

Housing Corporation of Arlington 2023 – 2025 Community Investment Plan

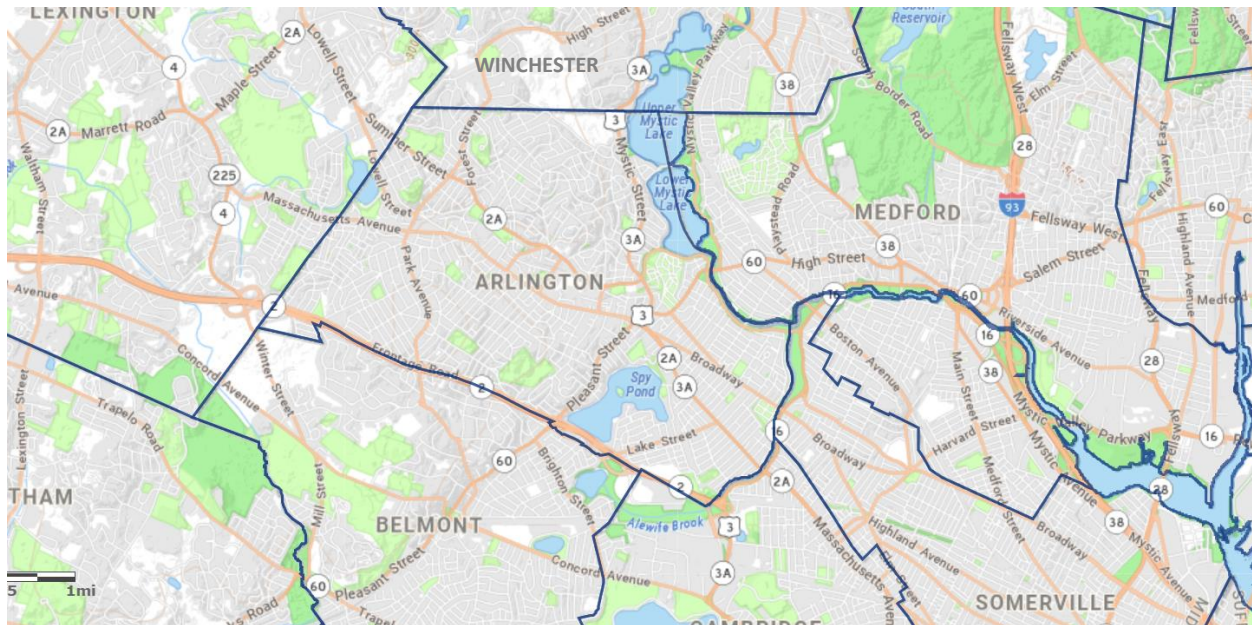
Approved by the HCA Board, November 2022

1. Community or Constituency to be Served

Housing Corporation of Arlington (HCA) is based in, and will serve, the Town of Arlington with affordable rental housing and social service programs. We will primarily serve residents from Arlington. However, we expect approximately 12% of families seeking social services to come from neighboring communities or points farther away. Our work will overwhelmingly and most directly serve low-income families.

Today, HCA owns and operates 150 units of affordable housing, including a 70-unit scattered site portfolio of 2 – 9 unit buildings, and 80 other units within two developments of 32 and 48 units. We also provide a range of social services to our own tenants and to other members of the public.

This map shows the Town of Arlington – HCA’s core service area – in context among its surrounding cities and towns:



Arlington is a town of over 46,000 residents and over 19,000 households. Arlington has been gaining residents steadily since 2000 and that trend is expected to continue over the next two decades according to a 2018 projection from the UMass Donahue Institute, which was cited in the Town’s 2022 Housing Plan.

According to the Census 2020 ACS 5-year survey, 32% of Arlington’s households (6,099 households) earn less than \$75,000 a year. 21% of households (4,014 households) earn less than \$50,000 a year. However, to afford a typical 2-bedroom apartment in Arlington today (at a total

housing cost of approximately \$2,600 a month) a family needs to earn at least \$104,000 a year. To buy the average Arlington home a family needs to earn more than \$200,000 a year.

A key finding from Arlington's 2022 Housing Plan is that Arlington has seen an increase in higher-income households over the last many years. In 2010 only 15.6% of households earned more than \$150,000 a year. Today, over 35% of Arlington's households earn more than \$150,000 a year. Arlington was historically a working-class community, but changes in the real estate market over the last many years and the ongoing housing crisis is attracting households to Arlington from traditionally more expensive communities, and displacing lower-income families from Arlington.

Arlington Household Income Distribution, from Town of Arlington 2022 Housing Plan

Annual Household Income Category	Percentage
\$10,000 or less	3.5%
\$10,000 - \$14,999	2.7%
\$15,000 - \$24,999	5.1%
\$25,000 - \$34,999	4.7%
\$35,000 - \$49,999	6.4%
\$50,000 - \$74,999	11.5%
\$75,000 - \$99,999	11.8%
\$100,000 - \$149,999	19.2%
\$150,000 - \$199,999	13%
\$200,000 or more	22.1%

Data from 2019 ACS 5-year estimates

Arlington does not have nearly the racial diversity of some of its neighbors, with people of color making up a smaller percentage of the local population than in Greater Boston as a whole, particularly in the case of Black or African American residents.

