



Homeowner's Rehab Inc. (HRI)'s Community Investment Plan 2023-2026 for the Community Investment Tax Credit Program

Homeowner's Rehab Inc (HRI) is pleased to present our Community Investment Plan (CIP) in response to the 2023 Community Investment Tax Credit (CITC) NOFA from the Department of Housing and Community Development (DHCD). This CIP reflects HRI's deep commitment to providing innovative, high-quality housing for low- and moderate-income residents of our community, preserving the rich diversity in our neighborhoods, and creating programs and services that help all residents thrive.

HRI is a mature CDC that has not previously taken part in the CITC program. In 2022, following the retirement of Peter Daly, HRI hired Sara Barcan as our new executive director. With new leadership in place and a new strategic plan being mapped out in 2024, resources available through the sale of tax credits will provide HRI with the additional funds necessary to carry out the work ahead.

Section 1: Community and Constituency Served

Founded in 1972 to support low- and moderate-income homeowners in Cambridge, HRI began in the 1980's to acquire and build affordable rental housing in Cambridge, and today owns 1676 rental units. Over the past five years, HRI has shifted from exclusively serving the Cambridge community to a more regional focus. In 2017, HRI acquired 70 units of housing in the Main South neighborhood of Worcester. In 2022, we took on the CASCAP Inc housing portfolio including about 250 units in Newton, Watertown, Lowell, and Somerville, as well as Cambridge. While the bulk of HRI housing remains in Cambridge, our expanded geographic footprint is an important reflection of HRI's commitment to preserving affordability and creating high-quality housing for residents across the region.

According to census data, Cambridge, where most HRI properties are located, has a population of 117,090 (2021) across 47,777 total households. The median household income is \$112,565 with 12.3% at or below the poverty line. Within HRI's Cambridge portfolio, the vast majority of households are surviving on incomes below 50% of area median income, or less than \$70,000 for a family of four. When looking at employment data in Cambridge, from 2017-2021, 69.2% of households participated in the labor force. In 2021, Cambridge's unemployment rate was 3.5% (unadjusted).

Cambridge is a diverse community with 10.6% of the population identifying as Black, 18.3% as Asian, and 8.8% as Latinx. Notably, 29.1% of the population were born outside of the United States and 34.6% speak a language other than English as their primary language.



The high cost of housing represents a threat to Cambridge's diversity and to low-income residents. Zillow identifies the median home value as \$951,031 – an increase of 4.7% in the past year. Additionally, the median rental amount in Cambridge is \$3,225 with market-rate rent of \$4,195 for a three-bedroom unit, \$3,300 for a two-bedroom unit, and \$2,795 for a one-bedroom unit. In order for a family of four to financially afford a three-bedroom unit at market rate, while spending no more than 30% of their income on rental costs, the family would need an annual income of more than \$165,000. In order to afford these rents, a household at 50% of area median income would spend more than 70% of their income on the cost of rent.

Worcester, the location of 70 low-income units owned by HRI, is a Gateway Community. Worcester's total population is 205,918. 21.9% of Worcester residents are immigrants and 37% speak a language other than English as their primary language. The average income in Worcester is \$56,746 with 19.3% of residents living at or below the poverty line. At Matheson Apartments, HRI's property, 89.8% of residents identify as Hispanic and 75% of residents speak Spanish as their primary language.

Residents of the CASCAP portion of HRI's portfolio represent a change in population for HRI. Most of CASCAP's units serve frail elders, residents with persistent mental health disabilities or substance-use disorders, and individuals who have experienced homelessness. One-third of buildings in the CASCAP portion of the portfolio are staffed through a contract with Vinfen. CASCAP properties span six communities in Eastern Massachusetts.

Overall, most of HRI's clients are low- and moderate-income residents. HRI's programs serve both homeowners and renters, and are designed to stabilize housing, promote economic resiliency, increase health/wellness opportunities, and provide critical out-of-school-time and other programs for youth and their families.

Section 2: Community and Stakeholder Involvement

HRI has a long-standing commitment to involving residents and other community stakeholders in our work. Our board and committees include Cambridge homeowners, HRI residents, City agencies, and local corporations. Of the twelve members of HRI's Board of Directors, eight are Cambridge residents with two currently living in HRI housing, and a third is a former resident who has become a homeowner through the City of Cambridge's affordable homeownership program. The remaining Board members work in areas such as housing finance, resident services, and other professions representing HRI's core work.

