

# Supporting Massachusetts, Strengthening Communities



# Massachusetts continues to be a leader and innovator in its approach to community development work.



**Roger Herzog**  
CEDAC Executive Director



**Aaron Gornstein**  
CEDAC Board Chair,  
Undersecretary of Housing  
and Community Development

## CEDAC's Executive Director and Board Chair review the Commonwealth's community development successes in 2013

In the housing and community development arena, 2013 was a year of unprecedented activity, collaboration, and accomplishment on behalf of Massachusetts families.

In a widely celebrated announcement on November 14th, Governor Deval Patrick signed "An Act Financing the Production and Preservation of Housing for Low and Moderate Income Residents" (aka the Housing Bond Bill), providing \$1.4 billion to create and preserve affordable housing in Massachusetts. CEDAC and the Department of Housing and Community Development (DHCD) worked closely with Joint Committee on Housing co-chairs State Senator James Eldridge and State Representative Kevin Honan, as well as Commissioner of the Department of Early Education and Care Tom Weber, to advance this important legislation.

The Housing Bond Bill included funds for three supportive housing programs that CEDAC administers in conjunction with DHCD as well as funds for the Home Modification Loan Program, which CEDAC co-administers with the Massachusetts Rehabilitation Commission. Also, the bill made capital bond funds available to non-profit early education and out-of-school time facilities for the first time in the Commonwealth's history.

Creating more units of permanent supportive housing – affordable housing units combined with important supportive services – is something CEDAC has been deeply involved in for decades. Supportive housing projects are critically important to individuals and families that are homeless or facing homelessness, seniors, veterans, and people with disabilities.

As a result of the 2012 "Act Relative to Community Housing and Services," a Memorandum of Understanding (MOU) was signed by 18 state agencies to facilitate the creation of 1,000 units of permanent supportive housing over a three year period ending in

2015. A working group, chaired by CEDAC's executive director, took on the task of leading this interagency collaboration to find efficiencies and expand the Commonwealth's supportive housing inventory. We are pleased to share that, as you will read in this report, the community housing and services work is going full-bore and that the working group has already met its goal of establishing 1,000 new units – nearly two years ahead of schedule.

Despite the good work taking place in the non-profit community, the reality was that supportive housing projects faced too many barriers that impeded the creation of permanent units.

To achieve the goal of 1,000 new units, our interagency working group took on the challenge of bringing greater efficiency to the supportive housing development process. The working group assessed the supportive housing inventory across the Commonwealth and the available resources at the state agencies to finance these programs. Typically, it takes three types of financing to create supportive housing: capital funds to build the units, operating dollars to run complexes and make them affordable, and service money to finance the specialized community-based care associated with these projects. Pursuing each funding source independently was burdensome and time consuming to developers.

An innovative model was created and in November 2013, a new funding round – the Housing Preservation and Stabilization Trust Fund (HPSTF) – commenced that, for the first time, coordinated the allocation of all three funding sources and put the state on track to meet this supportive housing goal.

CEDAC was pleased to be an active participant in this ambitious and important interagency effort. Yet it is certainly not the only area within our community development purview that garnered cross-sector interest and support.



“For more than two decades, the Housing Innovations Fund has been instrumental in creating and maintaining supportive housing throughout the Commonwealth.”

**Kevin Honan**  
*State Representative, co-chair, Joint Committee on Housing*

The Housing Innovations Fund, which celebrated its 25th anniversary in 2013, was one of three supportive housing programs that was reauthorized in the 2013 Housing Bond Bill.

The Commonwealth Workforce Coalition was honored that, for the first time, three State Cabinet officials participated in the state’s annual conference on workforce development. Remarks by Secretary Gregory Bialecki of the Executive Office of Housing and Economic Development; then-Secretary of Labor and Workforce Development Joanne Goldstein; and Secretary Matthew Malone of the Executive Office of Education further affirmed the connection that job training and placement services have to family self sufficiency and stable communities.

As we noted, the passage of the Housing Bond Bill was critically important in 2013. The legislation did something more than just support the creation of affordable housing, as critical as that is. By also creating a capital financing source to fund upgrades to early education and out-of-school time facilities, the bill acknowledged the important role that safe, healthy, high quality learning spaces for young children play in community development.

While our economy has thankfully entered a recovery phase, too many residents are still struggling and are at risk of being left behind. When people think of homeless families, they think of housing. However, families also need stable incomes. To achieve that goal, they might need job training, coaching, or additional educational opportunities. Finally, they often need child care so that parents can pursue these education and job goals. This report shares many examples of how CEDAC’s multifaceted programs come together and benefit the Commonwealth’s residents.

Massachusetts continues to be a leader and innovator as it approaches community development work. We are grateful to our state leaders and the many partners and people behind the successful projects and programs highlighted in this report.

**Roger Herzog**  
CEDAC Executive Director



**Aaron Gornstein**  
CEDAC Board Chair



As required by Section 6 of the Acts and Resolves of 1978, this report is respectfully submitted to:

- Deval Patrick**  
*Governor*  
Commonwealth of Massachusetts
- Stephen M. Brewer**  
*Chair*  
Senate Committee on Ways and Means
- Brian S. Dempsey**  
*Chair*  
House Committee on Ways and Means
- Glen Shor**  
*Secretary*  
Executive Office for Administration and Finance
- William F. Welch**  
*Clerk*  
Senate
- Steven T. James**  
*Clerk*  
House of Representatives

**KEVIN HONAN**, State Representative, co-chair, Joint Committee on Housing, speaks at the signing ceremony for the 2013 Housing Bond Bill





# PRODUCING SUPPORTIVE HOUSING

As it has for the past 35 years, in 2013 CEDAC worked with a variety of non-profit affordable housing developers throughout the Commonwealth to produce and preserve quality affordable housing.



