



HOUSINGVISIONS

IMPACT **REPORT**

2021

Real Plans. Real People. Real Progress.

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OUR MISSION

Be the catalyst for sustainable positive change in neighborhoods through real estate development and community collaboration.

WHAT WE DO

Housing Visions develops, constructs, and manages real estate projects that revitalize communities. Specializing in complex financial structures and accessing diverse financing, we have successfully built and rehabilitated hundreds of buildings that include historic properties, adaptive reuse, urban infill, and new construction. Housing Visions serves diverse neighborhoods and residents including affordable workforce housing, special populations such as Veterans, survivors of domestic violence, and people in need of accessible housing.



EXECUTIVE **WELCOME**

2021 marked Housing Visions' 31st year in operation and what a year it was. Thankfully, the skill and tact of our Board of Directors and staff have assisted greatly as we navigated through the Covid pandemic. Covid has challenged and tested every aspect of our organization for nearly two years. We are proud of the efforts of our organization, and despite the challenges, we are a stronger and more nimble organization than before the pandemic began.

The pandemic is a serious reminder about the need for safe, decent, affordable housing for all people. Many of the residents we serve at Housing Visions were some of the most negatively impacted by Covid. High quality services and sound public policy regarding housing are essential to ensure that all individuals and families can maintain a roof over their heads. With the assistance of our funders, partners, volunteers, and advocates, we can work together to ensure we are meeting the needs of people in our communities.

2021 was a year of action at Housing Visions. We completed the renovation and preservation of a group of our original housing units along the East Genesee Street corridor and the Northside of Syracuse. This work will ensure that 66 units of high quality, affordable housing with 20 units reserved for survivors of domestic violence remain available for the next 50 years, while also maintaining and improving the aesthetics of the neighborhood. We also completed our Endicott Square development in Endicott, NY. The adaptive reuse of the Henry B. Endicott School resulted in 61 units of affordable and workforce housing with 15 units reserved for families at risk of homelessness.

In 2022 we will continue our real estate development with the completion of Harbor View Square in Oswego, NY and Northwoods in Plattsburgh, NY. Collectively, these two developments will produce 155 units of housing for individuals and families. In addition, these two projects will provide truly mixed-income housing each with their own unique features.

2022 will also formally launch our Housing Stability efforts. High quality services from our in-house staff will provide connections and relationships that enable tenants to maintain and build housing stability. This new service will improve our developments through longer-term tenancy, reduced rental arrears and lower maintenance costs.

As we approach nearly 2,000 units of housing across Upstate New York and Pennsylvania, we are just getting started. Housing Visions embraces collaboration and partnerships to solve housing issues. We proudly share our 30+ years of expertise in affordable housing and neighborhood revitalization and rise to meet the needs of communities we serve.

We are committed to finding unique and specialized approaches to solve housing and community development needs in diverse communities. Our staff and Board must work tirelessly to improve and innovate our model beyond the highly competitive 9% tax credits.

Our Mission is to be the catalyst for sustainable positive change in neighborhoods through real estate development and community collaboration. Our staff will show up every day to meet that Mission and continue our noble work.



Ben Lockwood
President & CEO



Rebecca Trevisani
Executive VP & COO

2021 OVERVIEW

Housing Visions is a not-for-profit Developer, General Contractor, and Property Manager with a mission to be the catalyst for sustainable positive change in neighborhoods through real estate development and community collaboration.

Formed in 1990 to stabilize the east side of Syracuse, Housing Visions has since expanded to 14 other cities in Upstate New York and Pennsylvania where more than 1,500 units of affordable housing and almost \$400 million in community investment have improved countless lives and neighborhoods.