In addition, HRI has several mechanisms to ensure that feedback from stakeholders is represented across all areas of our work. This includes:

Real Estate:

HRI's Real Estate Department solicits extensive input from community residents, City officials, the Affordable Housing Trust, and others for all new developments or rehabilitation projects that are undertaken. In addition, staff receive feedback from the HRI Board at each meeting,



with a Development Committee available to meet when needed. Finally, the department holds regular meetings to update residents on current or upcoming projects to obtain feedback and maintain clear lines of communication. Those include early-stage community meetings for new construction projects to receive input on design and site planning ahead of local permitting, as well as meetings with neighbors and tenants for occupied rehab projects. HRI has successfully undertaken several occupied rehab development projects, including most recently at 808-812 Memorial Drive. These development projects entail frequent and detailed communication with residents to successfully coordinate construction work.

Home Improvement Program

The Home Improvement Plan (HIP) is a rehabilitation loan program for low- and moderate-income borrowers designed to revitalize, renovate, and restore homes owned by income-eligible Cambridge homeowners. Many of the program's borrowers are elders, residents with disabilities, or single parents who do not qualify for traditional home improvement loan products and may be vulnerable to home improvement scams. HIP staff underwrite loan requests and provide technical assistance before and during construction, as well as construction oversight. The HIP Loan Advisory Committee is composed of a diverse range of professionals, including attorneys, consumer advocates, bankers, and service providers for older adults. All HIP committee members live or work in Cambridge.

Resident Services

The Resident Services Department uses a case management approach to resident engagement designed to build collaborative relationships to guide our work. Our five-person team hosts community meetings at larger buildings in our portfolio and conducts an annual needs assessment and survey at eight large- and mid-sized buildings across our portfolio. In addition, the team annually cultivates relationships through summer cookouts, year-round coffee hours, ice cream socials, food pantries and other events. We also build resident relationships through economic resiliency screenings and regular health/wellness opportunities.

HRI's Resident Service Committee has seven members, four of whom reside in Cambridge. Of these, two are current residents in HRI's portfolio and one is a former HRI resident. The remaining members work in Resident Services related professions. Together, the committee provides a valuable lens for our programming.

Finally, HRI has operated a college scholarship program since 2006. This program provides scholarships for residents of all ages who would like to attend college (undergraduate or graduate programs) or community college. While most applicants are young people moving directly from high school to college, recipients have also included older adults who have found

deep satisfaction in the opportunity for intellectual engagement. The program committee is comprised of four members, including board members and professionals from HRI partner organizations.



Section 3: Plan Goals

In 2018, HRI completed a strategic plan that outlines the organization’s vision for our community development work. While we will be undertaking a new strategic planning process in 2024, the following goals reflect the core of HRI’s approach to housing and community development.

Goal 1: Ensure access to safe, stable housing for residents in HRI communities.

Increase and maintain the pool of affordable housing available to low- and moderate-income residents in HRI’s communities by (a) increasing the development and rehabilitation of affordable housing units, (b) providing individualized housing stabilization services to residents served by HRI, and (c) bring newly acquired CASCAP properties up to HRI building and staffing standards.

Goal 2: Promote equity.

Through (a) real estate development, (b) individualized housing stabilization services, and (c) stakeholder engagement, work to reduce systemic barriers including housing access, educational and economic opportunity, and health disparities faced by HRI residents.

Goal 3: Continue sustainable development practices.

HRI has long sought to provide housing for lower income households in Cambridge and nearby towns where the market rent is prohibitively unaffordable, including for extremely low-income households earning 30% of Area Median Income. To advance HRI’s commitment to decarbonization and green development, we will (a) continue the use of Passive House and other sustainable construction practices, (b) install new solar panels on HRI buildings to limit reliance on the electrical grid our properties, (c) continue deep energy retrofits of properties in the HRI portfolio.

Goal 4: Increase operational capacity.

Increase operational capacity needed to support organizational goals including increased staffing, marketing and fundraising plans, data collection and evaluation, and updating technology and financial systems.