**“2013 was a strong year for supportive housing development in the Commonwealth.”**

– John Yazwinski,  
Executive Director, Father Bill's & MainSpring, Inc.

Through the passage of the Housing Bond Bill, the allocation of funds for housing for veterans, and the creation of the Housing Preservation and Stabilization Trust Fund (HPSTF), Massachusetts moved forward to create more supportive housing options in 2013.

As it has for the past 35 years, CEDAC worked with a variety of non-profit affordable housing developers throughout the Commonwealth to produce and preserve quality affordable housing. Many of those projects were focused on providing supportive housing options to formerly homeless families, veterans, and individuals with disabilities, among others. Additionally, CEDAC's early stage predevelopment support is critical to so many supportive housing projects. Over the next several pages, you will read about projects that CEDAC helped to fund, many of which were able to access financing through the state's landmark supportive housing programs, the Housing Innovations Fund (HIF), the Facilities Consolidation Fund (FCF), and the Community Based Housing (CBH) program.



**BLOOMFIELD GARDENS**

*Vietnamese American Initiative for Development (VietAID), Dorchester*

27 units

FOR HOMELESS AND LOW INCOME FAMILIES



22 units  
CREATED FOR LOW INCOME INDIVIDUALS

**WADLEIGH HOUSE**

*YMCA of the North Shore, Haverhill*



“The redevelopment of this property was a rebirth for this century-old organization and the surrounding neighborhood.”



**Lisa Connolly**  
Executive Director, Lynn Home for Women



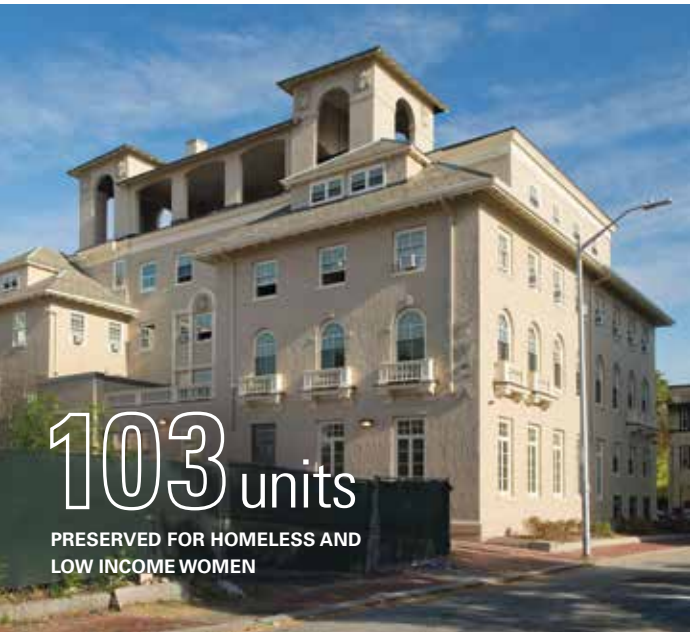
**43 units**

13 CREATED AND 30 PRESERVED  
FOR SINGLE WOMEN

**WASHINGTON SQUARE RESIDENCE/  
LYNN HOME FOR WOMEN**

**Lynn**

For over a century, Lynn Home for Women has provided affordable housing options for single women in the area. Previously, the organization’s Washington Square Residence provided housing for an estimated 30 women. The property is conveniently close to public transportation, markets, local businesses, and North Shore Community College. Additionally, the space offers a common area, which includes a communal kitchen and dining room where residents enjoy family-style meals four times a week. With financial assistance from CEDAC, through predevelopment and permanent HIF funding, the organization was able to add 13 new units and make significant renovations and upgrades to the property. The new configuration of the residence includes 7 studio apartments, 22 single-room occupancy units with private baths, and 14 lodging rooms.



**103 units**

PRESERVED FOR HOMELESS AND  
LOW INCOME WOMEN

**CAMBRIDGE YWCA**  
**Cambridge**

In fall 2013, the Cambridge YWCA completed a \$7.8 million renovation of two buildings in the Central Square neighborhood. With financing from CEDAC, the City of Cambridge, various State resources, and private funders, the YWCA was able to preserve 103 single-room units for homeless and low income women in the area. As the major systems and life safety features were substandard, both buildings required significant renovations. CEDAC, an early proponent of the project, provided vital support to the development throughout its planning phase, helping to provide technical assistance, much-needed predevelopment funding and permanent HIF financing.



**Architectural drawing of YWCA Market Street Apartments**  
*courtesy of Andrew Sidford Architects of Newburyport*

**YWCA MARKET STREET APARTMENTS/  
YWCA GREATER NEWBURYPORT**

**Newburyport**

The YWCA (the Y) of Greater Newburyport has owned and operated a five-unit Victorian-style apartment house located on Market Street for nearly two decades. In spring 2012, the Y received \$240,000 in funding from CEDAC through the Community Based Housing (CBH) program to renovate and expand their existing space. The newly renovated units include six studio units, two one-bedroom units, and two two-bedroom units. Of the ten units, eight are set aside to house homeless individuals and families. Residents also have access to the YWCA facility located next door, which offers community services and a swimming pool.

