



**CAMBA Housing Ventures, Inc.**  
Non-profit Housing Developer

**CAMBA, Inc.**  
Social Service Provider



# CAMBA: Comprehensive Social Services Provider



- Founded in 1977, CAMBA provides over 180 programs at over 100 locations across the five boroughs, serving over **82,000 individuals** each year, including 13,000 youth
- Annual operating budget of \$240 million and a diverse staff of 2,200 employees
- CAMBA currently **has six interconnected** program areas:
  - Economic Development
  - Education & Youth Development
  - Family & Community Support
  - Health
  - Housing Stability
  - Legal Services
- CAMBA provides over 9,000 units of transitional, scattered site and congregate housing, reaching over 20,000 lives annually. CAMBA provides on-site supportive services and security at 45 affordable and supportive developments, serving over 2,000 tenants annually throughout NYC.

**One of NYC's largest social service providers, CAMBA began as a merchant association and has been providing services throughout **New York City for nearly 50 years.****

# CAMBA: Comprehensive Social Services Provider



# CAMBA Housing Ventures

## Mission & Vision



- CAMBA Housing Ventures is a nonprofit that envisions diverse, thriving communities where affordable housing plays a transformative role in the success of low-income individuals and families.
- CAMBA Housing Ventures' mission is to elevate the definition of affordable and supportive housing by creating and preserving sustainable, high-quality, and energy-efficient developments that provide residents with a healthy, stabilizing, and beautiful home.
- We are committed to creating equitable and inclusive neighborhoods by empowering communities with resources and opportunities to flourish.

**CHV envisions vital neighborhoods where affordable housing plays a critical role in the long term economic and social success of lower-income individuals and families.**

# CAMBA Housing Ventures Impacts



Since 2005, CHV's portfolio has grown to represent **over \$1.3 billion in public-private investment** in completed or in-progress developments located throughout New York City.

CHV's portfolio includes **work-out acquisition, new construction, rehabilitation, and preservation** projects.

CHV currently has created or has in construction and predevelopment **nearly 3,000 units/17 developments** (including four joint ventures), representing **over 2 million residential SF, over 50,000 SF commercial/community facility SF** providing **100% affordable housing for over 7,000 individuals**.

**\$1.3 B+**

OF PUBLIC-PRIVATE INVESTMENT  
in completed or in-progress developments  
throughout New York City

**17**

DEVELOPMENTS  
created, partnered to create, or in  
construction and predevelopment