Section 4: Activities to be Undertaken.

Greater Boston, and particularly Cambridge and Somerville, face significant challenges to housing affordability. As a result, development of new affordable units, preservation of homeownership, and support for residents at risk of housing instability is an essential focus of HRI’s work.



Goal 1: Ensure access to safe, stable housing for HRI communities.

(a) Real Estate

HRI staff review available development opportunities to build new affordable housing or acquire existing housing to offer to low- and moderate- income households. These opportunities come through market acquisitions via brokers or through partnerships with the City of Cambridge or other non-profit partners. In addition, HRI reinvests in its existing portfolio to ensure the longevity of the properties and ensure a comfortable, energy efficient home for current residents.

- Complete permitting, design, and financing for new affordable rental property at 1627 Mass Ave. This project will add 29 affordable family units to HRI's real estate portfolio, in a transit-rich area of Cambridge near Harvard Square.
- Identify at least one additional real estate development opportunity for new housing units.
- Continue capital planning for the existing HRI portfolio, prioritizing decarbonization activities, and other renovations designed to preserve long-term viability of our properties.

(b) Resident Services

Provide individualized housing stability services for HRI residents at risk of eviction. Working closely with our property managers at Wingate, our Resident Services team identifies households that are behind on rent or have had other issues that threaten successful tenancy, to offer services designed to help them get back on track. This effort, led by HRI's Director of Community Engagement, includes:

- completion of emergency rental assistance funding applications
- screening for benefits such as utility assistance, SNAP, and employment opportunities.
- referrals to community providers

(c) Home Improvement Program

Provide loans and technical assistance for Cambridge homeowners to preserve low- and moderate-homeownership, and to help owners maintain and increase their equity in their homes, in an increasingly unaffordable housing market.

Goal 2: Promote equity.

(a) Real Estate

- 1627 Mass Ave is in an extremely high-cost neighborhood of Cambridge. Adding affordable family housing in this location will increase economic and racial diversity in that neighborhood.



- Develop a robust housing development pipeline to increase the number of affordable rental opportunities for low- and moderate income, BIPOC, and immigrant communities in the high-opportunity city of Cambridge.
- Increase access for vulnerable communities to sustainable design that supports health and climate resiliency.
- Establish agency standards for MBE/WBE participation in development projects, as well as labor hours for BIPOC and women workers.

(b) Resident Services

- Provide on-site screening and application assistance for benefit programs such as SNAP, MassHealth, unemployment, and childcare vouchers. Given that the majority of HRI residents live at or below 50% of area median income, these resources are essential to stability.
- Promote equity and economic empowerment through connection to employment training programs, individualized job search assistance, individual development accounts (IDAs) for those interested in purchasing a home, student loan workshops, and college scholarship opportunities.
- Bridge the racial equity and poverty gaps in education through out-of-school-time opportunities such as homework help and computer labs, one on one tutoring, and mentoring programs.
- Increase access to language justice through translation and interpretation for Resident Services programming and hiring bi-lingual staff reflecting the populations that HRI serves.

(c) Home Improvement Program

- Increase access to home rehabilitation loan products for low-income homeowners including those with disabilities, older adults, and BIPOC community members.
- Provide technical assistance to ensure successful home rehabilitation and connection to critical community resources.

(d) Increase Operational Capacity

- Increase the recruitment of candidates for the Board, committees, and staff, to reflect the wide range of identities that our residents hold.
- Augment HRI's ability to reach members of diverse communities with an improved website, social media presence and marketing materials.
- Identify opportunities to direct HRI's business to Black-and-brown owned companies and vendors.



Goal 3: Continue sustainable development practices.

- Install solar energy on additional HRI rooftops through our ongoing partnership with Resonant Energy
- Continue deep energy retrofits on appropriate properties.
- Develop sustainable buildings using Passive House and other construction technology including the use of green and sustainable materials

Goal 4: Increase operational capacity.

HRI has, historically, had an extremely lean staffing model. As the organization builds new units, increases Resident Services capacity, and expands our geographic footprint it is essential that operational capacity grows to support the organization's work. Activities to increase HRI's operational capacity include:

- Hiring staff in key operational positions.
- Technology upgrades, including agency website.
- Comprehensive marketing material development.
- Overall organizational fundraising plan development and implementation.
- Complete a new strategic plan.
- Increase the use of data collection and evaluation in all aspects of HRI's work.

