

WCHR NARRATIVE - CIP

For decades Worcester County's low-income communities have experienced dramatic increases in foreclosures, escalating numbers of vacant and distressed properties, a major loss of local businesses, significant declines in property values, elevated crime rates, greater poverty levels and a growing homeless population.

Although not everyone in Central Massachusetts lives in this environment, nor sees it, for those that do, their daily existence and future lives are shadowed by hardship and doubt. To live in a decent home in a safe neighborhood is neither a certainty, nor even an opportunity for larger and larger numbers of families each year. And for some, the streets or shelters are the only options.

Worcester Community Housing Resources focuses its energy and resources throughout Worcester County on the creation and preservation of homes and the rebuilding of communities. Its initiatives aim to provide safe, well-managed homes for those that are least likely to be able to afford it otherwise.

WCHR has developed and financed a diverse range of housing projects to alleviate some of these affordable housing shortfalls. Family apartments, group homes with supportive services, single-room lodging homes and an elderly assisted-living facility are among the developments that the organization has completed to provide for the specific needs and barriers of vastly diverse populations. It also has reclaimed hundreds of vacant, distraught properties that now provide safe, sanitary, and affordable housing and neighborhood stability.

Through its revolving community loan fund, WCHR utilizes nearly four million dollars of community-invested funds to finance these activities, along with emergency home repairs and improvements for low-income homeowners. All of this leads to improved living conditions and more stable communities, fostering renewed vitality and increased property values.

Although it has achieved great success with its broad initiatives and unique array of tools and resources as both a Community Development Corporation and a Community Development Finance Institution, new challenges continue to arise. The lives we help and the streets we reclaim today are wonderful for those people and for those neighborhoods. But every day there are new people and new streets that face the same struggle and see the same deterioration.

Through its collaborative efforts, WCHR regularly assesses housing and financial needs of the area and compares them to the properties and funds that it knows are available, in order to plan its course of action and future projects. As WCHR moves forward with its multi-faceted agenda to provide and maintain homes for the homeless, for people in recovery, the elderly, people suffering from mental disabilities, victims of domestic violence, people living with AIDS and refugees of political persecution, it seeks to broaden partnerships that can add capacity, identify specific unmet needs, and shorten timeframes for project completions.

In regard to the Community Loan Fund, WCHR is continually seeking new investors and new sources for grants that will enable the organization to reach those households that it still cannot assist. These are almost always cases where the homeowners have serious emergency repair needs,

but cannot qualify for the amount of financing required to complete the work necessary to correct the situation. Often it is for the replacement of a heating system, a new roof, a failed sewer line, cited health and code violations, or any number of other failures. In most of these cases, the difference between the total repair cost and the loan amount for which they qualify is only several thousand dollars. Because of predatory lending regulations, WCHR is not allowed to underwrite these loans. Currently, 50% to 65% of those applying for home improvement financing do not qualify for the full amount needed and must be denied loans.

All of WCHR’s activities occur under the watchful governance of a 21 member Board of Directors, several active standing committees, and the diligent efforts of a small staff of eight. Their expertise, creativity and concern for the families and individuals that WCHR serves are a testament to the positive difference that an organization like this can make in people’s lives. Their perseverance in the face of all of the adversities that confront non-profit organizations these days is evidence of their strength and their intention to see that this difference is made. The ongoing success of every WCHR initiative is proof that this diverse group of Board, Committee and staff members is the right combination to foster positive, tangible changes that are needed in the poorest communities in Central Massachusetts.

Section 1: Community to be served by WCHR

WCHR provides services to Worcester County and the surrounding towns of Bellingham, Marlborough, Ashby, Townsend, and Hudson. Worcester and its surrounding areas consist of diverse populations that each present a unique need for affordable housing and other resources. The poverty rates continually climb due to the lowering of the median household incomes and the consistent rise in rents in our service areas. WCHR’s mission is to service the people in need by providing affordable housing options to all types of individuals who reside in the area.