**COMMANDER PAUL F. ANDERSON HOUSE/  
FATHER BILL’S & MAINSPRING, INC.**

**Hingham**

CEDAC was able to help Fr. Bill’s & MainSpring secure \$750,000 in HIF funding to redevelop a 19th century house located in Hingham. With the funding, Fr. Bill’s repurposed the property into the Commander Paul F. Anderson House, a permanent supportive housing development for homeless and disabled U.S. veterans. The renovated residence includes six bedrooms and three shared bathrooms, as well as access to a kitchen, dining room, and laundry space. The project caters to both male and female veterans in need of housing assistance, and employs one resident to serve as an on-site manager. The development offers a range of supportive services for its residents, which include substance abuse and mental health treatment, and access to Veterans Administration health care and rehabilitation.



**10 units**

8 RESERVED FOR HOMELESS  
INDIVIDUALS AND FAMILIES



**6 units**

CREATED FOR HOMELESS  
AND DISABLED VETERANS



# \$258million

CEDAC HAS LENT OVER \$258 MILLION IN UNSECURED  
PREDEVELOPMENT LOANS TO NON-PROFIT DEVELOPERS  
SINCE ITS INCEPTION

## 59 units

FOR FORMERLY HOMELESS ELDERS



### HEARTH AT OLMSTED GREEN/HEARTH, INC. Dorchester

Located on the 35 acre grounds of the former Boston State Hospital, adjacent to the famous “Emerald Necklace” designed by renowned architect Frederick Law Olmsted, Hearth at Olmsted Green provides supportive housing with the benefits of community living. Run by Hearth Inc., a non-profit organization dedicated to ending elder homelessness, the residence is made up of 59 one-bedroom rental units for elders who were either formerly homeless or who are at risk of homelessness. The Olmsted Green campus features an urban farm, retail space, a community center, and several common areas. Hearth has also incorporated many green design elements, meeting LEED silver requirements and EPA Energy Star building standards. Supportive services include a comprehensive program of medical, mental health, and social support. CEDAC provided over \$500,000 in funding from HIF and over \$2,000,000 from FCF that were instrumental to the project’s development.

### OSCAR ROMERO HOUSE/COMMUNITY ACTION FOR BETTER HOUSING New Bedford

Prior to CEDAC’s involvement, the Oscar Romero House – formerly a lodging house – was deemed an eyesore by the community and was in desperate need of renovation. The site, located in the South Central neighborhood of New Bedford, had not been operational since the early 1990s. With CEDAC’s support of \$85,000 in predevelopment financing and \$436,000 in FCF lending, Community Action for Better Housing (CABH) was able to acquire and rehabilitate the building. CABH developed the property into 12 units of housing, which include six studio apartments, four one-bedroom units, and two two-bedroom units. The now completed development is home to formerly homeless individuals and families, and through Catholic Social Services, provides residents with a range of services such as education, job training, child care, and counseling.



### PAIGE APARTMENTS/THE CALEB GROUP Lowell

Through a unique partnership between The Caleb Group, a non-profit affordable housing developer, and the Commonwealth’s Department of Children and Families (DCF), Paige Apartments is a supportive housing development that provides homes to young men who voluntarily remain under the supervision of DCF as they transition out of foster care. The residence consists of nine one-bedroom apartments that share a community room and computer learning center, allowing residents to be independent while benefiting from community living. As part of the services extension program, each resident works with a social worker to aid their transition. While living at Paige, these young men have safe, secure housing, can develop good life skills, and build a credit rating and housing references. CEDAC committed \$650,000 in predevelopment and acquisition loan funding to The Caleb Group while DHCD provided \$900,000 in capital subsidy to rehabilitate the site.

## 9 units

OF SUPPORTIVE HOUSING  
FOR AGING OUT YOUTH



“We are proud to open the doors of our latest supportive housing development. Paige is desperately needed housing for young people on the path to successful adult lives.”