Section 5: Success Measures and Evaluation

In recent years, HRI has increased its use of a data driven approach to organizational activities. This has included substantial upgrades for the Resident Services and Home Improvement Programs to collect, track, and evaluate program data and the impact of our work. The comprehensive approach to development and resident activities are designed, in partnership with HRI's property management company, to provide not only safe, high-quality affordable housing but also the support services and connection to resources to stabilize tenancies and help residents thrive.

Goal 1: Create access to safe, stable housing for residents in HRI communities

(a) Real Estate

HRI works with Wingate, our property management company, to track maintenance and rehabilitation needs throughout our portfolio. We also complete capital needs assessments (CNAs) of properties to guide long term capital planning at our properties and to track, over time, the outcomes of that process.



(b) Resident Services

In 2020, HRI's Resident Services Department designed and implemented a robust data collection system including resident demographics, case notes, tracking of referrals, and event attendance. This has allowed the Department to better understand the nature of resident needs and develop new programs and services to better meet those needs. In

2022, the Department served 339 residents across housing stabilization, economic resiliency, health/wellness, and youth programs. For each resident, our database tracks the number of contacts, reason for contacts, core activities, referral outcomes, and event participation.

HRI's resident services department has begun working with two universities to better understand the impact of our work on the lives of our residents. The first collaboration is with the Boston University School of Social Work to understand the impact of our Development and Resident Services work on social determinants of health in the lives of our clients. The second is with the Northeastern Public Evaluation Lab to plan an evaluation of HRI's Scholarship program.

HRI's Director of Resident Services is responsible for all aspects of data management, evaluation, and program development. He uses a data informed approach to examine program outcomes and in the design of new programming.

HRI works closely with Wingate, our property management company, to ensure resources such as RAFT, SHERA, and other emergency assistance funds are deployed quickly and effectively to preserve tenancies. These efforts combined with exceptional intervention by staff, collection of detailed data, and a robust network of referral partners allows HRI Resident Services and the tenants we serve to succeed.

(c) Home Improvement Program

In 2022, the Home Improvement program shifted from tracking program data and outcomes on excel documents and through City of Cambridge reporting to Portfol, a software system that will allow staff to track detailed information including:

- Number of loans underwritten;
- Number of completed home renovations annually;
- Referrals to partner agencies and benefit program.
- Repair patterns;
- Technical assistance hours provided;
- Loan payment history;
- Program demographic data.



(d) Increase Operational Capacity

HRI's operational capacity will be evaluated through quantitative and qualitative measures. Quantitative measures will include the number of website hits after redesign, posts and engagement on social media, and organizational fundraising outcomes. Qualitative data will include the impact of streamlined and increased coordination of activities across the organization, gains from technology improvement, and better use of data to reflect programmatic outcomes.



Section 6: Collaborative Efforts to Support Implementation

Partnership is an essential component of HRI’s work. We regularly work with local and state agencies, community organizations, private corporations, lenders, and other funding organizations to achieve our goals.

Program	Partnership Description
Real Estate	<p>Cambridge Historic Commission provides funding for historic preservation of properties.</p> <p>State partners including the Department of Housing and Community Development, CEDAC, and Mass Housing provide Low Income Housing Tax Credits (LIHTC) and soft debt for real estate activities.</p> <p>Cambridge Affordable Housing Trust provides funding for the acquisition, construction, and rehab of HRI’s portfolio.</p> <p>The City of Cambridge provides additional grant funding for development and HRI operations and is a collaborative partner pursuing shared policy goals.</p> <p>Mass Housing is one of the primary lenders for HRI’s larger tax credit projects, providing tax-exempt bond financing as well as conventional lending products.</p> <p>Massachusetts Housing Investment Corp is a syndicator for many of HRI’s LIHTC deals, providing equity to pay development costs.</p> <p>Northeast Interiors, Inc. is a general contractor and the primary construction partner for HRI’s larger projects.</p> <p>New Ecology, Inc. Is a sustainable development organization that serves as a green consultant on many HRI development projects.</p> <p>ICON Architecture designed HRI’s most recent Passive House construction, Finch Cambridge. They have several PHIUS certified staff members.</p>