Race and Ethnicity among Arlington Residents, from Town of Arlington 2022 Housing Plan

2020 Census Category	Total	Percentage
Total Population	46,308	100%
Latino (All Races)	2,137	4.6%
White	34,813	75.2%
Black	1,052	2.3%
American Indian/Alaskan Native	28	.1%
Asian	5,642	12.2%
Native Hawaiian/Pacific Islander	6	0.0001%
Other Race	282	.6%
Multiple Races	2,348	5.1%

Data from 2020 Census

HCA's target population is low- and moderate-income households in Arlington and those from surrounding communities with less access to social services. Nearly 100% of those we serve earn less than 80% of the Area Median Income. Approximately 85% earn less than 60% AMI. This includes our own tenant population. More details are found in the charts below:

Demographics of HCA's Tenant Population: 150 apartments, totaling 271 individuals

Age	Total Individuals	Percentage of Total
60 years or older	64	24%

Under age 18	68	25%
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Racial Category	Total Households	Percentage of Total Reporting (140)
Black/African American/African	30	21%
Asian	5	4%
American Indian/Alaskan	1	.7%
Multi-Racial	6	4%
White	98	70%
<i>Did not Specify</i>	<i>10</i>	

Ethnic Category	Total Households	Percentage of Total Reporting (140)
Hispanic or Latino	18	13%
Not Hispanic or Latino	122	87%
<i>Did not Specify</i>	<i>10</i>	

Our target population also includes low-income families and individuals who are not HCA tenants but who are seeking support for housing search, eviction assistance, access for food stamps or other benefits, employment search, financial literacy training, or seeking services for domestic violence, mental health or other needs. No other Arlington based organization provides the range of social service supports integrated with housing stability support and housing search services for the Arlington public. HCA supports households representing approximately 75 individuals per year who are not HCA tenants but who are seeking services.

HCA will focus our affordable housing development activities on opportunities in Arlington. We will also consider develop in nearby communities who are not directly served by a nonprofit affordable housing developer, and who might be seeking to increase their affordable housing.

Arlington could be defined as a “high opportunity” community. Residents of Arlington who can afford to live in the Town, or live in affordable housing here, benefit from a range of amenities.

- Highly rated schools, many of which have been recently renovated.
- Recently renovated Arlington Community Center, which houses a Senior Center with a range of amenities for seniors, as well as a community room and other activities for all ages
- An extensive set of parks, playing fields, and playgrounds
- A wide network of open spaces, including Minuteman Bike Path and Alewife Brook walking path.
- Extensive Town committees, enabling a wide range of local residents to become active in shaping Town policies and programs and activities
- Extensive local civic and grassroots groups ranging from a focus on anti-racism to smart growth to environmental concerns and more.
- Public transit via buses that enable access through multiple main thoroughfares in Town

This makes HCA’s work to create a range of housing options and support family stability and strength essential for helping prevent greater economic segregation. Without greater housing options and supports for families, it will increasingly only be the wealthy, and a relatively small set of families who live in Arlington’s existing affordable housing, who benefit from Arlington’s many resources.

2. Involvement of Community Residents and Stakeholders

HCA is actively expanding opportunities for leadership from its tenants and from others who live in and work in Arlington.

This Community Investment Plan represents an overview of the plans and goals that HCA members have developed over the last 18 months, including from:

- Strategic Planning among HCA board members and staff conducted during more than 6 meetings during an executive transition in 2021.
- Recommendations that came out of HCA's Transition, Finance, and Real Estate committee meetings during the spring, summer, and early fall of 2022, totaling 19 total meetings (details on committees membership outlined below).
- The work plan developed by the new Executive Director and approved by the Board of Directors after conversations the Executive Director had with the Board, staff, committee members, tenants, donors, Town officials, and other HCA stakeholders during spring and summer of 2022.

HCA is run by a 12-person board of directors, three of whom were newly elected at HCA's annual meeting on October 11, 2022. The board includes 4 low-income members, 3 of whom are tenants in HCA's housing. Four board members are people of color. Two Board Committees have membership made up only of Board Members:

Transition Committee (5 members): Includes the President, Vice President, Treasurer and two others. It supports the new Executive Director and functions as an Executive Committee

Finance Committee (4 members): Monitors HCA's budget and HCA's real estate finances.

Other committees include both HCA Board Members and other Arlington community member:

Real Estate Committee (9 members): Makes recommendations to the HCA Board regarding HCA's potential new real estate projects. Four committee members are not on the HCA board. They include a representative from the Town of Arlington's Planning and Community Development Department, and three local residents: an affordable housing asset management consultant, a religious studies university professor, and a municipal energy and sustainability director. One of HCA's newest board members is a 9-year tenant of our properties.

HCA's Annual Walk for Affordable Housing Committee (5 members): includes 2 HCA Board members (one of whom is also an HCA tenant) 2 HCA tenants who are not on the Board, and a representative from one of HCA's bank funders. They are responsible for planning a fundraising event that is also a large community gathering and walk, which brings neighbors together and helps to educate about HCA's work.

HCA's Homelessness Prevention Grant Program Committee (3 members): includes 3 non-Board community members who review and approve applications for our homelessness prevention grants, staffed by HCA's Social Service Coordinator who runs this program. Funding for this program comes overwhelmingly from community contributions.

An even greater base of HCA stakeholders will be involved in implementing and monitoring the plan during 2023- 2025. In 2023 HCA will initiate Tenant Councils, to give our tenants a greater voice in the management of their homes. Any HCA tenant interested in playing a leadership role will first participate in a training about how to form and facilitate a tenant council. Then HCA staff will work in partnership with tenants to hold regular meetings so tenants may raise issues and influence decisions about property management and about programs HCA will offer for tenants.