Primary Service Area

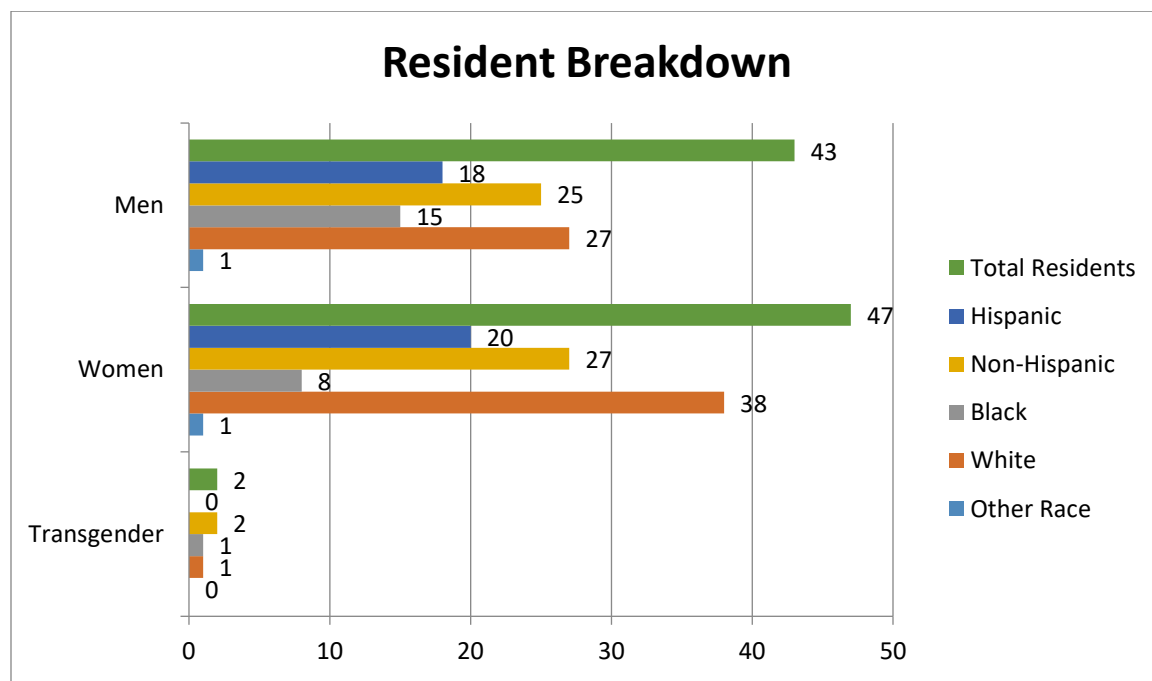
Municipality	Population	Median Gross Rent	Median Household Income	Poverty Rate
Worcester County	828,116	\$955	\$67,005	9.6%

Secondary Service Area

Municipality	Population	Median Gross Rent	Median Household Income	Poverty Rate
Bellingham	17,093	\$1,366	\$90,630	3.5%
Marlborough	39,873	\$1,245	\$72,222	7.2%
Ashby	3,223	\$610	\$82,614	7.7%
Townsend	9,522	\$905	\$82,519	4.6%
Hudson	19,944	\$1,116	\$72,117	7.5%

Population Diversity

Municipality	Total	White	Hispanic/Latino	Black	Asian
Worcester County	828,116	86.3%	11.5%	5.8%	5.2%
Bellingham	17,093	93.6%	1.9%	1.3%	3.1%
Marlborough	39,873	76.8%	17.5%	3.1%	4.8%
Ashby	3,223	96.8%	1.7%	0.5%	1.0%
Townsend	9,522	96.5%	1.9%	0.3%	0.7%
Hudson	19,944	90.8%	5.5%	1.7%	2.9%



In WCHR’s rooming houses, 18 of the 53 residents were previously chronically homeless. Four residents were fleeing domestic violence. Fifteen of the residents have histories of mental health or substance abuse programs.

In the family housing, 72% of the units are female heads of household with three families coming from shelters. Two thirds of the families utilize a rental assistance voucher. WCHR’s family units house 42 children under the age of 18. Twelve residents are receiving services from the LGBTQ community and have all escaped violence. Many were able to reunify with their children, work in the area and many attend local universities.