<p>Resident Services</p>	<p>Somerville-Cambridge Elder Services provides exercise classes, money management, and elder protective services for HRI residents.</p> <p>FoodLink provides groceries for residents at four HRI property food pantries.</p> <p>MIT Job Connector: The Job Connector provides one on one job search support to HRI residents.</p> <p>Tutoring Plus provides tutoring and mentoring at two properties.</p> <p>Steadfast Solutions provides a computer learning center and after-school activities at Rivermark in Cambridge.</p> <p>Boston University School of Social Work provides evaluation for HRI’s Resident Services Department.</p> <p>Funding partners include Cambridge Community Foundation, City of Cambridge, Eastern Bank, and Cambridge Savings Bank.</p>
<p>Home Improvement Program</p>	<p>City of Cambridge CDBG provides funding for homeowner loans, lead paint grants and program operations.</p> <p>Metro Housing Boston, Home Modification Loan Program, provides State deferred 0% funding for eligible Home Improvement Program clients.</p> <p>The Cambridge Historic Commission provides funding for historic preservation of eligible residential homes.</p> <p>The City of Cambridge Fuel Assistance Program provides eligible homeowners energy assistance and approves grants that cover HVAC systems and weatherization.</p> <p>Cambridge Consumer Council offers consumer advocacy, intervention and prevention for home improvement scams and financial frauds and predatory lending.</p> <p>The Cambridge Economic Opportunity Council provides declutter and hoarding intervention training and program consultation.</p> <p>Community Action Program Inter-City Inc and Mass Save offers free HVAC systems and weatherization services.</p>



Section 7: Integration of Activities/Consistency With Community Strategy and Vision

HRI was founded in 1972 by a group of Cambridge residents who recognized the need to stabilize their community. Over the past fifty-one years, HRI has evolved from a focus solely on Cambridge homeownership to the ownership and operation of 1,677 units of rental housing, most of it affordable, across six cities.

The City of Cambridge is one of HRI's critical partners when creating a vision for the Cambridge Community. The City's Envision Cambridge 2030 plan describes key community goals including (1) Maintain and expand long-term, deed-restricted affordable rental and homeownership opportunities to allow Cambridge to thrive as a mixed-income community, (2) Ensure access to job opportunities and living wages, as well as access to robust education, training, and support services, (3) ensure access to resources that support holistic health, wellbeing, and extended life, and (4) ensure that all Cambridge residents are protected from environmental impacts and benefit equally from environmental resources.

The City of Cambridge is committed to preserving and expanding the stock of low- and moderate-income housing in Cambridge. In 2022, HRI completed an \$80 million renovation of our 300-unit Rivermark property at 808 Memorial Drive, including exterior cladding, a deep energy retrofit, interior and exterior common spaces, unit interiors, and the creation of a computer and activity center. In July 2020, HRI opened a 98-unit, Passive House new construction development on Fresh Pond, called Finch. This property focuses on sustainable design and construction and features a robust resident services program. Finally, the Home Improvement Program plays a key role in helping low-income homeowners maintain their homes in the face of economic hardship and limited affordable homeownership options.

HRI's Resident Services Department provides critical services that align with the Envision plan's desire to increase access to education, job training, health and wellness opportunities, and housing stability. The Department's core work focuses on housing stabilization, increasing economic resiliency through benefit screening and connection to jobs programs, health and wellness programs, and youth development. The HRI scholarship program as well as our education partnerships with Steadfast Solutions and Tutoring Plus further these goals. Our collaborations with FoodLink and Somerville Cambridge Elder Services provide a wide range of health and wellness programs for residents across the city. Finally, HRI partners with similar organizations in communities outside of Cambridge to provide rich programs and services to residents across our service area.

The Envision plan outlines climate goals such as reaching zero greenhouse gas emissions for all buildings, reducing solid waste generation, diverting recyclables from landfills, and ensuring that all Cambridge residents are protected from environmental impacts and benefit equally from environmental resources. HRI has long had a reputation as a leader in sustainable development and renovation practices. This includes the installation of energy efficient boilers, lights, and additional insulation in walls and roofs for existing buildings. All of HRI's new construction buildings meet the highest green building standards, most recently Finch



Cambridge which achieved Passive House. In the coming years, HRI will maximize the installation of solar photo voltaic units on its rooftops, as well as planning the conversion of its portfolio to electric heat and hot water.