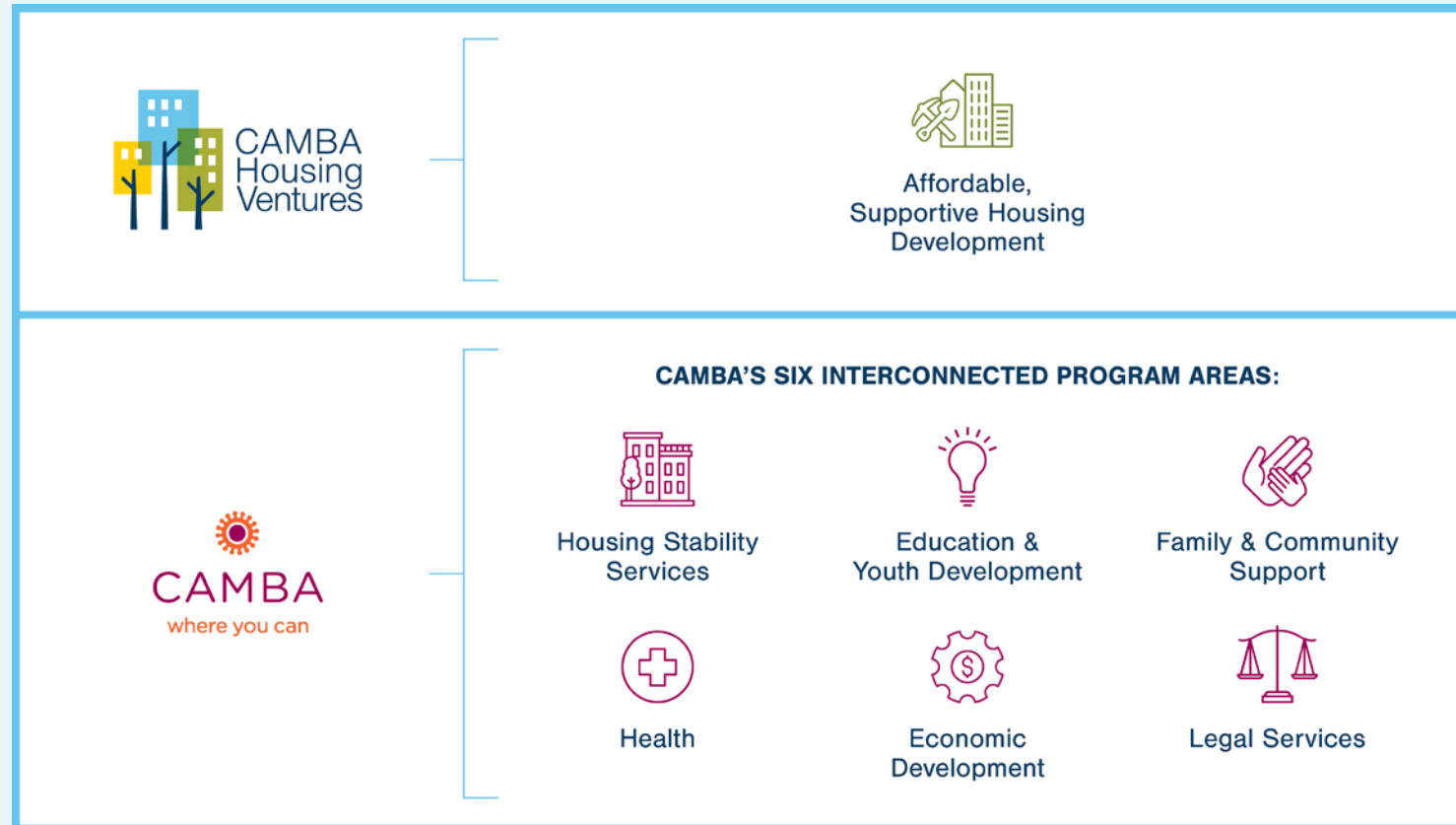
**3,000**

UNITS OF AFFORDABLE HOUSING  
created, partnered to create, or in  
construction and predevelopment

# The CAMBA Housing Ventures & CAMBA Connection



- In 2025, CAMBA Housing Ventures (CHV) celebrated its 20-year anniversary
- CHV. was founded as an affiliate of CAMBA, Inc. in 2005 to be part of the solution to ending homelessness crisis by creating and preserving permanently affordable and supportive housing.
- Our two organizations form a unique team comprised of a national award-winning nonprofit affordable housing developer and an experienced supportive services provider.
- CAMBA's onsite supportive services and city-wide program affiliations complete CHV's developments as a comprehensive continuum of care for vulnerable families and individuals.



# Our Approach to Development



- **Create partnerships and models** for development that provide positive impacts for all partners.
- **Build amenity-rich housing** to promote a comprehensive approach to health and wellbeing.
- **Integrate lush, seasonal landscaped and indoor and outdoor spaces** in addition to curated art.
- **Develop with high-quality**, locally sourced and sustainable materials

**CHV creates partnerships and models for development that provides positive impacts for all partners.**

# Development Portfolio



## DEVELOPMENTS TO DATE

CAMBA Housing Ventures has completed 14 developments (including 4 joint ventures) totaling 2,442 units in New York City, representing over \$865 million in public-private investment:

### MORRIS MANOR\* FLATBUSH, BROOKLYN

- 46 units | \$8.4MM | New Construction

### 880 WILLOUGHBY\* BUSHWICK, BROOKLYN

- 100 units | \$15.6MM with ground floor commercial | Work-out Acquisition/Rehab/ New Construction

### 97 CROOKE FLATBUSH, BROOKLYN

- 53 units | \$15.3MM | New Construction

### CAMBA GARDENS I WINGATE, BROOKLYN

- 209 units | \$66.8MM | New Construction
- On Kings County Hospital Center campus

### CAMBA GARDENS II WINGATE, BROOKLYN

- 293 units | \$99.7MM | New Construction

### GATEWAY ELTON I EAST NEW YORK, BROOKLYN

- 197 units | \$67.8MM with ground floor community facility | New Construction
- In partnership with Hudson Companies and Related