WCHR maintains ongoing relationships with AIDS Project Worcester, Hadwen Park LGBT Task Force, Central Massachusetts Housing Alliance, Ascentria, Open Sky, Walking Together, and Matthew 25 to ensure that clients from all segments of the community are aware of WCHR housing opportunities and to keep current on programs that may be useful to WCHR residents.

Section 2: Involvement of Community Residents and Stakeholders

Over the years, WCHR has involved community residents and stakeholders in the formulation of its initiatives and programs in numerous ways. The organization regularly meets with its tenants through, local crime watch groups, neighborhood associations, local non-profit direct-service staff, community lenders, and municipal staff to remain abreast of the concerns and needs of the residents and businesses throughout the service area. This helps WCHR to develop strategic initiatives that will provide the resources and tangible outcomes that will address the identified deficiencies in a meaningful manner with tangible outcomes that will hopefully foster long-term positive effects. Some highlights of the ways in which WCHR engages the community in its efforts are as follows:

- In 2016, WCHR partnered with the Episcopal Diocese of Western Massachusetts (EDWM) to create a walk-in outreach center that would provide a broad range of services sought by neighborhood residents. For six months EDWM met with residents, community groups and other service providers throughout the community to ascertain the local residents' needs, concerns and hurdles. WCHR owned a vacant storefront in the heart of the targeted area that it agreed to renovate and lease to EDWM. It received an Activation Grant from the Health Foundation of Central MA, completed construction and signed a 5-year renewable lease for the operation of the center. Besides offering a range of services and educational programs, it serves as the community-meeting place for locals to socialize in order to meet their neighbors and to provide insights into the ongoing issues facing each of them.
- In partnership with The Bridge of Central MA (now merged with Alternatives as Open Sky), WCHR acquired and developed a property for 12 individuals suffering from mental disabilities. WCHR owns and maintains the home, which it leases to The Bridge for the operation of their residential program.
- Similarly, to meet a need expressed by the community through Aids Project Worcester, WCHR acquired and developed a home with eight apartments for families with AIDS.
- In collaboration with the Hadwen Park LGBT Task Force to meet the growing need of asylum-seekers, WCHR has provided homes to house those who have fled from foreign persecution and abuse due to sexual orientation.
- WCHR is an active member of the Worcester City Manager's citywide task force to address the issue of chronic homelessness among the single-adult population. This group is comprised of housing and service organizations, local foundations, and various municipal departments, all contributing to a strategy that will bring this particular population to net-zero in the coming two years.
- Twice monthly WCHR co-facilitates Crime Watch meetings in two neighborhoods. Here the organization is able to converse with residents, business owners, the Police Dept.'s Quality of Life Division, the city's Health & Code Dept. and the community's Impact Officer to identify important issues and concerns and to strategize the roles and actions

needed from the various stakeholders to address the problems in a tangible and expedient manner.

- Every six months WCHR holds a donuts & coffee meeting with its tenants in different buildings to share the organization's personal commitment to their needs and to air any issues or concerns that might have arisen in order to ensure the livability and stability of the homes.
- On a monthly basis WCHR meets with the Worcester Property Owners Assn. to remain abreast of the city's housing offerings and other landlord issues, needs and concerns, to inform the group of WCHR's available housing opportunities and targeted populations, and to identify other WCHR developments to provide specific types of housing throughout the city and county.
- On a monthly basis, meetings with the elderly tenants and their family members are held at the Heywood Wakefield Assisted Living Facility to ensure that there is regular communication between WCHR, HallKeen Management and the residents. This creates an ongoing comfortable opportunity for staff and tenants to communicate and socialize.
- WCHR annually co-facilitates a community Earth Day event that culminates in a luncheon. This event is another way in which the organization interacts with neighborhood residents and businesses to communicate its mission and initiatives and to gain feedback on specific areas of need or concern. Many different groups and municipal departments are part of the event.
- Once a year, WCHR organizes a luncheon with mortgage lenders from the various banks and credit unions throughout the area to hear from them directly the issues that they face with potential borrowers that they cannot serve and to inform them of the initiatives that WCHR has to offer that might be able to assist those that are denied due to their underwriting guidelines. The organization receives useful input regarding where the needs of community lending lie. It also has received a significant number of referrals from these exchanges for people that might qualify for a loan under WCHR's slightly broader underwriting guidelines.