HCA also has an active donor and membership list of over 2,300 individuals. We send a monthly newsletter to our community with updates on our work and invitations to participate in various ways. 2 – 3 times a year we also share updates on our work in fundraising appeals.

Additionally, HCA works closely with a range of programmatic partners who have influenced how we carry out our work and who help keep us accountable through regular communication and coordination. HCA staffs the Arlington Human Services Network (AHSN), a collaboration of 15 nonprofits and Town departments that meet every two weeks to coordinate services for the low-income households and families seeking direct social service support from the agencies within the Network. In addition to HCA, AHSN includes:

Arlington Council on Aging	Minuteman Senior Services
Arlington EATS Food Pantry	Robbins Library (Town public library)
Arlington Housing Authority	Somerville Homeless Coalition
Arlington Public Schools	Town of Arlington Diversity, Equity and
Arlington Youth Counseling Center	Inclusion Division
Calvary Church	Town of Arlington Fire Department
Caritas Communities	Town of Arlington Human Rights Committee
Lamplight Women’s Literacy Center	Town of Arlington Police Department

HCA has a particularly mutually beneficial relationship with the Town of Arlington, who relies on us to help expand the affordable housing stock, and in turn, provides funding both for our projects and for our family stability programs. HCA staff are also now supporting the Town’s expanding Diversity, Equity, and Inclusion initiatives by sitting on the Town’s DEI stakeholders committee and translating a public DEI brochure into Haitian Kreyol.

HCA will implement and remain accountable to this plan through our regular Board and Committee meetings, and the meetings of the Tenant Councils, during which meeting notes will be taken to track agreements and action items. We will also solicit feedback on HCA’s work from our wider membership and partners through an annual community survey and Annual Meeting, and use that feedback to help inform future program decisions. The Board and Staff will also take an annual accounting of our progress towards the CIP goals.

3. Plan Goals

Over the next three years, HCA will meet the following goals in these categories:

A) Affordable Housing Development

1. Advance at least 80 units of affordable housing in Arlington

- Secure zoning and financing and start construction on a project of at least 40 new units of affordable rental housing in Arlington including community space for Tenant Council meetings and for other HCA or community meetings.
 - Close on the acquisition of one or more existing residential properties totaling at least 20 units, and apply for financing to renovate and preserve units as affordable rental housing.
 - Identify at least one other site where at least 20 units of affordable housing may be created through new construction or acquisition and rehab, and identify a plan for initiating site control and predevelopment.
 - Identify sites from among HCA's existing portfolio that can accommodate the addition of Accessory Dwelling Units and develop an implementation plan, with a goal of integration the creation of ADUs with other projects as possible, for economies of scale.
2. Remain active on the newly formed Advisory Committee of the Arlington Affordable Housing Trust Fund, in order to support the implementation of the Trust Fund plan, including the identification of possible affordable housing developments on Town owned sites, and the advancement of relationships with developers that may be suitable development partners in order to expand HCA's capacity and the Town of Arlington's capacity for affordable housing development.
 3. Build relationships with neighboring communities who are not served by their own nonprofit affordable housing developer in order to lay a foundation for potential partnerships for future affordable housing developments on specific sites.
 4. Prioritize sustainability and energy efficiency, using Passive House standards as feasible.
 5. Prioritize sites that are within walking distance of quality of life amenities such as transit, shopping and open space, as well as sites for which HCA's development will improve an existing condition, including the streetscape.
 6. Units developed by HCA will overwhelmingly target households earning less than 60% AMI, including targeting some units to households earning no more than 30% AMI. Developments will include units with a range of bedrooms, and, to the fullest extent possible, will incorporate universal design, and include some fully accessible units.

B) Asset Management

1. Maintain and improve property facilities, portfolio-wide, to a consistent and better standard including ongoing and preventative maintenance, repair schedules, and capital improvement upgrades as required in order to provide high quality, financially stable, affordable homes throughout our portfolio.
2. Develop a new asset management plan to facilitate safe, good quality, financially stable affordable homes throughout our portfolio.
3. Expand available funds to support capital repairs at HCA properties, beyond what is available in existing capital reserves.
4. Review ownership, operations, and financial structure of properties, in particular our Scattered Site portfolio, to consolidate and improve financial efficiencies and systems.

5. Build and support a strong partnership structure with third party management agent to facilitate healthy operations, satisfied resident community, and informed staff and Board.
6. Promote a robust tenant community and strengthen property management through the initiation of Tenant Councils (as described in the Civic Engagement section)

C) Social Services

Prevent homelessness and build family stability for at least 150 households per year, supporting over 400 unique households over 3 years. HCA will continue to provide the Resident Services side of property management in-house. We will also provide a range of social services to other households who are not HCA tenants. HCA will offer:

1. In-house Resident Services for HCA Tenants, which allows us to deepen relationships with tenants, and resolve issues that arise (in coordination with property management) in the most effective and sustainable way. Relationships built through our in-house resident services will help facilitate tenant involvement in HCA's Civic Engagement activities.
2. Social Services to assist any resident with direct services or referrals for any social need, from food stamps, to domestic violence services, to low cost child care, to housing search.
3. Continue to provide Homelessness Prevention Program (HPP) grants to all families who qualify, to support family stability and prevent homelessness. Grants will continue to be provided to support back rent, security deposit, or moving expenses.
4. Employment Services and Coaching, including support with resume, job search, interview prep and contacting potential employers.
5. Computer Lab, including basic computer literacy training and access to the internet for employment search or other needs.
6. Financial Literacy, offered at least 3 times a year and taught by representatives from local banks. Courses offered include a basic financial literacy training that HCA's HPP grant recipients are required to take, as well as more advanced courses.