### ALAN EPSTEIN APARTMENTS EAST NEW YORK, BROOKLYN

- 175 units | \$60.4MM with ground floor community facility | New Construction
- In partnership with Hudson Companies and Related

\*YEAR 15 DEALS

### VAN DYKE BROWNSVILLE, BROOKLYN

- 101 units | \$55.8MM | New Construction
- Competitively-awarded affordable and supportive family housing on NYCHA site

### GATEWAY ELTON III EAST NEW YORK, BROOKLYN

- 287 units | \$105.5MM with ground floor community facility | New Construction
- In partnership with Hudson Companies and Related

### CASTLETON PARK ST. GEORGE, STATEN ISLAND

- 454 units | \$90.9MM | Work-out Acquisition/ Rehabilitation/Preservation
- A Mitchell Lama redevelopment in partnership with Stellar Management

### HERITAGE HOUSE\* EAST HARLEM, MANHATTAN

- 40 units | \$13MM | Work-out Acquisition

### HEGEMAN BROWNSVILLE, BROOKLYN

- 71 units | \$29MM | New Construction

### BUCKINGHAM PORT RICHMOND, STATEN ISLAND

- 36 units | \$12MM | Work-out Acquisition/ Resiliency/Occupied Rehab/Preservation

### THE BRONX GROVE BEDFORD PARK, THE BRONX

- 323 units | \$164MM | New Construction
- Stabilizing veterans, seniors, formerly homeless individuals and families

**DEVELOPMENT PIPELINE:** CHV currently has one development in lease-up, one in construction, one in predevelopment and 4 deals in the Y15 process

### In Lease-up: **THE HART** BEDFORD-STUYVESANT, BROOKLYN

- 57 units | \$51MM with ground floor community facility | New Construction
- Vital Brooklyn competitively-awarded Site C

### In Construction: **CLARKSON ESTATES** FLATBUSH, BROOKLYN

- 328 units | \$238MM with community facility, commercial, and parking | New Construction
- Vital Brooklyn competitively-awarded Site L

### Predevelopment: **KINGSBOROUGH SENIORS** CROWN HEIGHTS, BROOKLYN

- 244 units | \$234MM+ with community facility | New Construction
- NYCHA/HPD Seniors First competitively-awarded Kingsborough Site
- Closing 2026, completion 2029

### Year 15:

- 880 Willoughby: 101 units/\$30MM
- Morris Manor: 46 units/\$14MM
- 97 Crooke: 53 units/\$TBD
- Heritage House: 45 units/\$TBD
- Rehab & repositioning: 2026 -2030