Section 3: Plan Goals

Through its collaborative efforts, WCHR regularly assesses the housing and financial needs that arise and compares them to the properties and funds that it knows are available, in order to plan its course of action and future projects. Below is a listing of the initiatives for the coming year.

1. Community Lending:

- a. **Goal:** Disburse a million to a million and a half dollars to finance affordable housing and community development initiatives throughout Central Massachusetts; make more commercial loans available to the public.

WCHR 's revolving community loan fund has disbursed over \$16 million throughout Worcester County and beyond to assist low- to-moderate income homeowners with emergency repairs and home improvements; to make energy-efficiency upgrades; to rehabilitate vacant and abandoned properties; to create and preserve other affordable housing; and to foster neighborhood stabilization. All of the community loan fund's

efforts benefit low-to-moderate income households and improve low-to-moderate income neighborhoods. This lending preserves existing affordable housing; creates new affordable home ownership and rental housing opportunities; returns vacant, troubled properties to safe, habitable condition; and creates numerous jobs in the trades through the construction and renovation activities that it finances.

The organization has pooled \$4 million in lending capital by borrowing funds from financial, educational and religious institutions, private foundations, community development corporations, social investors, federal and state grants and individuals. The organization has signed Promissory Notes to each entity for repayment.

2. **Abandoned Housing Initiative:**

- a. **Goal:** Provide financing for between 30 and 40 vacant or distressed units that will be targeted as affordable housing opportunities.

This partnership with the MA Attorney General’s Office, Central MA municipalities and Regional Housing Courts allows an entity to take control of vacant or abandoned properties as a Receivership to return them to safe, habitable condition. Since 2009, WCHR has collaborated on this initiative, financing the rehabilitation of over 300 units and returning them to the rental market. In this effort, WCHR assesses all identified problem properties, provides the scopes of work for each, finances the renovations and oversees the construction for the renovation work of the other Receivers. WCHR is also a certified Receiver itself. As such, it currently has five properties in various stages of reclamation.

To date, the Attorney General’s Office has awarded \$1.5 million to WCHR as lending capital and rehabilitation subsidy to continue the program. Unfortunately, this is the last year of the initiative, which will necessitate the return of these funds to the Attorney General’s Office.

In a separate partnership, WCHR was selected to be one of three entities throughout the state to disburse demolition grant funds that the Attorney General’s Office had made available. As such, WCHR drafted a Request for Proposals, which became the model for the two other awarded entities, reviewed the applications from Central Massachusetts, assessed the projects, selected the strongest initiatives, awarded the funds and oversaw the results. The organization just completed the second round of funding for a total of seven projects through this program.

3. **Home For Teen Mothers With Their Children:**

Goal: To develop residential group housing for two teen parenting programs, one of which is existing, but needs to relocate due to an expiring lease on its current home. The other is a new program that will house those young families that age out of the teen program, but are not ready to live on their own yet.

For the past 18 months WCHR has worked with Ascentria Care Alliance to locate an appropriate site and to develop a group home for the relocation of their current Florence House residential program for ten teenage mothers and their children. The collaboration was formed in order to move the existing families from their current home whose lease expires this year. The program has very specific requirements for size, neighborhood, transit access, and other factors, making it extremely difficult to site. However, WCHR recently purchased two abutting properties, which are suitable for the current program and a planned expansion of their services. WCHR is developing the first site into a 10-bedroom group home with offices, common cooking, dining and living areas, plus a large, private yard and ample parking. Renovations are currently underway on this first phase with occupancy projected for December 2018. It will house the ten mothers and 12 to 15 children. Both an MOU and a long-term lease will provide the stability and longevity needed for these young families to be successful. WCHR will own and manage the building and Ascentria will operate the program. The program includes 24-hour on-site staff and education programs.