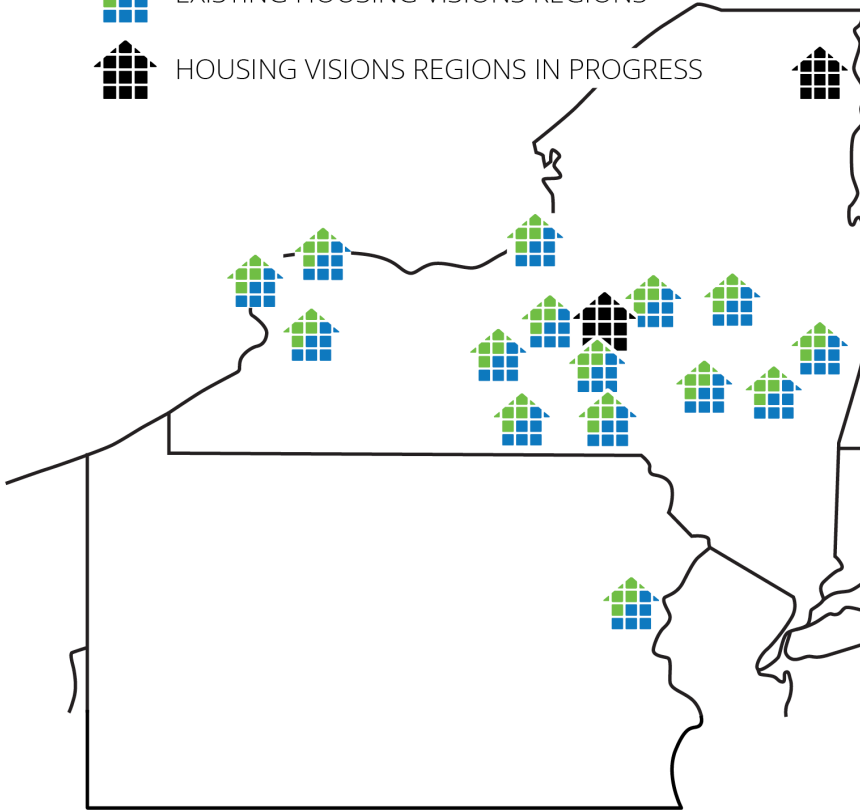
CURRENT FOOTPRINT



EXISTING HOUSING VISIONS REGIONS



HOUSING VISIONS REGIONS IN PROGRESS



CAPITAL PROJECTS COMPLETED

AREA	BLDGS	UNITS	INVESTMENT
SYRACUSE	130	524	\$137,706,417
UTICA/ROME	101	298	\$61,870,918
NORTHERN NY	28	169	\$43,648,518
WESTERN NY	33	117	\$34,237,875
EASTERN NY	26	157	\$41,029,154
OTHER CENTRAL NY	45	252	\$77,760,288
PENNSYLVANIA	1	43	\$14,667,584
TOTAL COMPLETED	366	1569	\$390,096,731

ADDITIONAL COMMITTED

AREA	PROJ	BLDGS	UNITS	INVESTMENT
PLATTSBURGH	Northwoods	4	80	\$24,100,000
OSWEGO	Harbor View Square	4	75	\$25,762,063
TOTAL COMMITTED		8	155	\$49,862,063

IMPACT HIGHLIGHTS 1990-2021

Total Development

\$439,958,794

Total Investment

1,724

Total Units

374

Total Buildings

Total People

2.4

Average Family Size

3,640

Total Currently in Units

\$22,500

Average Income

Historic Development

8

Buildings

223

Total Units

7

Historic Tax Credit Buildings

Supportive Housing

27

Buildings

263

Units



CRESCENT
COMMONS

2021 **COMPLETED PROJECTS**

WINSTON GASKIN HOMES

Winston Gaskin Homes (WGH) is a scattered-site neighborhood preservation project that substantially rehabilitated 20 buildings that were part of Housing Visions' earliest neighborhood development projects. WGH consists of 66 units of affordable family rental housing with 20 units reserved for the special population of homeless victims of domestic violence and their families with services provided by the YWCA of Syracuse and Onondaga County. The YWCA has also been awarded an operating subsidy for the units by Empire State Supportive Housing Initiative.

