

Women's Institute for Housing and Economic Development

Building Homes and Opportunity



Strategic Plan Highlights FY2010 - 2012

Mission Statement

The Women's Institute for Housing and Economic Development promotes economic opportunity and builds strong communities by developing safe, affordable and supportive housing for individuals and families.

Organizational Focus and Strategies

- 1. Develop safe, affordable and supportive housing** by bringing our development expertise and management capacity to communities across Massachusetts and Connecticut, and working in partnership with local organizations to create and/or preserve quality housing. Our role remains flexible to meet the needs of project partners, stakeholders, and neighborhoods, and includes:
 - Direct development and ownership of properties;
 - A full range of development consulting services;
 - Shorter-term technical assistance and planning services; and
 - Advocacy at state and national levels to ensure that sufficient capital, operating, and service dollars are available.
- 2. Promote economic opportunity** by creating housing that is more affordable and therefore decreasing the disproportionate amount of income that many individuals and families must budget for their housing. Our strategies include:
 - A priority of housing for very low-income households (30-60% Area Median Income);
 - Partnerships that offer programs to increase economic literacy and stability;
 - Access to education and employment training and support; and
 - Service connections to support people who may have additional barriers to stable housing, such as long-term poverty, trauma, chronic health issues, and/or insufficient independent living skills.
- 3. Build strong communities** by creating enduring partnerships that provide support to residents and neighborhoods. Our community approach includes:
 - Sharing our resources at the local level as we become a member of the community through our housing;
 - Strengthening local non-profit organizations by providing affordable program space; and
 - Incorporating community centers and green space into our developments.

Priority Partnership Opportunities

- ◆ Non-profit service organizations, Community Development Corporations (CDCs), and Community Housing Development Organizations (CHDOs)
- ◆ Public housing authorities
- ◆ Active local housing partnerships
- ◆ Communities with Community Preservation Act funds, Incentive Housing Zones, and/or 10-year plans to end homelessness

Program Outcomes and Indicators

1. **Unit creation** to be measured by:
 - Number of housing units created or preserved by the organization's work; and
 - Number of units and projects in production for the future.
2. **Affordability and stability** to be assessed by:
 - Achievement of affordability benchmarks for target populations;
 - Stated satisfaction of residents in regard to their housing; and
 - Increased length of residency in housing by individuals and families.
3. **Neighborhood impact** to be determined by:
 - Improvement of neighborhood physical appearance, including development of our properties as well as the revitalization of surrounding properties;
 - Increased civic involvement through resident engagement in the community and participation in programs provided at our community facilities.

Target Populations

- ◆ Low-income families and individuals
- ◆ Homeless and at-risk households
- ◆ Veterans
- ◆ Seniors
- ◆ Populations who can benefit from specialized services

Key Investments To Support Program Growth

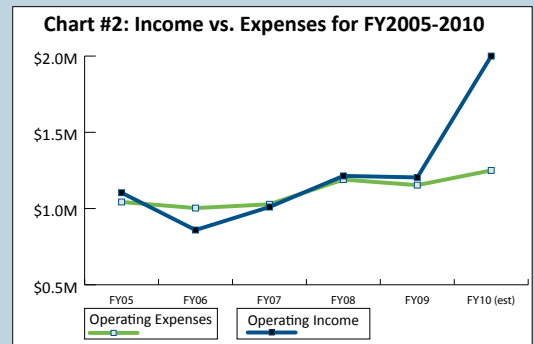
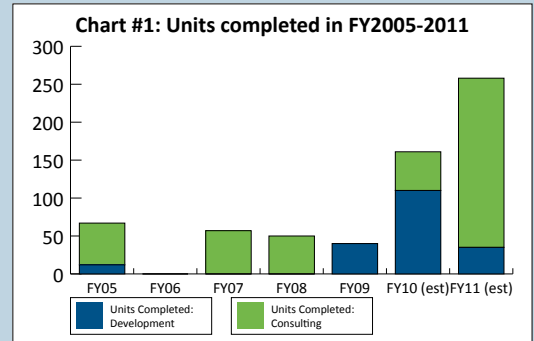
1. **Expand direct development opportunities** of affordable and supportive housing with local partners, using a variety of public and private financing sources. Additionally, identify opportunities in expiring-use properties, transit-oriented sites, and mixed-use developments.
2. **Strengthen asset management** to protect investments and maintain high quality properties.
3. **Establish working capital reserve** to support cash flow and new development opportunities.

Key Investments To Support Strong Internal Operations

1. **Invest in staffing capacity and systems** to support increased productivity and organizational growth.
2. **Broaden marketing and public relations efforts** to raise organizational visibility.
3. **Refine evaluation measures** to be used in tracking and assessing impact.

Impact and Accomplishments

- ◆ Over 200 affordable housing units completed across 12 properties in 2005 - 2009, with over 400 units expected to be completed in 2010 and 2011. (Chart #1)
- ◆ Partnered in 30 development projects and 20 technical assistance projects in the last five years.
- ◆ Equal balance of housing for families and individuals.
- ◆ Continued creation of a continuum of housing options, including emergency, transitional, and permanent housing.
- ◆ Advancement of a balanced revenue mix which includes developer fees, consulting fees, and grant funding/fundraising.
- ◆ Strategic project selection in 2006 (which created a planned one-year revenue shortfall), that will generate significant developer fees in 2010 to create long-term program and operating working capital. (Chart #2)



Selected Awards and Recognition

The Women's Institute is privileged to have been nationally recognized for its affordable housing work, including:

1999 - **Fannie Mae Maxwell Award of Excellence** for *GrandFamilies House*

2001 - **Boston Society of Architects** award for innovation in built structures

2005 - **Enterprise Innovative Ventures Award** for *Soromundi Commons*

2006 - **Fannie Mae Maxwell Award of Excellence** for *Acushnet Commons*

2006 - **J. Timothy Anderson Award for Excellence in Historic Renovation** through the National Housing and Rehabilitation Association for *Acushnet Commons*

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