D) Civic and Community Engagement

1. Initiate Tenant Councils throughout HCA's 150-unit portfolio, including training for tenant seeking to help structure the new Councils and assume a leadership role within them, support of tenants in facilitation of regular meetings, solicitation of tenants' desires with regard to property management issues and social services, development of plans with tenants to address concerns and desires, and action to implement the jointly created plans.

See at least 12 tenants sign up for the 2023 leadership training and at least 100 households participate in tenant councils over the three years of this plan.

2. Increase engagement of HCA's tenants and wider membership in local and state advocacy:
 - a. See at least five HCA members annually participate in "Donuts with Delegates" events as supported by MACDC, through which our tenants and members will learn about issues that may effect them, and will gain experience in talking to legislators about their concerns and desires.

- b. Bringing a contingent annually of at least 8 HCA tenants and members to the annual MACDC Lobby Days to learn about state policies that will support their goals for Arlington and to advocate to their legislators to support such policies
- c. See at least 30 HCA members annually take action on a local or state housing or other community development advocacy issue as evidenced by their participation at a public meeting, signature on a petition or letter, email to elected officials, or other activity in which HCA members bring their voice to an issue they care about. Since this activity is new to HCA, we are setting a minimal initial goal, with the expectation that actual figures may be higher.

E) Internal Operations

1. Conduct an internal Anti-Racism and Diversity, Equity, and Inclusion Audit, and develop an Anti-Racism and DEI vision, and a living plan for meeting that vision.
2. Create a more streamlined data collection structure to enable greater ease of data entry, reporting, and program evaluation
3. Improve the bookkeeping structure for improved budgeting and reporting
4. Create a more modern website that better illustrates the impact of HCA's work

4. Activities to be Undertaken to Meet the Goals

A) Affordable Housing Development

To advance 100 units of housing, HCA will:

- Continue to advance a proposed 43-unit mixed use project that includes a community room and office space at 10 Sunnyside Ave in Arlington. HCA acquired this site in October 2022 and has submitted a pre-application for subsidy funds to DHCD. HCA will:
 - Seek feedback from Town officials, abutters and other stakeholders
 - Secure zoning from the Town using the 40B Comprehensive Permit
 - Bring on a construction manager to support the design process and to carry out the construction phase
 - Finalize designs that are energy efficient, seeking to meet Passive House standards
 - Provide an attractive modern building that significantly improves the current site and streetscape.
 - Secure all necessary financing and enter into construction no later than January 2025.
- Complete an in-depth analysis of Arlington's current land use and ownership to identify existing residential buildings or other sites for potential development or rehabilitation. This may be conducted in partnership with the Town of Arlington; Arlington's Affordable Housing Trust has stated interest in such research in its recent Action Plan. Additionally, multiple Town officials and committee members have stated interest in identifying if there are Town owned sites that should be prioritized for affordable housing development. The Arlington Housing Authority has also expressed an interest in exploring development partnerships with HCA.

In addition to exploring partnerships with the Town and Housing Authority, we will use the data collected to contact local property owners and identify if any might be willing to sell their properties, particularly if those properties are experiencing deferred maintenance.

- Make offers on 3 – 5 sites suitable for new construction, or for acquisition and rehab, and gain site control on one or more sites that would represent at least 54 affordable units. This activity will not need to wait until the land use analysis is complete. We will maintain relationships with local brokers, who regularly forward potential sites. As this CIP is being completed, HCA staff and board are considering if we may make an offer on a site that may allow for 9 units through the renovation of an old Victorian era home and the addition of accessory units.
- Complete a review of HCA's existing 70-unit Scattered Site portfolio in order to identify a set of properties that align with Arlington's Accessory Dwelling Unit bylaw. This review started in 2022, with 12 properties analyzed to date out of 21. Once the set of properties is identified, HCA will develop a plan to hire an architect, pursue financing, and develop the ADUs; That development work may occur after the end of this 3-year plan as it may be necessary to integrate the ADU development into a larger project for efficiency.

B) Asset Management

- Conduct a portfolio wide Capital Needs Assessment
- Develop a long term and annual asset management plans.
- Carry out capital improvements during 2023 in order to meet near term capital needs such as new roofs, foundation repointing, new windows, walkway improvements, upgrades during tenant turnover, and other needs, which may include upgrades to HVAC systems to make them more energy efficient.
- Apply for funds (from local and other sources) to support capital repairs to boost existing capital reserve funds.
- Conduct a review and refresh of property management policies and procedures to support consistent implementation, and ensure coordination with HCA's in house Resident Services.
- Oversee property management agent's compliance systems and reporting schedules.
- Hold monthly meetings between HCA staff and property management and of the HCA finance committee to review and monitor property financials.
- Initiate Tenant Councils (as described in the Civic Engagement Section)

C) Social Services

- Maintain two staff people who provide Resident Services for HCA tenants and other social services for the general public. Expand the hours and locations where residents may receive services to include:
 - Weekly drop-in hours at Robbins Public Library, Arlington Eats food pantry, or other locations at partner agencies
 - Appointments at our main office on Mass Ave and at our affordable housing development on Lowell Street.
 - Standing hours for programs such as the computer lab

- Continue to staff the Homelessness Prevention Grant Program committee and approve grants on a monthly basis that will go directly to help families with rent, security deposit or moving expenses in order to remain stable and housed. Fundraise to ensure funds are always available for all qualified grantees, whose requests are expected to total approximately \$100,000 a year.
- Conduct extensive outreach by e-newsletter, phone, community events, and flyers at our properties and at public locations such as the public library for all programs. Continue to share information with the social service agencies who are members of the Arlington Human Services Network.
- Provide ongoing professional development opportunities to improve provision of services and staff retention.
- Conduct an annual evaluation of program outcomes.