# Completed Developments



97 Crooke - \$15MM



CAMBA Gardens I - \$67mm



CAMBA Gardens II - \$100MM



The Bronx Grove - \$164MM



The Hart - \$51MM



Hegeman at dusk - \$29MM



Van Dyke - \$56MM



Morris Manor - \$8.4MM



880 Willoughby - \$16MM

# Select Interiors



CAMBA GARDENS II LOBBY



THE HART STUDIO APARTMENT



HEGEMAN COMMUNITY KITCHEN



CAMBA GARDENS II COMMUNITY ROOM



CAMBA GARDENS I TEACHING KITCHEN



VAN DYKE COMMUNITY ROOM



HEGEMAN APARTMENT



VAN DYKE APARTMENT

# Housing & Healthcare Report: Sharing a National Model's Impacts

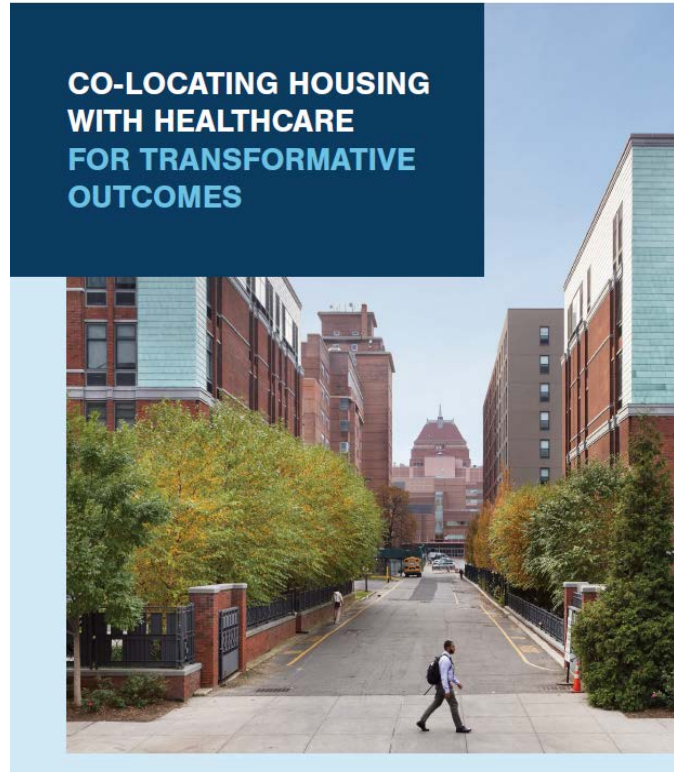
- CHV secured support from FHLB NY to create a report and microsite that illustrates the benefits of co-locating supportive, affordable housing and healthcare.
- Shows the numerous benefits stemming from housing and healthcare partnerships, including the individual benefits to all partners involved, such as healthcare providers, nonprofit developers, tenants, communities, and financial institutions.
- Launching April 2026

## Designing and Building a Proven Solution

A comprehensive approach to improving health outcomes and housing access is as essential as designing and constructing a building with the most durable and appropriate materials and methods. Co-located healthcare, supportive services and safe, affordable housing creates a proven foundation and formula for a stable future.

The diagram features three stylized building icons. The first is a yellow building with a green tree in front. The second is a taller green building with a yellow section at the top, also with a green tree in front. The third is a yellow building with a green tree in front. Labels with lines point to each building: 'Affordable Housing' points to the first, 'Supportive Services' points to the second, and 'Access to Healthcare Services' points to the third.

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onsite teaching kitchen will help tenants learn how to prepare healthful meals. Gardening beds on the building's roof will allow them to grow their own fresh produce. Extensively landscaped courtyards and rooftop terraces will encourage socializing and help reduce the negative effects of isolation.

#### Sustainability Measures

A Passive House and transit-oriented development, Clarkson Estates won funding from HCR's Clean Energy Initiative for a reduced ecological footprint. The development will include a photovoltaic solar array-ready option and will have healthy indoor air quality through non-toxic finishes, ventilation, and a non-smoking policy.

"Clarkson Estates represents the kind of transformative development CREA is proud to support—combining sustainable, affordable, supportive housing with critical resources like workforce training, health services, and childcare. We prioritize investing in developments that promote stability, equity, and long-term well-being."

NEALA MARTIN, Vice President, CREA



# Morris Manor

**46 homes**

**\$8MM investment**

**25,212 SF**

**Flatbush, Brooklyn**

CHV's first new construction development

Now 100% CHV owned

Morris Manor transformed a long-vacant and underutilized City-owned lot into an attractive neighborhood asset and established a high standard for affordable housing in Brooklyn

**Amenities:** Transit-oriented, 24/7 front desk security, computer training room, onsite laundry, community rooms, outdoor landscaped areas, curated local artwork

**CAMBA's Onsite Supportive Services:** Tailored case management, economic development services, education & youth development services, mental health & wellbeing groups, nutrition workshops



# 97 Crooke

**53 homes**

**\$15MM investment**

**23,472 SF**

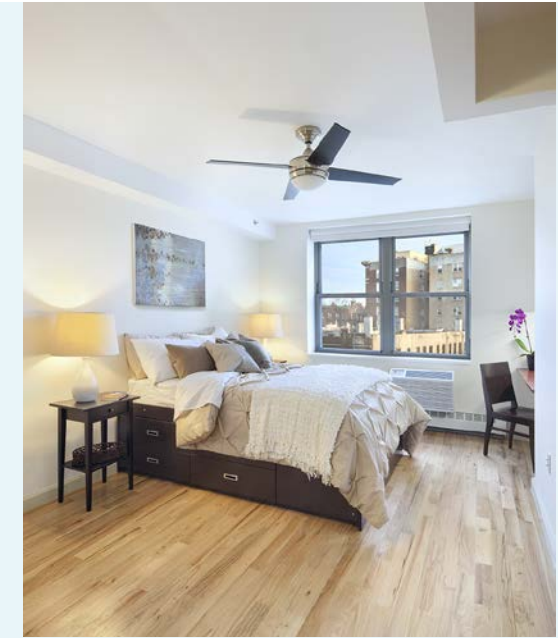
**Flatbush, Brooklyn**

CHV acquired site through Caledonian Hospital bankruptcy sale in 2007 and now offers 53 fully furnished studio apartments for low-income individuals earning under 60% Area Median Income (AMI).