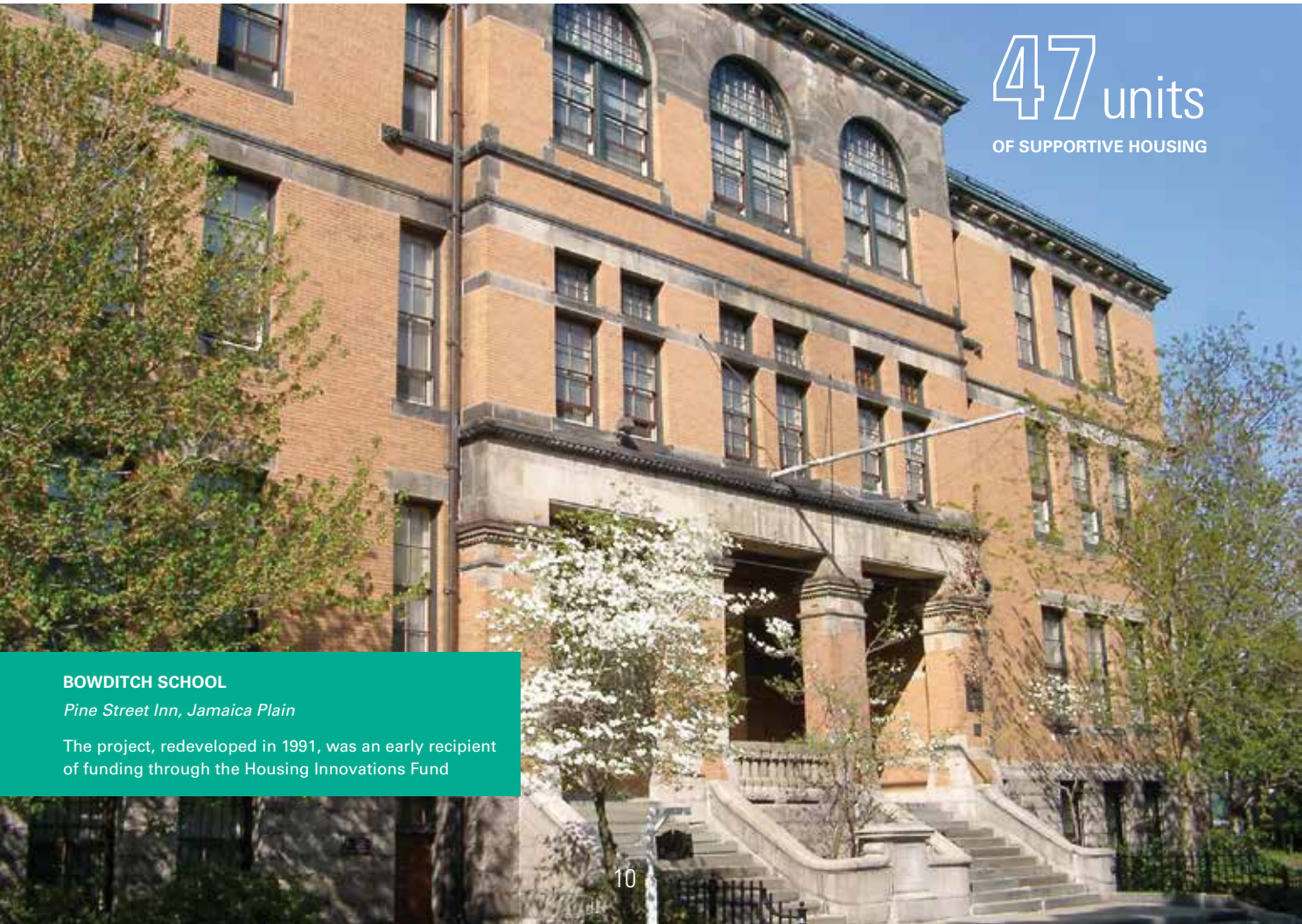


**Debbie Nutter**  
President and CEO, The Caleb Group



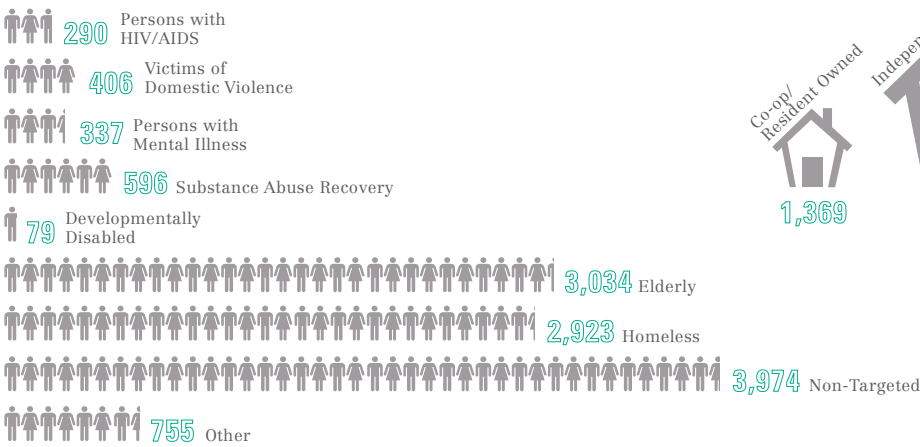
# 25 YEARS OF HOUSING INNOVATION

CEDAC continues to implement the HIF program and to see more worthwhile projects come to fruition because of it. We look forward to seeing what the next 25 years bring.

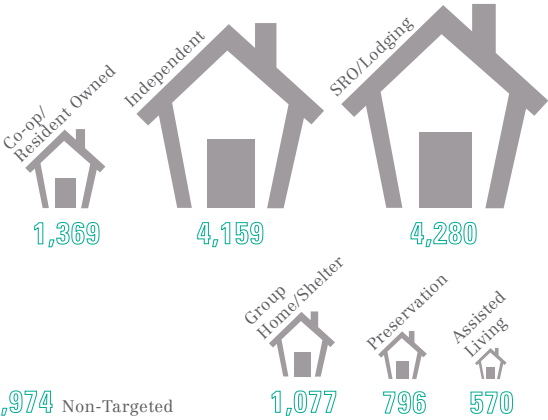


**BOWDITCH SCHOOL**  
*Pine Street Inn, Jamaica Plain*  
The project, redeveloped in 1991, was an early recipient of funding through the Housing Innovations Fund

## UNITS BY POPULATION SERVED TOTAL 12,394



## UNITS BY HOUSING TYPE TOTAL 12,251



In 1987, the state legislature approved the sale of \$30 million in general obligation bond funds for a new housing program, to be called the Housing Innovations Fund (HIF). The purpose of the fund was to stimulate the production of housing for special needs populations, single room occupancy (SRO) developments, and limited equity co-ops, with a priority on helping families and individuals who are homeless. CEDAC was brought in to implement the program; in a mere five years after the program was created, almost 3,000 units of supportive housing had been developed. A little more than ten years later, that number had increased significantly.