D) Civic and Community Engagement

- Hold a 5-session optional training for interested tenants in winter/spring 2023 with support from MACDC.
- Develop structure for councils with tenant leaders in spring/ summer 2023
- Hold 2 tenant council meetings open to all tenants in summer/fall 2023 and hold regular meetings in subsequent years, based on the structure tenants identify.
- Hold “donuts with delegates” meetings between HCA members and state legislative representatives annually. Hold pre meeting planning meeting(s) with HCA members who will participate so that they are prepared and feel confident.
- Educate HCA tenants and other members about the power of advocacy to impact HCA’s work in Arlington. Coordinate transportation from Arlington to the State House (or facilitate access via Zoom). Help those who attend MACDC Lobby Day meet other community development leaders across the state, learn about state level bills that affect our local community and gain skills in advocating for them through conversations with legislators.
- Include information about advocacy opportunities to our members via e-newsletters, flyers, phone calls and by tabling at community events. Support members who are new to advocacy in crafting letters or comments that represent their views. This may include engaging HCA members in attending public meetings to support HCA’s own affordable housing development proposals or other local or state housing or community development issues.

E) Internal Operations

- Engage staff and the board to develop an Anti-Racism and DEI vision, identify existing gaps between HCA’s current operations and that vision, and create a set of action items and a timeline for making changes. Use this as a living document to guide continual improvement. Review and update the vision, timeline, and action plan at least annually.
- Engage a skilled volunteer via HCA’s Catchafire membership to conduct an analysis of HCA’s existing data collection systems for all programs, including fundraising, and to make recommendations on how to build a more connected and streamlined system that will enable all staff to enter, track and evaluate data as needed for their unique roles. Enlist the support of the skilled volunteer to implement a set of approved changes. (Catchafire is an online platform that

vets highly skilled volunteers with technical skills that nonprofits need such as those in databases, fundraising, human resources, graphic design and more, and helps match those volunteers with nonprofits with specific projects requiring such skills)

- Engage a skilled volunteer via HCA's Catchafire membership to work with staff to develop a new website for HCA
- Engage HCA's accountant to help implement improvements to Quickbooks that have already been identified in order to enable better budgeting, tracking of expenditures, and reporting.

5. How Success will be Measured and Evaluated

HCA will be taking stock of progress against this CIP annually by collecting data internally and by conducting an annual survey of HCA tenants and members.

A) Affordable Housing Development goals will be measured by:

- Seeing the 10 Sunnyside Ave project gain zoning, financing and enter into construction.
- Number of properties investigated and offers made on new properties, and number of sites for which HCA has site control and is moving towards acquisition, as well as advancing other predevelopment activities such as securing financing and working on schematic designs.
- Number of units represented by properties for which HCA has site control or has advanced in predevelopment, financing and/or schematic design activities.

B) Asset Management Goals will be measured by:

- Completion of Capital Needs Assessment and percent completion of improvements identified.
- Annually updated asset management plans and extent to which they are implemented.
- The extent to which funds available for capital improvements meets the expected capital improvement needs as outlined in the plans
- Active Tenant Councils which have a healthy and productive relationship with HCA staff and property management.

C) Social Services Goals will be measured by:

- Total number of people served and if we see an increase from prior years, and in which programs. This data will help illustrate need and support decisions about which programs may need more resources.
- Number of Homelessness Prevention Program (HPP) Grants distributed and number of grantees who are still stable in their housing 18 months after receiving the grant. HCA staff conduct follow up with grantees 18 months after the award of their HPP grant to evaluate their situation.
- Number of Employee Services clients who secure new or better jobs
- How often tenant households receiving services require follow up, and the length of time between assistance for those who receive services.
- Number of HCA tenants or others who report in HCA's annual survey that HCA's programs provided important help for their family

D) Civic and Community Engagement will be measured by:

- Total number of HCA tenants and other members who participate in each advocacy or leadership development opportunity

- Increase in number of participants year after year in civic engagement activities outside of the Tenant Councils.
- Number of HCA tenants and members who feel they have increased their leadership skills as a result of their participation with HCA, as evidenced by an annual survey of members.
- As possible, collection of evidence that HCA's members' participation helped to move a decision positively on a community development or affordable housing issue

E) Internal Operations will be measured by evidence of:

- Written Diversity, Equity, and Inclusion plan, that acts as a living document which staff periodically updates as best practices, internal capacity, or other factors change.
- New HCA website
- Streamlined data systems that allow all staff to easily access data on programs, donations, and member participation in events and advocacy.
- Better organized accounting and budgeting structure in HCA's accounting software, which allows for easier reporting.

6. Collaborative Efforts to Support Implementation

HCA benefits from a range of meaningful partnerships and wide support locally and regionally for our work:

A) Affordable Housing:

HCA has a strong working relationship with the Town of Arlington.