Built on a tight lot configuration next to MTA B and Q lines. Designed to be 20% more efficient compared to NYSERDA baseline building standards.

**Amenities:** Transit-oriented, 24/7 front desk security, computer training room, onsite laundry, community rooms, outdoor landscaped areas, curated local artwork

**CAMBA's Onsite Supportive Services:** Tailored case management, economic development services, education & youth development services, mental health & wellbeing groups, nutrition workshops



# CAMBA Gardens II

**293 homes**

**\$100MM investment**

**257,873 SF**

**Wingate, Brooklyn**

National award-winning model for co-locating housing, healthcare, and supportive services

New Construction, LEED-Gold certified building

182 units for formerly unhoused/special needs families and individuals, 110 units for low-income community members, 1 super's unit

**Amenities:** Transit-oriented, 24/7 front desk security, computer training center, onsite laundry, community rooms, outdoor landscaped areas, resident gardening beds, curated local artwork

**CAMBA's Onsite Supportive Services:** Tailored case management, economic development services, education & youth development services, mental health & wellbeing groups, nutrition workshops



# Clarkson Estates

**328 homes**

**\$238MM investment**

**334,745 Total SF**

**Flatbush, Brooklyn**

**CHV's 2<sup>nd</sup> competitively-awarded Vital Brooklyn Site, Passive House; 97% Construction completion; TCO anticipated Q2 2026**

164 supportive units for youth aging out of foster care, formerly incarcerated individuals, formerly homeless young adults, and formerly homeless families , 163 units for low-income community members, 1 super's unit

**Amenities:** Transit-oriented, 24/7 front desk security, computer training center, onsite laundry, community rooms, outdoor landscaped areas, fitness room, community garden, children's playroom, curated local artwork

**CAMBA's Onsite Supportive Services:** Tailored case management, economic development services, education & youth development services, mental health & wellbeing groups, nutrition workshops

**Community Facility:** 30,000SF community facility space, including basketball court, CAMBA programming (Education, Youth, Small Business and Health Homes); 80 below-grade parking spaces



# The Bronx Grove

**323 homes**

**\$173MM investment**

**281,600 SF**

**Bedford Park, Bronx**

CHV's first Bronx development

194 supportive units for veterans, seniors, and formerly homeless families and individuals, 128 units for low-income community members, 1 super's unit

Leased in 5 months

New Construction, LEED-Gold certified building

**Amenities:** Transit-oriented, 24/7 front desk security, computer training center, onsite laundry, community rooms, outdoor landscaped areas, fitness room, curated local artwork

**CAMBA's Onsite Supportive Services:** Tailored case management, economic development services, education & youth development services, mental health & wellbeing groups, nutrition workshops



# Development Team



	Pre-Construction	Construction	Marketing and Lease-Up	Operations
Legal Counsel	X	X	X	X
Insurance Agent	X	X	X	X
Accountant	X	X	X	X
Owner's Representative	X	X		
Expeditor	X	X		
Consultants*	X	X		
Architects	X	X		
Engineers	X	X		
General Contractor	X	X		
Furniture Supplier	X	X	X	X
Leasing Agent			X	X
Property Manager	X	X	X	X

**Having a talented and dependable team is vital to the success of our properties in all phases of development.**

\*Consultants are in finance, accessibility, environmental, sustainability, transportation and other fields.