In the 25 years since the Housing Innovations Fund was created, Massachusetts has continued to put resources behind creating quality, affordable supportive housing. The state has created several bond programs over the past two decades, in large part because of the success of HIF. Massachusetts has allocated millions of dollars to produce thousands of units through the Housing Innovations Fund, reauthorized funding for it in 2013 (see Landmark Housing Bond Bill Focuses on Supportive Housing, Child Care, page 12), and has created even more supportive housing opportunities.

Since 1987, \$213.6 million in HIF funding has helped to finance the construction and renovation of over 12,000 units of family and individual rental housing, including a wide range of supportive housing options. It has been critically important in ensuring that homeless families and individuals have quality, affordable, and supportive housing options – the program has helped to create more than 2,900 units for homeless individuals and families, more than 3,000 units for low income seniors, and more than 750 units for individuals dealing with mental illness (see graphic above for more detail).

But the legacy of the HIF program can be seen in other, more tangible ways. It can be seen in the communities created, like Latinas y Niños Center at Casa Esperanza in Boston, a residential treatment program for women recovering from alcohol and drug addiction. The idea for the program originated in 1987, and it was one of the earliest programs to be funded by HIF. It continues to serve women, including those who are pregnant, and children almost two decades after it opened. Or at Just-A-Start House in Somerville, where homeless young mothers and their children reside and receive services to help move them out of homelessness and into self-sufficiency. Or in Framingham, where homeless veterans are able to access services through the work of the South Middlesex Opportunity Council. Or through Pine Street Inn, another early recipient of funds through HIF, who adapted the Bowditch School in Jamaica Plain into 47 units of supportive housing in 1991.

CEDAC continues to implement the HIF program and to see more worthwhile projects come to fruition because of it. We look forward to seeing what the next 25 years bring.

12,394  
units PRODUCED UNDER HIF



# LANDMARK HOUSING BOND BILL FUNDS SUPPORTIVE HOUSING, CHILD CARE

In 2013, Governor Deval Patrick signed a landmark housing bond bill providing significant funding to four CEDAC-managed housing programs and, for the first time, includes capital bond financing to support facility improvements for non-profit child care centers serving children in low income communities.



State Senator James Eldridge speaks at the Housing Bond Bill signing in November

In November 2013, Governor Deval Patrick signed a landmark housing bond bill that provides significant funding to four housing programs that CEDAC manages and, for the first time, includes capital bond financing to support facility improvements for non-profit child care centers that serve children in low income communities. Through the authorization of \$1.4 billion in capital spending during the next five years and the extension of the State Low Income Housing Tax Credit at \$20 million per year through 2020, the legislation invests significantly in both affordable housing production and preservation.

In addition to expanding resources for non-profit affordable housing developers, the legislation – co-sponsored by the chairmen of the Joint Committee on Housing, State Senator James Eldridge and State Representative Kevin Honan – provides important capital resources for supportive housing programs that offer social services and other supports to residents.

CEDAC works closely with the Department of Housing and Community Development (DHCD) to administer three specific supportive housing programs – the Housing Innovations Fund (HIF), the Facilities Consolidation Fund (FCF), and the Community Based Housing program (CBH) – and the Home Modification Loan Program, an initiative that helps keep disabled individuals in their homes. All four programs were reauthorized and will



see additional resources. The Community Based Housing (CBH) program is receiving \$38 million to produce affordable and accessible housing for persons with a range of disabilities. The Housing Innovations Fund (HIF) is receiving \$80 million to finance transitional and permanent rental housing that benefits populations in need, including the chronically homeless, domestic abuse victims, seniors, veterans, and those recovering from substance abuse. Similarly, the Facilities Consolidation Fund (FCF) will utilize the authorized \$47 million to provide community-based housing for clients of the state’s Department of Developmental Services and Department of Mental Health. The Home Modification Loan Program, which CEDAC administers with the Massachusetts Rehabilitation Commission and which provides low- or zero-interest loans to eligible homeowners to finance the addition of ramps and lifts, kitchen and bathroom modifications, and the widening of doorways and floor renovations, received \$55 million.

In addition, the bill includes \$45 million over five years for capital financing to fund upgrades to early education and out-of-school time facilities. The initial allocation for the Early Education and Out of School Time (EEOST) Capital Fund for FY2014 is \$4 million – and the new program makes Massachusetts the first state in the nation to invest in child care facilities as part of community development legislation.

CEDAC works with non-profit affordable housing developers to make sure they are aware of, and can access, the funds available through these supportive housing initiatives. CEDAC helps these community-based organizations incorporate units specifically geared to providing housing for the formerly homeless and those with physical and intellectual disabilities. The agency’s success rate in managing these supportive housing capital funding programs is considerable. Over the past 25 years, CEDAC has committed \$213.6 million to produce 12,394 units through the HIF program and financed another 2,086 units with \$111 million of FCF funding. With the newest supportive housing bond program, CBH, CEDAC has allocated \$39 million to produce 580 fully accessible units for disabled persons.

CEDAC is grateful to Governor Patrick and his Administration, members of the Legislature, Joint Committee on Housing co-chairs State Senator Eldridge and State Representative Honan and their staffs, as well as partners in the community development and early education sectors for their support of this legislation. CEDAC looks forward to providing guidance and experiencing a similar rate of achievement with both the existing and new programs in the years ahead.