HCA has received Community Preservation Act (CPA) funds for all three of the projects we have completed since the town passed CPA in 2015. HCA has also received CDBG funds from Arlington's Community Development Department to support our housing development projects, capital improvements, and social services, steadily for over 20 years.

The Assistant Director of Planning and Community Development for the Town of Arlington sits on HCA's Real Estate Committee.

HCA's Vice President holds a seat designated for HCA on Arlington's Affordable Housing Trust Fund Board, and the Executive Director sits on its Advisory Committee. The Trust's 5-year Action Plan, approved by the Town Select Board in November 2022, identifies HCA as a key actor for reaching local affordable housing development goals. As per the Action Plan and conversations held including HCA and the Trust Board and other Stakeholders, HCA will coordinate with the Affordable Trust Fund in conducting an analysis of existing land to identify development sites. HCA will also work closely with the Affordable Housing Trust to consider and create housing development partnerships in order to expand both HCA's and the Town's capacity to advance more projects at a faster pace than seen in prior years. The Trust Fund has not yet held its first funding round but HCA will apply for such funds when that becomes possible.

HCA is annually certified as a CHDO (Community Housing Development Organization) by the North Suburban HOME Consortium, a body which includes a representative from the Town of Arlington. This designation makes HCA eligible to receive an annual award of HOME CHDO operating funds.

HCA has received awards of HOME funds from the North Suburban Home Consortium for prior projects and will seek HOME funds for the 10 Sunnyside project as well as all future affordable housing developments in Arlington or elsewhere within the HOME Consortium's boundaries.

HCA Board Members and the Executive Director also are active in or maintain relationships with local civic groups and leaders whose intent is to advance smart growth and affordable housing, such as Equitable Arlington, whose tagline is "Arlington neighbors for more neighbors".

B) Asset Management

HCA has a unique relationship with our third-party property management firm. Not only do we share office space with property management, but HCA holds the Resident Services function in-house. This requires deeper coordination with property management and results in HCA being more involved in how property policies are implemented, which results in a benefit for tenants and the properties. HCA staff provide ongoing follow up and check ins to help resolve tenancies stability issues more comprehensively than might happen otherwise, while ensuring that property management is aware of what communication has occurred. This structure supports better outcomes for rent collection and for family health and stability. This level of involvement will also help facilitate our tenants' participation in the emerging tenant councils and in other civic engagement activities.

C) Social Services

HCA's Social Service Coordinators staff the Arlington Human Services Network, a growing coalition of 15 agencies and Town departments who collaborate to more effectively and efficiently provide direct services to local families. This partnership allows HCA to secure timely referrals for social services for our tenants and other families seeking help. HCA now provides some drop-in hours at Robbins Library, an AHSN member, and has plans to provide hours at Arlington EATS, another member, when Arlington EATS' new food pantry space opens in late 2022. In coming years, HCA will expand the locations of our Social Service Coordinators' drop-in hours to more sites of agencies within AHSN.

D) Civic Engagement

HCA's work benefits from our active membership with the Massachusetts Association of Community Development Corporations (MACDC), including participating in peer groups for real estate and asset management, and resident services. However, the strongest partnership we will employ via MACDC will support civic engagement. HCA is working with MACDC to develop a training for HCA tenants in order to initiate tenant councils. Once the Councils are enacted, we will continue to benefit from guidance from MACDC, who has run a program to support this kind of work for several years.

In addition, HCA will provide opportunities for local residents to advocate for affordable housing and other community development policies and programs by participating in MACDC's Donuts with Delegate and Lobby Day programs. MACDC annually provides guidance on participation, including opportunities for HCA staff and membership to give input on what the legislative priorities will be and – once the agenda is set – helps to educate CDCs about key bills. The amount of time spent in such activities will be limited to ensure HCA does not violate its nonprofit status.

E) Internal Operations

HCA benefits from a free membership in Catchafire, an online platform that matches vetted skilled professionals with projects posted by nonprofits. HCA has already benefitted to date by two completed projects, including updating the Employee Handbook.

In addition, HCA staff maintain relationships with organizations in neighboring communities that may help us in implementing activities in any of the categories above. Staff share ideas through existing relationships with CDCs and other housing groups in Cambridge, Lexington, and Waltham, and will be working to create deeper relationships with others in Medford, Belmont and beyond. HCA also maintains many local partnerships with a range of individuals and organizations in Arlington that actively support our work across all categories, including churches who provide meetings space and other supports, volunteers who assist with office tasks, and local businesses who donate goods to support events and programs.

7. Integration of Activities with Community Strategy and Vision

HCA is deeply connected with and engaged in local civic groups who focus on community development and housing issues as well as planning processes within the Town government. The goals outlined in this CIP reflect our own mission as well as the goal and priorities identified by civic and Town leaders.

This CIP aligns fully with the Town of Arlington's 2022 Affordable Housing Plan, passed in June, and the Arlington Affordable Housing Trust Action Plan. The latter was created following an extensive community process during 2022 and was passed by the Arlington Select Board in November 2022. Both documents state that HCA is an essential partner for assisting the Town in meeting its affordable housing goals.