The adjacent property is will be utilized for a second phase development aimed at housing those young families that require additional time in group housing but are no longer eligible for the teen program. This development will create three large apartments, which families leaving the teen program will be able to share. Each apartment will be shared by two families. The scope of work and prospective funding sources are being assembled now for this initiative.

4. **Single Room Occupancy Upgrades:**

a. **Goal:** Be able to provide our tenants with a safe living environment, which means regular upgrades to the buildings and units themselves.

b. WCHR owns and operates three properties with 53 bedrooms and common living areas. All of these subsidized units are targeted to very low-income individuals that are either chronically homeless, recovering from substance abuse, fleeing domestic violence, suffering with mental disabilities, living with other special needs, or are simply too underprivileged to afford any other living situation. The homes are safe, clean and well managed. Rents for these rooms can be as low as \$50 per month, depending upon the tenant's financial need. WCHR is utilizing approximately \$400,000 of its property reserve equity for capital improvements and upgrades to these properties, which were originally renovated almost twenty years ago. Although these types of improvements are eligible for City of Worcester CDBG funding, they no longer are a city government priority for funding.

5. **Heywood Wakefield Commons Assisted Living Facility Acquisition:**

- a. **Goal:** Operate and maintain the facility, which provides superb housing, medical care and amenities to elderly, low-income individuals.

WCHR completed the development of this \$20 million state-of-the-art 78-unit facility in 2011 with the use of many sources of funding, one of which was tax credits. Those credits brought the Chevron Corp. into the project as an investor partner. The provisions of the agreement enabled WCHR to buy-out the investor in December of 2017, after the term of the credits was fully utilized by the investor. The process for the acquisition and transfer of the property to WCHR was completed, at which point WCHR became the 100% owner of the three subsidiaries formed to develop the project.

Section 4: New Activities

Lancaster Home Ownership Initiative: WCHR will be developing eight single-family homes as part of a joint initiative with a private developer. The project is fully permitted for the new construction 32 single-family homes, eight of which will target low-income households. WCHR was contacted by the private developer after he was informed by the state that he would be required to have a not-for-profit partner for the development of the affordable units. The details of the partnership are being negotiated. It is expected that construction of the eight homes will begin in the spring of 2019.

Community Loan Fund Lending: It is expected that WCHR's Revolving Community Loan Fund will disburse \$1 to \$1.5 million per year throughout Worcester County for vacant building renovations, affordable housing development, home improvements, and home emergency repairs. Loans terms will range from twelve months to five years depending upon the type of project that is financed. It is also expected that in the coming three years there will be a campaign to raise additional investment funds to increase the capacity of the loan fund. The goal will be to have investments and equity that total \$5 million.

In partnership with the Office of the Attorney General, regional Housing Courts and municipal Health, Code and Legal Departments, WCHR plans to broaden its scope of rehabilitation of abandoned housing in order to complete 40 to 60 units per year. It also has received Board support to engage in these activities as needed outside of the Worcester County area. Currently, the organization has undertaken a couple of properties that are outside the area, but there is a greater need for this and a lack of entities that can administer the initiatives. WCHR plans to expand its reach to other towns in a broader region that is still within reason in regard to travel times and project monitoring.

In property management, WCHR currently manages its own homes plus low-income housing properties developed and owned by two other entities that needed management services from an organization experienced in affordable housing management. In the coming years WCHR plans to expand this line of work to attract additional affordable housing developers to use WCHR's management services. One of the current clients has a new property in development, which will be completed in late 2019 and which will be added to WCHR's management portfolio. We will continue to seek new management opportunities to add to the portfolio as we go forward.

In development, WCHR plans to focus some of its efforts on partnerships with service organizations that provide residential programs for clients with specific needs. The organization has a great deal of experience in this type of collaboration, having developed homes to house programs run by other entities serving clients with mental disabilities, families living with AIDS and the current project serving teen parents and their children. In the course of discussions with other service organizations, it has become apparent that there is a need among them for more of this type of housing opportunity where WCHR would acquire, develop, own, and manage a home that would be leased to an organization for the operation of its residential program. In the coming few years, WCHR plans to develop at least two of these types of projects.