LOCATION: SYRACUSE, NY

INVESTMENT: \$20.7 MILLION



ENDICOTT SQUARE

Endicott Square is an adaptive redevelopment of the underutilized former Henry B. Endicott School into residential housing in Endicott, NY. The Endicott Square project created 61 quality, affordable housing units within the existing 77,000± square foot building. By rehabilitating this site into residential rental units, Endicott Square has addressed unmet residential demand, and improved the quality of life for residents and neighbors. Seven of the units are fully accessible and adapted for person(s) who have mobility impairment, and three units are adapted for person(s) who have hearing and/or vision impairment.

Housing Visions believes that everyone deserves safe, quality, energy-efficient affordable housing and is partnering with the YWCA of Binghamton/Broome County to set aside fifteen of the units for families at risk of homelessness. Supportive services for these will be provided by the YWCA.

LOCATION: ENDICOTT, NY
INVESTMENT: \$22.1 MILLION



2021 **PROJECTS UNDER CONSTRUCTION**

HARBOR VIEW SQUARE

Harbor View Square is one aspect of a larger Oswego Harbor revitalization effort spearheaded by the City of Oswego. These efforts will enhance the aesthetics of the harbor, entice exploration of downtown and bring new people and investment in to the City of Oswego while mitigating environmental health risks. The project provides a transformational and unique mixed-use development.

Harbor View Square includes a 5-story structure containing 57 rental units of modern, high quality urban living space with approximately 10,000 sq. ft. of commercial space. There is also three, 2-story structures with 18 townhomes.

LOCATION: OSWEGO, NY
INVESTMENT: \$26.3 MILLION



NORTHWOODS

The Northwoods housing development will be constructed on a 12.98 vacant parcel off of Tom Miller Road, west of the Adirondack Northway. The site will consist of 5 new construction buildings; 4 buildings will house a mix of 1, 2 and 3 bedroom units. The 5th building will serve as the community building and will house offices for Behavioral Health Services North (BHSN) to offer support services to tenants.

By developing this site into residential rental units, Northwoods will address unmet residential demand and improve the quality of life for residents and neighbors. There will be 8 fully accessible units that will be adapted for persons with mobility impairment; additionally, 4 units will be adapted for persons with hearing and/or vision impairment. Residents will have access to a laundry facility, bulk storage, a community room, onsite property management staff and other amenities including off-street parking.

LOCATION: PLATTSBURGH, NY
INVESTMENT: \$22.1 MILLION



HOUSING STABILITY

Often times, a home is just the beginning. Once a person is able to obtain safe, quality, affordable housing, they are able to begin focusing on other barriers they may be experiencing which is why, in addition to housing, Housing Visions offers Housing Services. The Housing Stability Program is a voluntary program for residents that was formed to strengthen the organization's commitment to housing stabilization. It employs a variety of strategies and services designed to support residents facing housing instability or in need of additional support. The goal of the Housing Stability Program is to utilize a holistic approach to address resident needs and decrease barriers in order to help them stay in their homes for as long as they choose.

Our Housing Stability Coordinators work directly with residents to identify needs and provide the necessary support and referrals. You will be connected to your local Housing Stability Coordinator who will work with you to establish goals, set up an action plan, and connect you to resources to help you be successful in your housing. Some of the services include:

Getting connected to community resources, such as physical and mental health care, substance abuse providers, linkage to social services, donation programs, youth programs, financial literacy, and employment assistance

- Eviction prevention services
- Household cleaning and maintenance support
- Resident empowerment
- Community-building activities
- Building a support system



REPP **PILOT PROGRAM**

The Rental Eviction Prevention Program (REPP) is a primary component of the Housing Stability Program. Due to complex circumstances and limited resources, residents may find themselves facing a possible eviction. Fortunately, much can be done to stabilize households in distress.