# Fundamentals of Affordability: AMI

- **Area Median Income (AMI)**
  - HUD calculates AMI annually for all regions of the USA
  - The NYC Metropolitan Statistical Area includes Richmond, Kings, Queens, New York, Bronx, Putnam, Rockland, Westchester, Suffolk, and Nassau counties.
  - In NYC, affordable housing is created for households earning  $\leq 165\%$  AMI
  - NYC AMI chart published to [HPD AMI website](#), updated annually.
- **Brooklyn CB 14 2024 AMI - \$76,422**
- **NYC 2024 100% AMI**
  - 1 person household - \$108,700
  - 2 person household - \$124,300
  - **3 person household - \$139,800**

## The New York Metropolitan Statistical Area



# Fundamentals of Affordability: AMI & Income Bands

## Excerpt from 2025 New York City AMIs

Family Size	30% AMI	60% AMI	90% AMI	100% AMI	120% AMI	130% AMI	165% AMI
1	\$34,020	\$68,040	\$102,060	\$113,400	\$136,080	\$147,420	\$187,110
2	\$38,880	\$77,760	\$116,640	\$129,600	\$155,520	\$168,480	\$213,840
3	\$43,740	\$87,480	\$131,220	\$145,800	\$174,960	\$189,540	\$240,570
4	\$48,600	\$97,200	\$145,800	\$162,000	\$194,400	\$210,600	\$267,300
5	\$52,500	\$105,000	\$157,500	\$175,000	\$210,000	\$227,500	\$288,750
...							

Income Bands group AMI into categories

Income Band	Percent of AMI
Extremely Low-Income	0-30%
Very Low-Income	31-50%
Low-Income	51-80%
Moderate-Income	81-120%
Middle-Income	121-165%

**Affordability is determined annually by HUD and enforced by federal, city and state agencies.**

# Structuring Affordable Housing: Subsidy Term Sheets



- Affordable housing (up to 165% of AMI) requires multiple sources of financing to complete a development.
- Term sheets contain all requirements to obtain competitive subsidies:
  - Affordability requirements
  - Rents and income limits
  - Income bands
  - Design guidelines
  - Loan amount and terms
  - Tax benefits
  - and more!
- See sample term sheet on next page.

**City and State agencies provide subsidy through a variety of programs. Terms required for financing are published online in “term sheets”.**

# Cost Effectiveness of Workforce/Supportive Housing



- Rising housing costs: For every \$100 rent increase, homelessness rises by 9%. Rents nationally have increased \$400/month from 2020 to 2024
- Workforce and supportive housing is the most cost-effective solution to homelessness and the housing crisis
- Permanent housing costs \$72/day vs. \$1200 for emergency services, saving over \$15,000 per household annually in NYC
- Regulatory agreements, developer guarantees and operating subsidies ensure a sound investment.

**Workforce/supportive housing is the most cost-effective solution to homelessness and the housing crisis.**

# Excerpts from HPD Supportive Housing Loan Program (SHLP) Term Sheet



## NYC Department of Housing Preservation and Development (HPD) Office of Development, Division of Special Needs Housing

### Affordability Requirements

Projects must achieve an average affordability (Target Average AMI) of between 50-60% AMI, and a minimum of 60-100% of units must be LIHTC. Sponsors may choose an affordability mix that arrives at the Target Average AMIs listed in Table 2. Projects may have a maximum of four affordability tiers in addition to the supportive units; however, HPD may require projects to have fewer non-supportive tiers depending on project size or other factors. Projects where fewer than 60% of units are LIHTC units may be considered on a case-by-case basis.

**Income Averaging:** The maximum income limit for a LIHTC unit is 80% AMI and the average income for all LIHTC units in the project must be less than 60% AMI.

**Formerly Homeless Units:** 60% of units in each project must be reserved for formerly homeless households who are eligible for supportive housing. The SHLP Term Sheet requires that homeless referrals come from the New York City Department of Homeless Services ("DHS"), HPD, or an alternate referral source acceptable to HPD, and such requirement will be memorialized in a Regulatory Agreement with HPD

**Inclusionary Housing (IH) and Universal Affordability Preference (UAP):** Projects are encouraged to take advantage of zoning incentive programs like IH and UAP. Satisfactory compliance with such programs will be a requirement for closing and conversion.

**Affordable Independent Residences for Seniors (AIRS) Units:** HPD must approve the incorporation of AIRS units into any NCF project, and Sponsor must demonstrate that there is a tangible zoning benefit and a higher unit count resulting from incorporating AIRS into the project. To the extent AIRS units are included in the project, such units should be underwritten at or below 50% of AMI. AIRS units may be overlaid with homeless set aside units. To the extent possible, projects must also include non-AIRS units at each income tier. AIRS unit distributions must be reviewed and approved by HPD. Pursuant to the Zoning Resolution, AIRS units must have a legal rent set at or below 80% of AMI. All AIRS projects must undergo review by the New York State Human Rights Commission and obtain an exemption in accordance with N.Y. Exec. Law §296-2a(e) prior to closing.