The Town's 2022 Housing Plan specifically cites Housing Corporation of Arlington in several sections, proposing that:

- The Arlington Housing Authority consider allotting project-based vouchers to HCA or another nonprofit in order to support new affordable housing developments.
- The Town consider creating an Affordable Housing Overlay along primary streets to encourage HCA or other nonprofits to build developments that are widely and deeply affordable.
- The Town partner with HCA (or the Housing Authority or other nonprofits) to purchase and manage existing apartment buildings as affordable housing in perpetuity

The Arlington Affordable Housing Trust also identified HCA as an important partner in its new Action Plan, as evidenced by:

- HCA (and other local housing stakeholders) was invited to join three special stakeholder meetings to give input on the draft Action Plan. Two of those meetings were even more limited, with the Housing Authority and HCA staff being specifically solicited to share thoughts, and recognized as essential agencies for the Town's affordable housing needs and goals.
- Many public comments provided during the public input period for the Action Plan acknowledged HCA's work to date and requested that the Housing Trust work with HCA to advance a more proactive housing strategy.

- An Action Plan goal suggesting that the Trust develop a Housing Preservation Plan for ensuring proper support of existing affordable units, by working with HCA and other local affordable housing owners.
- An Action Plan goal to support HCA in developing deeply affordable developments, either on its own, or (to expand capacity) in partnership with another development entity.
- Suggestion in the Plan that implementing the Action Plan may require additional staffing and a growth of other capacities – perhaps including supporting staffing or other capacity building measures at HCA specifically.

8. Financing Strategy

HCA's financing strategy is outlined below in two categories: Affordable housing development and Annual Operations.

Affordable Housing Development – Financing

HCA has deep and wide experience with a range affordable housing financing sources. We will pursue, as appropriate for each project, sources including from: LIHTC and other subsidy sources via the State's Department of Housing and Community Development (including perhaps HIF, HSF, AHTF and/or others); North Suburban HOME Consortium; Arlington CPA; Arlington Housing Trust*; Massachusetts Housing Partnership; Federal Home Loan Bank; Charlesbank Homes Foundation; Loan from an existing Bank funders of HCA operations. *Items with an asterisk in the indicate sources that would be new to HCA. All others have been successfully used with prior projects.*

Annual Operations - Financing

HCA expects to continue to qualify as a Community Housing Development Organization and receive annual operating funds (expected to equal \$25,000 in 2023) from the North Suburban HOME Consortium.

HCA's current portfolio provides HCA with modest annual asset management support. Our most recent Downing Square Broadway Initiative project is also expected to provide modest income to HCA out of project operating income, starting in 2023.

HCA has a growing active donor base of 825 individuals, churches, and small businesses, and a lapsed donor list of over 320 additional potential returning donors. Gifts from these donors range between \$5 and \$40,000 a year, and total over \$250,000 a year, the majority of that coming in CITC qualified donations. HCA will continue to educate our current donors about the impact of their gifts, provide them with opportunities to connect with the mission and make direct request for gifts. HCA will also resume our Annual Walk for Affordable Housing, which raises sponsorship donations, gives our donors the change to raise funds through peer to peer fundraising, promotes affordable housing, and educates the public about the benefits of HCA's work. HCA will develop materials for lapsed donors and identify if some subset may return to support the organization.

HCA will continue to meet directly with moderate and larger donors, to better understand their interests and help them feel connected and excited about HCA's work and the impact of their gifts. We will identify which donors are willing to increase their annual contribution. Several donors

contribute \$500 annually. HCA will conduct education with these donors to ensure they understand the CITC program and the potential to expand their gift to \$1,000.

HCA has a much wider email and mail list of interested community members who are not (yet) donors. HCA will identify activities in coming years, to better connect with those community members and invite them to become donors.

HCA also receives donations ranging from \$1,000 - \$40,000 from several area banks, totaling over \$100,000 a year, depending on the year. There is a small number of area banks who do not yet donate to HCA, or whose donations have lapsed, and they will be pursued.

It can be difficult for programs in Arlington to compete for grant funds, given the relatively smaller number of low-income families in the Town as compared with some other communities. However, HCA will build on its track record with a small list of current or recent grant funders, and work to expand that list by illustrating the way in which investments in affordable housing and family stability in Arlington are part of a racial and economic equity strategy for our region, and by demonstrating that there is still a deep need in Arlington.

HCA will continue to seek local funds from the Town, including from CDBG, Community Preservation Act Funds, and ARPA funds, all of which have been generously granted in the past.

Finally, based on best estimates for the timeline of the 10 Sunnyside Ave project, HCA expects to start seeing income from overhead and fees for that project during 2025, estimated to total \$600,000 during that year. The following outlines expected income and expense to support this CIP:

Expected Operating Income Sources	Total Expected Income Over 3 Yrs
HOME CHDO Operating Funds	\$75,000
Asset Management or other Income Put off by Properties	\$120,000
Individuals & Churches, gifts below \$1,000	\$175,000
Individuals & Churches, CITC gifts of \$1,000 or larger	\$645,000
Corporations, gifts below \$1,000	\$18,000
Corporations, CITC gifts of \$1,000 or larger	\$420,000
Grants	\$325,000
Development Fees & Overhead*	\$600,000
Total	\$2,378,000

* Represents the estimated amount that HCA may be able to draw and record as income during this time period, not the total fee represented by the number of units expected to be in our pipeline.