During the pilot period, REPP is only available to Housing Visions' Syracuse households that have received a notice to quit due to late/non-payment of rent or a lease violation. It is a voluntary and resident-driven program. The roles of Housing Visions' Housing Stability Coordinators and Property Managers are to offer support in problem-solving, exploring options, applying for financial assistance, and connecting to resources. Awards of up to \$2,000 will be provided to any one resident once in a 2-year (24-month) period. Residents will not be required to repay an award.

The REPP Fund is dedicated to helping residents at risk of eviction for late payment of rent with emergency financial assistance in order to support them in maintaining their housing. Housing Visions is committed to supporting individuals and families remain in their homes for as long as they choose, and deploying programming in support of housing stability.



RESIDENT **TESTIMONIALS**

“ I wanted this opportunity to express my gratitude for living here at 104 Clinton Ave. Upon moving in here the staff were very helpful and compassionate...including providing useful information and resources, which has helped with improving the quality of my life...I was living in a 1 room apartment two years ago, which wasn't ample space for family or friends to visit. I've had the opportunity to entertain and invite others open to a clean and safe building.

I've been able to accomplish many things during my stay here...including improving my relationships with others, having a vehicle and taking training classes. These accomplishments are present because of my permanent housing. I must say that I am very grateful for my apartment and the environment, because it has added to my peace of mind.

~Norene C.

”



“ I used to say that one day I would get my own apartment but never really meaning it. It was just something I would tell people to keep the conversation going at that particular time. But here I am, getting a very good idea about what I thought was just a passing feeling of something I didn't think was possible. I no longer have to live my life in fear or uncertainty, especially when it comes to my independence. I am very happy living in my own apartment and the support from the staff here at Clinton Ave. apartments. LeDinia, Tiffany, Mary, and the Property Manager, Ms. Gardner, are very helpful and considerate. I couldn't ask for a better team. I am blessed to live here with such a God-sent group of people as well as tenants.

~E. Kittle

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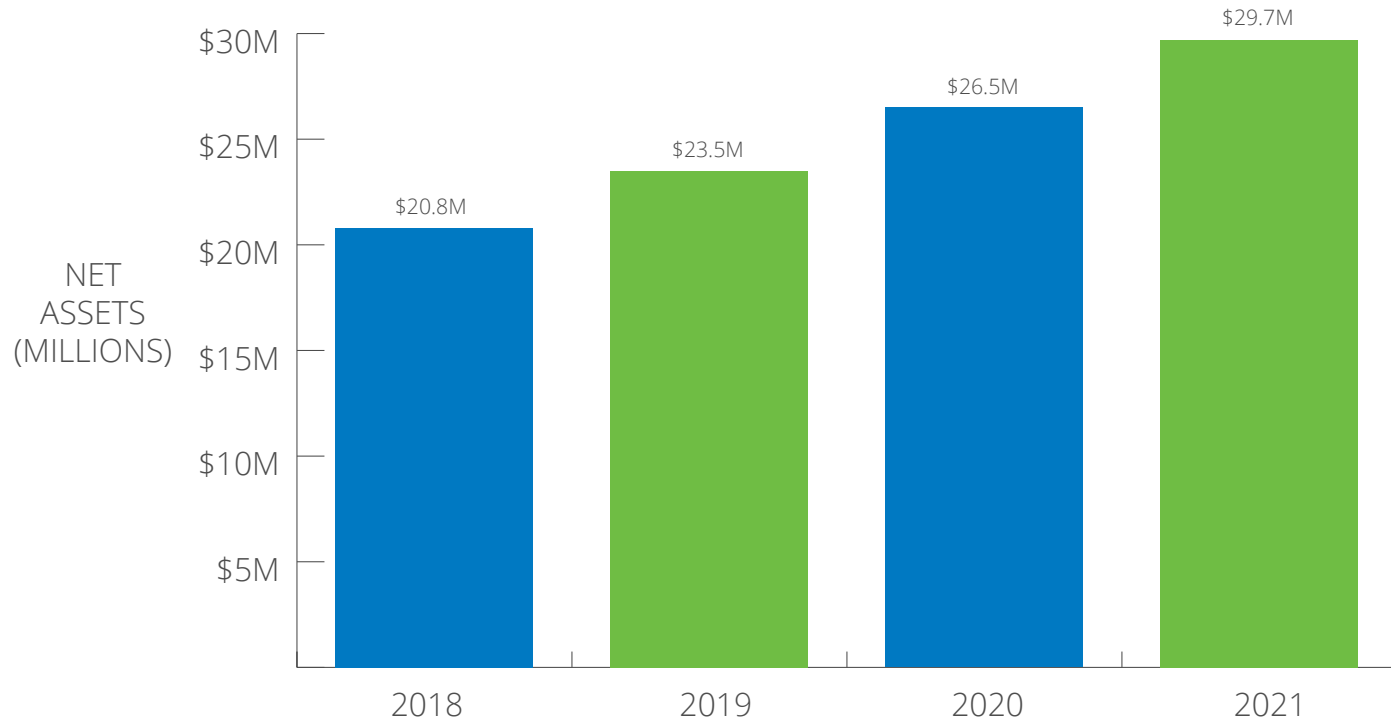