**Permanent Affordability:** IH, UAP, and AIRS units shall be permanently affordable. Projects that request subsidy for IH, UAP, or AIRS units shall be required to provide an additional 15% of permanently affordable units. Additionally, for every \$1,000 per unit in subsidy provided above the term sheet maximum, projects shall be required to make an additional 1% of units affordable in perpetuity, up to a maximum of 50% of units. Providing additional permanent affordability itself does not entitle a project to additional subsidy as-of-right. Permanently affordable units shall be distributed evenly across the unit type and income mix in a manner satisfactory to HPD.

**Table 2: Affordability Requirements and Subsidies**

	4% LIHTC >= 120 units Subsidy Per Unit	9% LIHTC < 120 units Subsidy Per Unit
<b>Supportive Housing Loan Program (SHLP)</b>	\$100,000	\$210,000

### Supportive Housing

60% of total project units must be reserved for supportive housing under the [NYC 15/15 program](#), or an alternate supportive housing program approved by HPD. Projects planning to participate in the NYC 15/15 must submit an application for social service funding through the NYC Human Resources Administration (HRA), and thereafter an application for rental assistance to HPD.

### Design and Construction Requirements

**Design Guidelines:** Projects must comply with [HPD Design Guidelines for New Construction](#) and plans must be approved by HPD. The net square footage for all units must fall within the ranges listed herein, and as more fully described in the Design Guidelines. Projects receiving New York State Homes and Community Renewal (HCR) funding must also comply with the HCR Design Guidelines, as applicable.

Unit Type	Net Square Footage
Efficiency	300-350 sq. ft.
Studio	350 - 400 sq. ft.
1 BR	500 - 550 sq. ft.
2 BR	650 - 725 sq. ft.
3 BR	850 - 950 sq. ft.
4 BR	950 - 1,075 sq. ft.

[www.nyc.gov/assets/hpd/downloads/pdfs/services/snh-shlp-term-sheet.pdf](http://www.nyc.gov/assets/hpd/downloads/pdfs/services/snh-shlp-term-sheet.pdf)

# HPD, HDC and HCR Multi-family Rental Subsidy Programs



## NYC Dept. Housing Preservation and Development (HPD)

- [New Construction Finance \(NCF\) Program](#)
- [Open Door Program](#)
- [Senior Affordable Rental Apartments \(SARA\) Program](#)
- [Supportive Housing Loan Program \(SHLP\)](#)
- [Affordable Neighborhood Cooperative Program \(ANCP\)](#)
- [Basement Apartment Conversion Pilot Program \(BACPP\)](#)
- [Capital Partnership for Affordable Renovation \(CPAR\) Loan Program](#)
- [HomeFix](#)
- [HUD Multifamily Program](#)
- [Lead Hazard Reduction and Healthy Homes Program](#)
- [LIHTC Preservation \(Year 15\) Program](#)
- [Multifamily Housing Rehabilitation Loan Program \(HRP\)](#)
- [Neighborhood Pillars](#)
- [Participation Loan Programs](#)
- [Housing Preservation Opportunities \(HPO\)](#)

## New York State Homes and Community Renewal (HCR)

- [New Construction Capital Program \(NCP\)](#)
- [Supportive Housing Opportunity Program \(SHOP\)](#)
- [Senior Housing](#)
- [LGBTQ+ Affirming Senior Housing](#)
- [Public Housing Preservation](#)
- [Multifamily Preservation Program \(MPP\)](#)
- [Rural and Urban Community Investment Fund](#)
- [Mitchell-Lama](#)
- [Federal Housing Trust Fund](#)
- [Hotel and Commercial Conversions Program](#)
- [Supportive Housing Preservation](#)
- [USDA 515 Rental Housing Preservation](#)

## New York City Housing Development Corporation (HDC)

- [Preservation](#)
- [PACT Preservation](#)
- [New Construction](#)

# Thank you!

For more information:  
[cambahousingventures.org](http://cambahousingventures.org)

