southeastern Connecticut Housing Alliance (SECHA) will implement the following strategic plan over the next three years:

GOAL 1: SECHA will educate its community of stakeholders, elected officials, and neighborhood residents about housing needs in southeastern Connecticut in order to provide accurate and timely information about the region's affordable housing issues.

Strategy

SECHA will annually assess and analyze needs and opportunities for affordable and workforce housing development in the southeastern Connecticut region. The assessment will serve as the platform of SECHA's public education campaign. The data and analysis in the assessment will be available online via SECHA's website, www.secha.org, and will be accessible to stakeholders as they evaluate prospective development projects.

Products

SECHA will:

- Conduct an Annual Needs and Opportunities Assessment on the state of housing in southeastern Connecticut.
- Conduct an on-going Public Information Campaign to educate the citizens and institutions about the region's affordable housing needs. SECHA will disseminate information through press releases, forums, editorial board meetings, interviews with media representatives, and speaking engagements with local groups and organizations.
- Integrate timely informational updates about the region's housing needs at www.secha.org.
- Publish periodic newsletters providing relevant housing information for stakeholders, elected officials, and the public.

GOAL 2: SECHA will facilitate the development of affordable housing by assisting developers and towns. SECHA will serve as a clearinghouse of information for developers and local policymakers in order to further the development of affordable housing. SECHA will facilitate the development process in order to help developers launch successful projects.

Strategy

SECHA will assist towns and developers with permitting and financing of projects. SECHA will cultivate a pipeline of projects by annually conducting and maintaining an inventory of prospective development sites where development or redevelopment can incorporate affordable housing. This inventory will be based on information obtained from consulting stakeholders and will identify properties for development and/or redevelopment that meet SECHA's smart growth criteria. SECHA will make the inventory available to the development community, municipalities, neighborhood residents, and stakeholders.

Products

SECHA will:

- Assist developers in the permitting and financing of development projects.
- Assist towns with Planning and Zoning issues related to affordable housing development proactively or in response to a specific proposal.
- Develop a Smart Growth Criteria for affordable housing development sites which represent responsible growth principles and community values. SECHA will seek to identify "greyfields" and related redevelopment opportunities that also contribute to economic development.
- Conduct research and outreach to realtors, developers, local governments, community service organizations, financial institutions and employers in order to annually compile an inventory of prospective sites for housing development that meet SECHA's criteria for appropriate affordable housing development.
- Expand its website to serve as a resource for developers, municipal leaders, land use commissioners, and residents. The website will become a resource for market studies, prospective site descriptions, zoning regulations, and legislative updates.

GOAL 3: SECHA will advocate increasing the supply of affordable housing in southeastern Connecticut by minimizing and eliminating barriers and optimizing opportunities.

Strategy

SECHA will maintain and expand the involvement of its stakeholders to make the organization more representative of the diversity within southeastern Connecticut. It will identify specific regulatory and other barriers that create obstacles to development in the region, and will facilitate forums that explore ways to reduce barriers and streamline the project approval process. SECHA will help developers adapt their projects to meet SECHA's workforce and affordable housing goals, and it will help developers navigate the financing, permitting, and funding process.

Products

SECHA will:

- Host forums to identify ways to improve the land use permitting process.
- Conduct a feasibility analysis of the value and optimal structure of creating a consortium comprised of a population area of 50,000 that can qualify for direct funding from HOME, NSP, and Housing Trust Fund. The purpose of the consortium will be to finance the development of housing for low and moderate income families in the region.
- Advocate for more financial resources for the region by representing the housing needs of southeastern Connecticut to local, state, and federal leaders.

GOAL 4: SECHA will seek to become a more self-sustaining organization.

Strategy

SECHA will conduct a financial review of its current operating costs, and will use this analysis to identify ways to make the organization more self-sufficient. SECHA will develop a short and long term budget that quantifies the financial resources it needs to implement its strategic plan.

Products

SECHA will:

Develop a fundraising plan that includes a viable strategy for raising operating funds. The plan will include potential funding sources that support SECHA's short and long term activities. Prospective categories of sources to pursue may include grants from foundations and from the public and private sectors, fees for services and/or products and membership fees.