# SUPPORTIVE HOUSING FOR VETERANS ACCELERATES

The Commonwealth continued its efforts to ensure that veterans have access to supportive housing units that provide them with both living space and services.



Family of Commander Paul F. Anderson at the dedication to the home built by Fr. Bill's & MainSpring, Inc. in honor of the late Commander

In 2013, the Commonwealth of Massachusetts continued its efforts to ensure that veterans have access to supportive housing units that provide them with both living space and services. Massachusetts is a national leader in its care of homeless veterans, and is the first state to outline a comprehensive plan to end veteran homelessness by 2015. That proposal calls for 250 "permanent supportive housing units" specifically targeted to help the estimated 450 veterans in Massachusetts who meet the U.S. Department of Housing and Urban Development's definition of chronically homeless.

Over the past year, CEDAC contributed to efforts to achieve that goal and supported, through loans and technical assistance, many of the Commonwealth's most successful non-profit organizations that serve veterans and develop much needed housing and services for both male and female veterans in the region. As the number of homeless veterans continues to grow nationwide, so does the need for housing and supportive mental health and rehabilitation services. According to the state, there are more than 1,100 homeless veterans in Massachusetts overall, accounting for 19 percent of all homeless adults.

In November, CEDAC participated in a Veteran's Day event in which the Department of Housing and Community Development (DHCD) announced \$6 million in affordable housing resources to build 44 new units of housing for homeless veterans in three communities across the Commonwealth. The three projects – the East Howard Street Veterans Housing in Quincy, sponsored by NeighborWorks of Southern Massachusetts (NWSM) in conjunction with Fr. Bill's & Mainspring, Inc.; Fr. Bill's & Mainspring's Montello Welcome Home project in Brockton; and the North Bellingham Veterans Home in Chelsea, which is being built by The Neighborhood Developers in partnership with Pine Street Inn – are CEDAC-supported developments.

Throughout 2013, CEDAC worked with a number of agencies across the Commonwealth that are specifically focused on providing more supportive housing to veterans. Among the projects that CEDAC financed are two developments from Soldier On, a Western Massachusetts-based non-profit that provides housing and services to veterans. In Agawam, CEDAC offered predevelopment support for the creation of 54 units for the Gordon Mansfield Veterans Community there. In Leeds, the organization is working on two projects: one project will create 44 units of permanent housing for veterans. The other will address the increased need among female veterans for housing with the creation of transitional housing focused on their concerns.

Other organizations working on developing homeless veterans housing include Veterans, Inc., who is planning on building 35 units in Shrewsbury specifically for veterans in need in the Central Massachusetts region. DHCD recently announced \$3.3 million in funding for their project. CEDAC has also provided funding for 24 units of veterans housing – including family units – in South Boston, through a joint venture between South Boston Neighborhood Development Corporation and Caritas Communities. Additionally, CEDAC is working with the New England Center for Homeless Veterans to create or renovate 94 new units for veterans in the Boston area.

1<sup>st</sup>  
MASSACHUSETTS IS THE 1<sup>ST</sup> STATE TO  
OUTLINE A COMPREHENSIVE PLAN TO  
END VETERAN HOMELESSNESS BY 2015



19% OF ALL HOMELESS ADULTS IN MASSACHUSETTS ARE VETERANS



CEDAC HELPED CREATE OVER 225 UNITS FOR VETERANS IN MASSACHUSETTS IN 2013



# MASSACHUSETTS REACHES 1,000 SUPPORTIVE HOUSING UNITS GOAL

The Commonwealth of Massachusetts reaches goal, set by Governor Deval Patrick, of creating 1,000 new units of permanent supportive housing almost two years ahead of schedule.



**“This supportive housing program will provide a clear pathway for participants from homelessness and emergency shelters towards stabilization and growth in permanently affordable housing.”**

– Aaron Gornstein  
Undersecretary of Housing and  
Community Development

In March 2014, the Commonwealth of Massachusetts reached its goal, set by Governor Deval Patrick and the Legislature, of creating 1,000 units of supportive housing almost two years ahead of schedule. In making that declaration, the administration also announced \$25 million in resources for 335 new units of supportive housing for projects funded through the Housing Preservation and Stabilization Trust Fund (HPSTF), the Housing Innovations Fund (HIF), and other state resources.

Governor Patrick signed “An Act Relative to Community Housing and Services” in March 2012 with the goal of building 1,000 new permanent supportive housing units. The act increased coordination and efficiency across 18 state housing and human services agencies by requiring these agencies to commit to working together through a Memorandum of Understanding, which was signed in December 2012. Additionally, the legislation required administrative action to promote supportive housing and to establish benchmarks to assess progress.

CEDAC’s executive director, Roger Herzog, serves as the chair of the interagency working group that undertook the initiative (see executive message on page 1 for more on his role). In discussing the effort, he said, “Governor Patrick, Undersecretary of Housing and Community Development Aaron Gornstein, and the Commonwealth as a whole were very forward-thinking in setting the goal to create 1,000 new units of supportive housing.



GOVERNOR PATRICK SPEAKS AT EVENT IN HAVERHILL TO ANNOUNCE THAT THE GOAL OF CREATING 1,000 UNITS OF SUPPORTIVE HOUSING HAS BEEN REACHED

These new units of supportive housing will help seniors, veterans, homeless individuals and families, and persons with disabilities, among others, all of whom are aided by the services connected with this type of affordable housing.”