Another aspect of development that will be addressed in the coming two years will be the creation of housing for the homeless. WCHR is currently a member of the City Manager's Task Force to deal with the issue of homelessness in Worcester and ultimately in the county. WCHR plans to locate and acquire an appropriate property to house ten to 15 chronically homeless individuals in a group home setting.

Section 5: How Success will be Measured

Success is measured in different ways depending upon the particular initiative, development or program. It is always measured in tangible outcomes that have a positive impact and a sustainable plan of operation for the long-term results that are sought. In regard to the organization's housing development projects, the outcomes become evident as the initiative progresses from: a) a strategic plan, b) the location of a site with community support, c) the determination of physical and financial feasibility, d) acquisition, e) designs, specifications and bids, f) the securing of financing and any necessary subsidy funds, g) construction, adherence to quality standards and the budget, h) certificates of occupancy, i) timely certifications and sales for homeownership homes or rent-ups for rental initiatives, j) ongoing support for the owners or tenants.

With respect to WCHR's Revolving Community Loan Fund, the organization tracks the amount of funds disbursed throughout the county, the number of units that are rehabilitated through the initiatives that are financed, the demographics of the clientele that are served annually, the number of vacant properties returned to safe, habitable use through the financing provided, the level of neighborhood improvements initiated as a result of the work being completed by WCHR's initiatives, the effect on surrounding property values, the improvement of low-income borrowers' financial status and credit ratings as a result of loans received and repaid through WCHR's loan fund, and the overall streetscape improvement that results from the work being done in the low-income neighborhood where these projects occur.

WCHR's property management services, both for its own properties and those that it manages for others are monitored for housing quality and tenant satisfaction. The organization has a capital improvement schedule for all of its own properties that is funded and addressed annually. There are improvements and upgrades that are planned to occur each year in order to ensure that all buildings are well-maintained and pleasant homes for those who reside in them. The Property Manager also makes recommendations for capital improvements to the owners of the other properties in WCHR's management portfolio. The level of success with WCHR's

housing portfolio is evident in the appearance of the properties, the low-level of tenant turnover and the ongoing financial viability of the homes.

Section 6: Service Agency Providers

WCHR currently collaborates and works in unison with multiple service agency providers to increase the positive impact they have on the people in need who reside in the service areas. The organization continually seeks to collaborate on every possible level in order to maximize its impact and service, while minimizing redundancy and unnecessary expense. The list of service agency providers include the following, however there are new collaborations formed regularly as WCHR moves forward into different initiatives in different communities throughout the county.

- Open Sky (Alternatives Unlimited/ The Bridge of Central Massachusetts)
- Center of Hope
- Walking Together
- Ascentria
- Community Crime Watch Groups
- Chronic Homelessness Task Force
- Matthew 25
- Friendly House
- Centro Las Americas
- AIDS Project Worcester
- Central MA Housing Alliance
- NueVue CDC
- All Worcester CDC's

Section 7: Integration of Activities/Consistency with Community Strategy & Vision

WCHR's goals have been to provide a broad range of affordable housing opportunities to diverse and underserved populations, to foster renewed vitality in low-income neighborhoods, to reverse the negative impacts of vacant, abandoned buildings, to preserve current housing stock, to provide financing to low-income homeowners in need of home improvements and emergency repairs, and to ensure that families and individuals have well-managed and maintained homes with the ongoing housing support they need are all born out of years of direct input from municipal government and service organization via their requests to provide for needs that they see, but are not able to fill. This has been augmented by commissioned research from agencies, private companies and individuals into the state of the area's housing stock, condition and availability, all of which continually indicate the need for the types of programming that WCHR offers throughout Worcester County.

The organization utilizes a strategic, holistic and comprehensive approach to affordable housing and community development. Its unique position as both a Community Development Corporation and a Community Development Finance Institution enables it to address multiple tiers of housing and financial needs simultaneously in some of the poorest neighborhoods in

Central Massachusetts. WCHR integrates affordable housing development, community lending, abandoned property reclamation, property management, education and social investment to improve people's lives and strengthen their communities. These efforts have brought economic stability, safety, increased property values, more attractive residential landscapes, and an improved quality of life.