Section 8: Financing Strategy

HRI has a long track record of financial stability and a diverse array of funding sources. Each year, HRI receives funding from local, state, and federal governments, private foundations, and corporations. Funding from these sources supports general operations as well as specific programs and real estate projects. HRI's strong financial standing is reflected in our annual audited financial statements and our strong financial controls systems.

Real Estate

Similar to other affordable housing developers, HRI collects a development fee for its new construction and rehab projects, using a formula delineated by the Dept of Housing and Community Development in their Qualified Allocation Plan. This fee helps fund HRI development operations, as well as compensates for the risk HRI takes on guaranteeing the performance of its projects. On a smaller scale, HRI reinvests funds in its development projects, providing loans to its portfolio to fund acquisition, capital work, or the development of solar PV installations. HRI collects a modest, below market interest rate on these loans. HRI also receives annual resources from the City of Cambridge to support site search activities to help build our development pipeline.

Resident Services

In 2019, HRI hired a full-time Director of Resident Services to focus on program development, fundraising, data and evaluation, and partnership development. Since that time, the Department has developed an annual fundraising plan, invested in a membership with Philanthropy Massachusetts, and 80% of submitted proposals have been accepted for funding. The Director of Resident Services actively engages with local government, foundation program officers, community banks, and others to expand the Department's funding base.

Home Improvement Program

The Home Improvement Plan, since its inception in 1974, has been funded through a partnership with the City of Cambridge and private fundraising. The City of Cambridge contributes funding through a Community Development Block Grant (CDBG) each year. In addition, community banks, the Cambridge Community Foundation, and others provide necessary private funding.



Section 9: History, Track Record, and Sustainable Development

HRI has served the Cambridge community since 1972 and the Worcester community since 2017. Over time, HRI has shifted from a focus on homeownership to providing low- and moderate-income rental housing opportunities, developing a strong pipeline for sustainable development, robust resident services, and the Home Improvement Program.

Today, HRI employs eleven full-time staff across real estate, resident services, home improvement, and finance/administration. We excel in our ability to manage complex real estate development projects and related financing, climate friendly construction and property management practices, project management, robust and personalized services for renters and homeowners alike, and a deep partnership network.

Real Estate

HRI is well known for its high-quality and innovative real estate portfolio including:

- **808-812 Memorial Drive acquisition (1997)** - total development costs: \$43 million
- **Harvard Properties (1999)** - total development cost: \$9 million
- **Bedrick Properties (2000)** -total development cost: \$16 million
- **Auburn Park (2000)** - total development cost: \$12 million
- **CAST Columbia St. (2002-2003)** -total development cost: \$9.6 million
- **25-27 Howard St. (2006)** -total development cost: \$1,510,943
- **Trolley Square, North Cambridge (2006)** - total development cost: \$15.3 million
- **1-3 Marcella St. (2007)** -total development costs: \$4,232,625
- **58 7th Street (2009)** -total development costs: \$1,157,529
- **95-97 Pine Street (2010)** -total development costs: \$4,139,290
- **Putnam Green (2012)** -total development costs: \$15,275,659
- **Inman/CAST II (2012)** -total development costs: \$32,579,254
- **Chapman Arms (2011)** -total development costs: \$23,489,009.00
- **Putnam Square Apartments (2013)** -total development costs: \$25,330,413.00
- **455-463 Cambridge St. (2015)** -total development costs: \$4.3 million
- **Auburn Court II (2017)** – total rehabilitation cost: \$44,017,092
- **Matheson Apartments (2017)** – total development costs: \$22,467,649
- **Finch (2020)** – total development costs: \$39,188,588
- **808-812 Memorial Dr (2022)** – occupied rehabilitation costs: \$80 million

Resident Services

The HRI Resident Services Department was founded in 2005 to improve housing stability and to build a sense of community among residents. In 2006, HRI established an internally funded scholarship program to support residents of any age who sought to attend a two- or four-year college degree. The Department added two successful programs in 2008, the Individual Development Account (IDA) program and a program to improve the financial fitness of



residents. 2014 brought a small expansion called Market in the Park which was an eight-week, free summer farmers market for HRI residents and the surrounding community.