Supportive housing provides homes, as well as important stabilization services, to individuals and families that are homeless or facing homelessness; institutionalized or at-risk of institutionalization; people with disabilities; and the elderly. In the Commonwealth of Massachusetts, three supportive housing programs – the Community Based Housing program (CBH), the Facilities Consolidation Fund (FCF), and the Housing Innovations Fund (HIF) – provide capital resources for the development of affordable housing for these populations. CEDAC is the program administrator for these initiatives, which received a new influx of state funds from the Housing Bond legislation that was passed and signed into law in November 2013.

The Housing Preservation and Stabilization Trust Fund (HPSTF) was created in the FY14 Department of Housing and Community Development (DHCD) budget to establish “a flexible method for funding affordable housing for low income families and individuals in the Commonwealth, particularly those most at-risk of becoming homeless”, according to the language that created the fund. CEDAC is the trustee for these funds and works closely with DHCD. Fifteen projects throughout

Massachusetts are receiving \$25 million through HPSTF, HIF (the Commonwealth’s longest-running supportive housing program), and other state resources.

Some notable projects that received HPSTF funding are House of Hope Inc.’s New Hope II project in Lowell; South Middlesex Opportunity Council’s 266 Main Street Oxford project in Oxford; Viet AID’s Four Corners Rental Housing in Boston; Domus, Inc.’s Our House project in Westfield; and Coalition for a Better Acre’s Haverhill Veterans Housing project in Haverhill. Together, these five projects created over 90 new units of supportive housing for homeless individuals and families across the Commonwealth.

The new projects that received state funds through HPSTF, HIF, and these additional state resources will help to address homelessness among families throughout Massachusetts. The HPSTF funding round was critically important because it allowed for the funding of projects with capital, operating, and service funding allocated in a unified process (see more on the importance of the HPSTF round in the executive message on page 1). Together, these funds present a unique opportunity for non-profit affordable housing developers to create supportive housing units for vulnerable populations, such as persons with disabilities, veterans, homeless families, and individuals with other special needs.



# THE CHILDREN’S INVESTMENT FUND HELPS MOVE CHILD CARE PROJECTS FORWARD

The Children’s Investment Fund marks significant milestone with the passage of the Early Education and Out of School Time Capital Fund, which authorized \$45 million in capital bond financing to improve facilities serving low income children.



Warehouse space acquired by Bigelow Cooperative Daycare Center before renovation

The Children’s Investment Fund (the Fund) marked a significant milestone in 2013 with the passage of the Early Education and Out of School Time Capital Fund (EEOST), which authorized \$45 million in capital bond financing to improve facilities serving low income children. The new capital program was part of the 2013 Housing Bond Bill, making Massachusetts the first state in the nation to finance capital improvements to child care centers as part of a broad community development effort. In commenting on the importance of the bond bill, Mav Pardee, Program Manager of the Fund, noted, “the bond bill offers sustainable financing to help transform the quality of learning environments for low income children, and better program facilities will enhance other efforts to improve the education and healthy development of the most vulnerable children in our state.”

While working to support the bond bill, in 2013 the Fund also continued its role helping non-profit providers improve their facilities with private financing and technical assistance. The Fund saw two important child care projects come to fruition – Bigelow Cooperative Daycare Center and College Bound Dorchester.

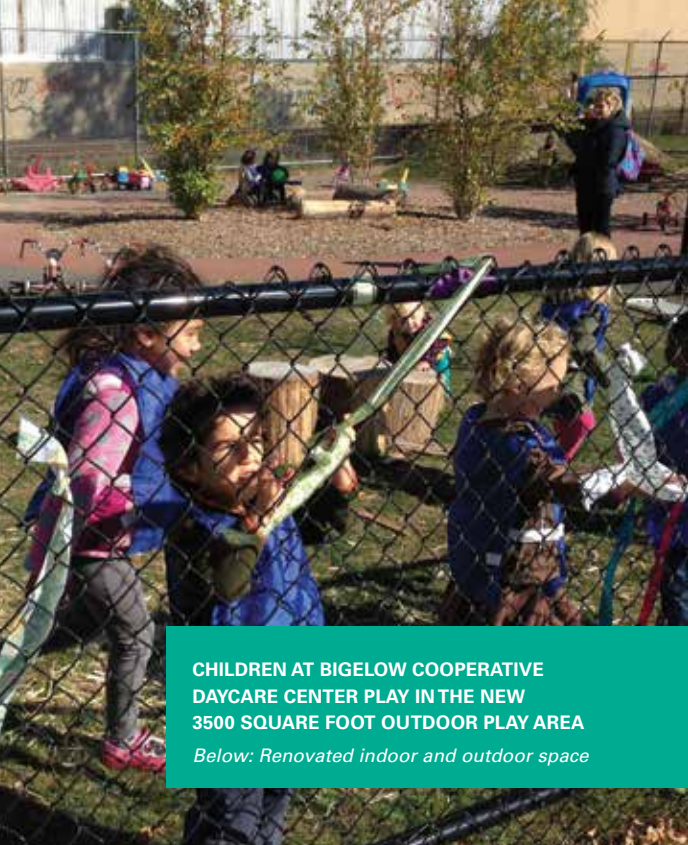
With less than a year’s notice, Bigelow Cooperative Daycare Center had to move out of the church basement it had occupied for 26 years. Like many non-profit child care programs, Bigelow had financial constraints, which limited options for leasing another space. The center wished to remain in or near Cambridge, but finding suitable, affordable space near their original Harvard Square location proved impossible. After expanding its search, Bigelow decided to lease and renovate warehouse space on the Cambridge/Somerville line.