FINANCIAL **SUMMARY**

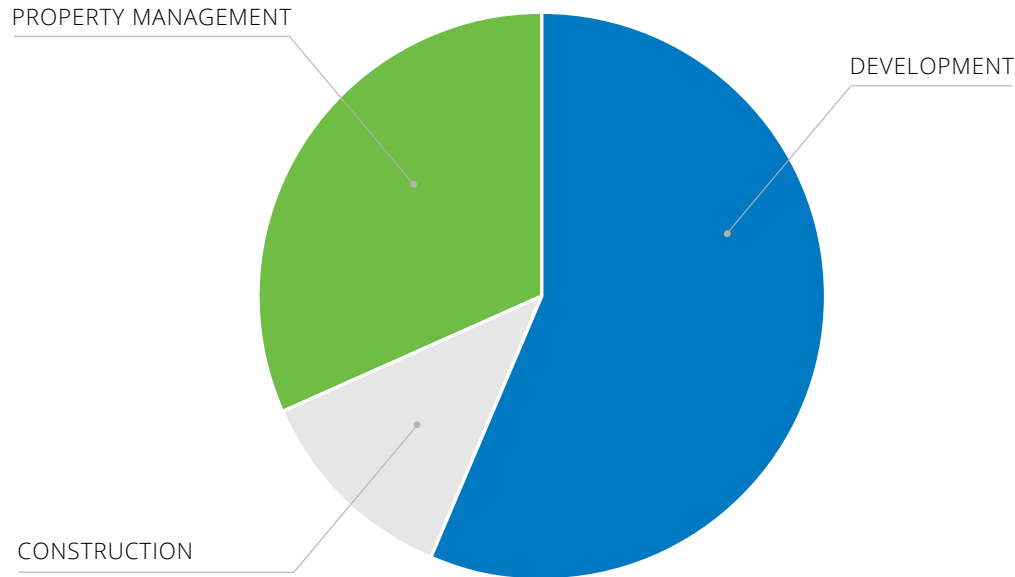
Strengthened liquidity and cash position
Added \$1 million in cash and \$3 million in working capital



Added \$3 million in net assets



Year-over-year improvement of \$1.5 million in income from all 3 disciplines



2020: \$670,000 | 2021: \$2.25 million

Profitable in all 3 Main Entities



Housing Visions Unlimited, Inc.
Housing Visions Consultants, Inc.
Housing Visions Construction Co., Inc.



HOUSINGVISIONS

Real Plans. Real People. Real Progress.

1201 E. Fayette Street ■ Syracuse, NY 13210

315.472.3820 ■ www.housingvisions.org