In 2018, the Department began a strategic expansion of programming focused on four key areas: housing stabilization, economic resiliency, health and wellness, and youth development. The organization added a Director of Resident Services staff position in 2019 to focus on robust program development, fundraising, data and evaluation, and partnership development. Since that time, the Department has developed an annual fundraising plan, invested in a membership with Philanthropy Massachusetts, and 80% of submitted proposals have been accepted for funding.

As the COVID pandemic began in 2020, the Resident Services Department led the organization's pandemic response. Staff pivoted to provide online programming, distributed more than 10,000 masks and, later, COVID test kits, and established an in-house emergency financial assistance fund. In order to address food access during pandemic lockdowns and the food security concerns exacerbated by the pandemic, HRI shifted from an eight-week farmer's market model to a year-round food pantry program in five buildings in 2020. The Department saw food distribution rise from 8,000 lbs. in 2019 to more than 96,000 lbs. in 2021. Finally, to combat the negative educational impact of COVID on young people in our properties, HRI began partnering with Tutoring Plus to offer one on one tutoring to youth ages eight to eighteen in two properties.

Home Improvement Program

The HIP program was founded in 1974 and is now conducted in partnership with the City of Cambridge. Since the program's launch, 500 units have received renovation, fifty households received foreclosure prevention assistance, and seventy-five families have received other related housing counseling. In total, \$4 million has been deployed by the HIP program to provide home modifications. The HIP program is a powerful anti-gentrification tool in the City of Cambridge, ensuring that low- and moderate-income households can continue to live in our increasingly high-cost city.

Sustainability

HRI has prioritized energy efficient construction since the 1990s and is considered a leader among non-profit developers in the Commonwealth in the area of green building. HRI's most recently completed new construction housing development, Finch Cambridge, was among the first projects built by a community development corporation (CDC) to achieve Passive House certification. Since its certification in 2020 DHCD has required new construction projects that receive DHCD financing to follow suit. HRI has ambitious plans to continue to focus on sustainability, installing additional renewable energy sources and rehabbing its existing portfolio to reduce its energy use intensity and shift over to all-electric sources of energy.



HRI's development work incorporates Massachusetts's Sustainable Development Principles to the extent possible. Our work expands economic opportunity for lower income households to live in Cambridge, an opportunity enriched community, that would otherwise be unaffordable to them at market rent. HRI seeks developments near transit rich corridors with plenty of

transportation choices other than personal automobiles. Our developments hold high green building certifications, most recently a Passive House development designed for a climate resilient future, with critical infrastructure placed above anticipated future flooding elevations and the ability to maintain shelter in place facilities during emergencies.

1. Concentrate Development and Mix Uses

HRI has a rich history of property development in Cambridge and, more recently, in other communities. The organization owns 1677 rental apartments and 50,000 square feet of commercial property. HRI properties such as 808 Memorial Drive and Chapman Arms feature commercial real estate as well as residential housing units. Most recently, HRI completed an \$80 million occupied rehabilitation at 808 Memorial Drive and in 2020, Finch Cambridge, our Passive House development opened. Finch was the largest fully affordable housing development constructed in Cambridge in forty years. In 2022, HRI acquired 1627 Massachusetts Ave. from Lesley University and began planning to convert that to an affordable housing property.

2. Advance Equity

HRI advances equity through construction and maintenance of portfolio properties as well as through the services provided through the Home Improvement and Resident Services programs. The construction and maintenance of high-quality units that are affordable for low- and moderate-income communities is vital in the communities HRI serves. Without these homes, residents would be forced out of their communities due to rent burden.

The Home Improvement Program is a vital tool for maintaining equity in home ownership in Cambridge. The program provides low interest loans to homebuyers who would not be able to seek funding through the traditional banking system. Through these loans, homeowners are able to bring their properties into compliance with state and local housing codes, increase accessibility for residents with disabilities, and revitalize their home.