Expected Operating Expenses	Total Expected Cost Over 3 Yrs
Real Estate Development: staffing and consultant hours not covered by project budgets	\$90,000
Asset & Property Management: staffing and consultant hours not covered by property budgets	\$180,000
Resident & Social Services, including HPP grants	\$961,200
Tenant Councils & Civic Engagement	\$165,000
Internal Operations	\$450,000
Administration	\$375,000
Total	\$2,221,200

9. History, Track Record and Sustainable Development

HCA has a strong track record in all of the categories outlined in our CIP:

A) Affordable Housing:

HCA has 150 units developed to date, including 70 acquisition and rehab units in buildings of 2 – 9 units; a 32-unit acquisition and rehab LIHTC project; and a 48-unit new construction LIHTC project, all developed between 2001 and 2022.

B) Asset Management:

HCA has been overseeing asset management on a growing affordable housing portfolio since our first two-family property was completed in 2002. Our vacancy rate is typically no more than 5%. We have many tenants with long tenures, exceeding 10 or more years.

C) Social Services:

HCA has been offering our Homelessness Prevention Grant (HPP) program steadily since 2001. We have been providing additional social service supports to our own tenants and other members of the public for more than eight years. We added employment services and a computer lab with basic computer literacy to our roster of offerings in 2021 in response to local need, after hiring a Social Service Coordinator who came with prior experience in job and employment services.

D) Civic Engagement:

As a community-based organization, HCA's approach has always included the engagement of local residents. This CIP expands that work. HCA's Executive Director, who started in spring 2022 comes to HCA with 20 years of professional and personal experience in civic engagement, including working as a community organizer and running nonprofit organizations whose primary ethos was to advance resident leadership and voice.

E) Internal Operations:

HCA was formed in 1986 and has been growing steadily since that time. This could not have happened without creating sound internal structures, and updating them over time.

This CIP is in strong alignment with the Commonwealth's Sustainable Development Principles:

Concentrate Development and Mix Uses: HCA's CIP prioritizes sites that are along transit lines, and within walking distance to shopping and open space. All of our existing development sites are within walking distance of a bus line connecting tenants to the MBTA red or green lines. We seek to improve degraded sites and their streetscape. 10 Sunnyside Ave will improve the site of a vacant autobody shop and restore a sidewalk where one no longer exists. This plan also sets as a goal the acquisition of existing, older residential buildings in order to rehabilitate them (including historic restoration as appropriate, which we have done in the past) and preserve them as affordable housing. Two of HCA's properties are mixed use, with commercial space on the first floor, and 10 Sunnyside Avenue will include office and community meeting space.

Advance Equity: HCA's approach to our mission employs a model of community engagement and shared ownership of goals. We engage those directly affected by the lack of affordable housing in our property management process and in providing feedback on our work. We develop low-income leaders and help them raise their voices to ensure the work meets their needs.

Make Efficient Decisions: HCA's priorities for our affordable housing development (such as securing sites that are walkable to transit, shopping, and open space, and with designs that aim to meet Passive House standards) align fully with the principles of smart growth, environmental

stewardship, and healthy communities. We are also active in Town conversations relating to zoning updates that would enable more affordable housing or provide a smoother path to zoning for affordable housing proposals.

Protect Land and Ecosystems: HCA's priorities for affordable housing align with this goal as we prioritize sites where we can improve the existing condition (such as at 10 Sunnyside, currently a vacant former autobody shop) or where we can acquire and improve an existing residential structure. We carefully consider access to open space and recreation, either on site or via nearby connections with all of our developments. Arlington benefits from significant open space and outdoor recreational spaces, such that much of the Town is within a short walk of such amenities. HCA will never propose a development that would threaten wetlands, productive forests, or any other kind of environmentally sensitive or important land.

Use Natural Resources Wisely: HCA's new developments aim to meet Passive House Standards, reducing those properties' draw on energy. HCA prioritizes building with materials and processes that will support a healthy environment for contractors building our housing as well as for tenants who will live in our units. We consider the lifecycle of materials to ensure our properties will last and to ensure that we will not be limiting our waste now or in the future. Our newest development includes solar panels, which is an aim for all future developments.

Expand Housing Opportunities: HCA's core mission is to expand affordable housing in Arlington. Our units are of varying sizes, include accessible units, and all serve families below 60% of the Area Median Income. HCA's existing scattered site portfolio of 70 units in properties of 2 to 9 units integrate fully into the existing built environment and provide affordable housing in every part of the Town. As Arlington has become an increasingly wealthy community over time, it has become harder for local residents and newcomers to find housing they can afford in Town. HCA's work enables a diversity of families to benefit from the many amenities Arlington offers its residents.

Provide Transportation Choices: Arlington is well served by bus routes that connect residents to the MBTA red and green lines. HCA's housing developments prioritize sites within walking distance to public transit, and that are walkable to other services, such as shopping and open space.

Increase Job & Business Opportunities: HCA's social services work includes an employment program that provides coaching and support with resumes, job search, and interviews. Our real estate projects provide construction jobs during construction phases, and we will use an equity lens when carrying out the advertising of those jobs to expand those opportunities to communities who historically have not had access to them.

Mitigate and Adapt to Climate Change: HCA's endeavors to have all new developments reach the deepest energy efficient standards possible, with a goal of Passive House. Renovations of existing properties are conducted with energy efficiency and reduction of greenhouse gases as a priority.

Plan Regionally: HCA's housing is a regional asset; our units are open to, and become home to, households from both within and outside Arlington. HCA is also an active member of the Mass Association of CDCs, through which we advocate for regional and statewide policies and programs. HCA maintains deeper communication with CDCs and other housing development agencies in our immediate region, such as those in Lexington, Waltham, Cambridge, and Somerville in order to understand the regional context and make decisions that work within it.