All of this is part of a well-developed strategy that has been refined over many years of community input, first-hand experience and the ongoing critical monitoring of outcomes to ensure that the goals meet the community needs and that the results are tangible and meaningful.

Section 8: Financing Strategy (request the amount of tax credits)

Between its housing development, community lending, housing portfolio, property management and operation of its assisted-living facility, WCHR has various lines of business that help to ensure its long-term financial viability and stability. In addition to this it has many partners that provide it with funding to help see the organization and its mission succeed from year to year. WCHR's 2017 audited financial statements show total liabilities and net assets of \$26,417,116 with an annual operating budget of \$4,615,866 and a positive change in net assets of \$106,777. Its 2016 statements show a positive change in net assets of \$288,589. The organization is well-positioned to continue to meet its goals, to increase its capacity, and to remain stable and viable well into the future.

Through the Revolving Community Loan Fund, WCHR works with a multitude of entities that invest and contribute to the pool. An infusion of these tax credits would benefit the organization with increased contributions from these entities and others with whom we work in the organizations development activities.

The tax credits acquired will enable WCHR to serve a much higher percentage of those families and individuals that currently are not able to access the financing they require to maintain their homes in safe and habitable condition over the years. An infusion of equity will facilitate the organizations goals reaching even lower income households and of attaining a stronger foothold in the poorest neighborhoods. In addition, the tax credits will serve to reclaim many more currently vacant and distressed homes, returning them to useful condition and creating additional units of affordable housing. As well, it is anticipated that several community development corporations and private developers seeking to create or refurbish units for low-to-moderate income households will be able to receive bridge financing to allow their projects to begin in a timely manner. Overall, this award will increase greatly the number of low-to-moderate income households that will be living in safe, stable, well-maintained homes.

Section 9: History of Sustainable Development

Worcester Community Housing Resources has been developing affordable housing and operating a revolving community loan fund for 25 years. Its development projects have created 241 housing units for low-income households that include family apartments, group homes with supportive services, single-room lodging homes and an elderly assisted-living facility. Within that mix there are 36 homeownership properties, 124 residential rental units, 3 commercial rental units and 78 assisted-living apartments. Of those, WCHR owns and operates 112 of the residential

rental units (2, 3, & 4 BR), the 3 commercial rental units and the 78-unit assisted living facility. In total, these developments brought \$33.5 million of investment into the Massachusetts economy and over \$200,000 of additional annual real estate tax revenues.

In the city of Worcester, WCHR owns and operates 112 rental units, which are comprised of 2, 3 and 4 bedroom apartments, a group home and single room lodging homes. All of this housing serves low-income families and individuals. Much of it includes rental assistance subsidies that enable very low-income households to afford the rent for a safe, clean and well-managed home. The average tenant pays only \$268 per month. Rents range from \$50 per month for a single-room occupancy to \$687 for a two-bedroom apartment, depending upon financial need.

WCHR 's revolving community loan fund has disbursed over \$15 million to assist low-income homeowners with emergency repairs and home improvements; to make energy-efficiency upgrades; to rehabilitate vacant and abandoned properties; to create and preserve other affordable housing; and to foster neighborhood stabilization. The organization has amassed \$4 million in lending capital through investments from financial, educational and religious institutions, private foundations, community development corporations, social investors, federal and state grants, WCHR's own equity, and individuals. Most recently, WCHR received a \$250,000 rolling ten-year Equity Equivalent Investment, which will allow the organization to underwrite loans with terms of up to ten years, which is double the current 5-year limit. In the coming year we expect to disburse a million to a million and a half dollars to finance affordable housing and community development initiatives throughout Central Massachusetts.

Attachments:

- WCHR Affordable Housing History Spreadsheet (attach)
- CLF Pie Chart
- Joey Biasi Study
- Receivership T&G article
- Tenant Demographics