3. Make Efficient Decisions

Efficient decision making is a necessary part of HRI's work. Complex financial deals, multiple layers of permitting review, and the incorporation of feedback from myriad stakeholders requires our staff to make thoughtful and efficient decisions.



4. Protect Land and Ecosystems

As an urban developer, all of our sites have either been existing housing that we acquired and renovated, or sites with prior non-housing uses. When a site has previously been used for purposes other than housing, we clean up the site including addressing any environmental concerns and convert the property into sustainably developed housing.

6. Expand Housing Opportunities

Increasing rental and home ownership opportunities for residents in the communities we serve is the core of HRI's mission. HRI has constructed or preserved 1677 units since our founding in 1972. In 2022, HRI purchased a historic property at 1627 Massachusetts Ave. from Lesley University with a plan to convert the existing structure into four affordable housing units, and build additional housing. HRI continues to develop a pipeline for acquisition of and construction of affordable housing and is committed to supporting home ownership opportunities in Cambridge through our HIP program.

7. Provide Transportation Choice

HRI seeks developments near transit rich corridors with plenty of transportation other than personal automobiles. HRI developments include parking for bicycles as an alternative form of transportation. In addition, Finch Cambridge is Fitwel certified and includes 200 bicycle parking spots, participation in the Alewife shuttle program, and local retail and grocery stores within walking distance. Because Cambridge is a transit rich environment, most of our Cambridge properties are located with bus and subway lines easily accessible. HRI works to minimize parking and, in accordance with City of Cambridge's Affordable Housing Overlay, will continue to explore strategies to eliminate or reduce parking. Our hope is that this will encourage the use of more sustainable transportation alternatives by our residents.

8. Increase Job and Business Opportunities

Construction projects lead to significant job creation for the communities where they take place. At the recent renovation of 808 Memorial Dr, 150 jobs were created and when Finch was constructed in 2019-2020, 100 jobs were created.

In addition, HRI is committed to supporting BIPOC people and women in the trades. Our Clerk of the Works for two recent projects was a woman and 25% of workers/work hours are BIPOC individuals. Most recently, HRI hired a small minority owned general contractor to complete the full renovation of a fire-damaged three-family home on Columbia Street.



9. Mitigate and Adapt to Climate Change

Concerned by the tremendous amount of energy consumed by American households, HRI has been a leader in leveraging funding for affordable “green” developments. We were the first non-profit developer in Massachusetts to receive the Enterprise Foundation Green Communities Grant and were awarded the LISC Boston Green Retrofit Initiative in 2015.

We have received Energy Star grants and utility rebates for all of our development projects. Four of our buildings have been certified as LEED Platinum. Additionally, we were selected by the Green Building Production Network, a funding source available to CDC’s, to green our existing housing stock; a project that has been underway since 2015. HRI is also a leader in renewable energy with 9 photovoltaic installations and four solar thermal installations with 15 more systems in the pipeline and ready for installation in 2023.

In 2020, HRI completed a 98-unit 100% affordable development called the Finch that is Passive House Certified. In 2022 we competed in MACEC Triple Decker Challenge in which we received funding for an all-electric gut renovation of a triple decker using innovative techniques for building envelope and MEP systems to reduce energy consumption by 50%. HRI has a solid track record and is a national leader as an owner-operator of sustainable, resilient and energy efficient affordable housing for our residents.

10. Plan Regionally

Until 2017, HRI was solely focused on serving the Cambridge community. Since that time, HRI has expanded its portfolio to include properties in Worcester, Newton, Watertown, Lowell, and Somerville. As a result, we must take a more regional approach to our planning efforts, work with local officials across our services area, engage with municipalities about climate resiliency, and more.

Conclusion

HRI appreciates the opportunity to submit our first Community Improvement Plan for 2023-2026 with a request for 2023 tax credit allocation of \$100,000. With a track record of fifty-one years behind us, HRI is poised to launch a new strategic plan, implement plans for new property acquisitions, protect affordable homeownership, and continue building a robust Resident Services program for residents in Cambridge and beyond. Through the Community Investment Tax Credit Program, our ongoing partnership with DHCD, and continued collaboration with a wide range of stakeholders, we are well placed to successfully implement this plan and to capitalize on the sale of tax credits through this program.