The Fund provided a \$930,000 loan to support the renovation, and the building owner upgraded the utilities and the exterior of the building. The new space reflects the values and culture of the organization. The design team created a lovely, light-filled center of 5,500 square feet, with a large central active play space, five classrooms, space for infant care, a commercial kitchen, and administrative and teacher work space. Bigelow developed an adjacent 3,500 square foot outdoor play area that emphasizes nature and opportunities for active play and skills development. The new location has helped to introduce Bigelow to new families, and the center has expanded enrollment from 32 to 44 children.

“With the help of the Fund, Bigelow transformed a dark, cavernous warehouse into a high quality spacious, vibrant and engaging education facility for children and families from mixed income levels,” said Theresa Jordan, Senior Project Manager for the Fund, who worked with Bigelow to complete the project.

College Bound Dorchester, another project completed in the last year, serves 257 low income children in center-based and home-based programs in Dorchester. As demand for center-based early education services grew, and to serve additional children, College Bound decided to expand its existing center on Samoset Street. Working closely with the Fund, which provided a \$100,000 loan and a \$68,000 Facilities Improvement Grant for the project, College Bound renovated 3,000 square feet on the ground floor of its building. The renovation created two bright preschool classrooms, featuring new children’s and adult lavatories, new finishes, furnishings and equipment, and made the facility accessible with the installation of a wheelchair lift. The renovated space will allow College Bound to expand enrollment from 100 to 140 children.

“The support from the Fund has made it possible for us to move all our center-based early education programs under one roof, which means increased ability to provide our teachers with professional development and more easily share best practices among all our classrooms,” said Mark Culliton, CEO of College Bound Dorchester.



CHILDREN AT BIGELOW COOPERATIVE DAYCARE CENTER PLAY IN THE NEW 3500 SQUARE FOOT OUTDOOR PLAY AREA  
Below: Renovated indoor and outdoor space





# THREE CABINET SECRETARIES WELCOMED AT 10TH ANNUAL COMMONWEALTH WORKFORCE COALITION CONFERENCE

Almost 350 workforce development professionals from across Massachusetts came together for the 10th Annual Sharing Skills~Building Connections Conference.



Secretary Bialecki, then-Secretary Goldstein, and Secretary Malone with Roger Herzog at the 10th Annual CWC Conference

In May 2013, almost 350 workforce development professionals from across Massachusetts came together at the Sturbridge Host Hotel & Conference Center for the 10th Annual Sharing Skills~Building Connections Conference. The event is designed to empower workforce development professionals with the information, tools, and connections they need to improve their workforce programs and services, and ultimately help more people find and retain jobs, as well as advance in their careers. The Commonwealth Workforce Coalition has built a network of over 6,500 workforce development professionals to help increase the capacity of the sector.

For the first time ever, the conference was pleased to welcome three Cabinet officials from the Patrick Administration – Secretary Gregory Bialecki of the Executive Office of Housing and Economic Development; then-Secretary Joanne Goldstein of the Executive Office of Labor and Workforce Development; and Secretary Matthew Malone of the Executive Office of Education – to offer their thoughts on the future of workforce development. The three secretaries focused on the developing cross-sector partnerships that aim to help potential employees develop the skills they need to find work. The three departments are collaborating on the Massachusetts Community Colleges & Workforce Development Transformation Agenda, an initiative designed to assist eligible Commonwealth residents to attain degrees, certificates and credentials in two years or



PARTICIPANTS, PRESENTERS AND EXHIBITORS LEARN, SHARE, AND NETWORK IN STURBRIDGE

less by fundamentally changing how community colleges work with each other and with agencies in the workforce development system.

Secretary Bialecki discussed how his department was examining in great detail key industries in Massachusetts, to make an assessment of their workforce needs. He noted that Massachusetts was going through a strong recovery and that, in some sectors such as manufacturing, jobs were available. Then-Secretary Goldstein, who noted that this was her second consecutive year attending the conference, focused on the important collaborative interagency work that is being done, including within the community college system. Additionally, she discussed grant programs that are available to train employees, especially veterans. Echoing her sentiments was Secretary Malone, who also promoted the idea of developing apprenticeships at the vocational level and made sure to highlight the state’s efforts and programs to increase educational access for veterans. He also referenced the Transformation Agenda, mentioning that the Commonwealth’s 15 community colleges were revising their focus to align curricula in an effort to help prepare students for jobs and provide them with skills for employment.

The conference was once again a success, with a variety of 30 interactive workshops offered, including the return of the popular

Employer Pitch Clinics. The Pitch Clinics give workforce development professionals the opportunity to interact with potential employers so that they can hone their “pitch” to local businesses. Job trainers and job counselors in non-profit agencies throughout the Commonwealth often act as the link between potential employers and job seekers. It is therefore important that human resource professionals in area business have a better understanding of the services that these non-profit agencies offer. This will lead to more opportunities for job counselors to place clients in jobs with room for growth.

In feedback summing up the event, participants wrote: “I look forward to attending every year – thank you for organizing these events!” and “High quality of input and great opportunity to network with other professionals.”



“It’s very much about making connections that may not otherwise have been made. There is nothing better than seeing business cards flying around the table at the conference lunch – I love that.”

– Judith Lorei  
Workforce Consultant



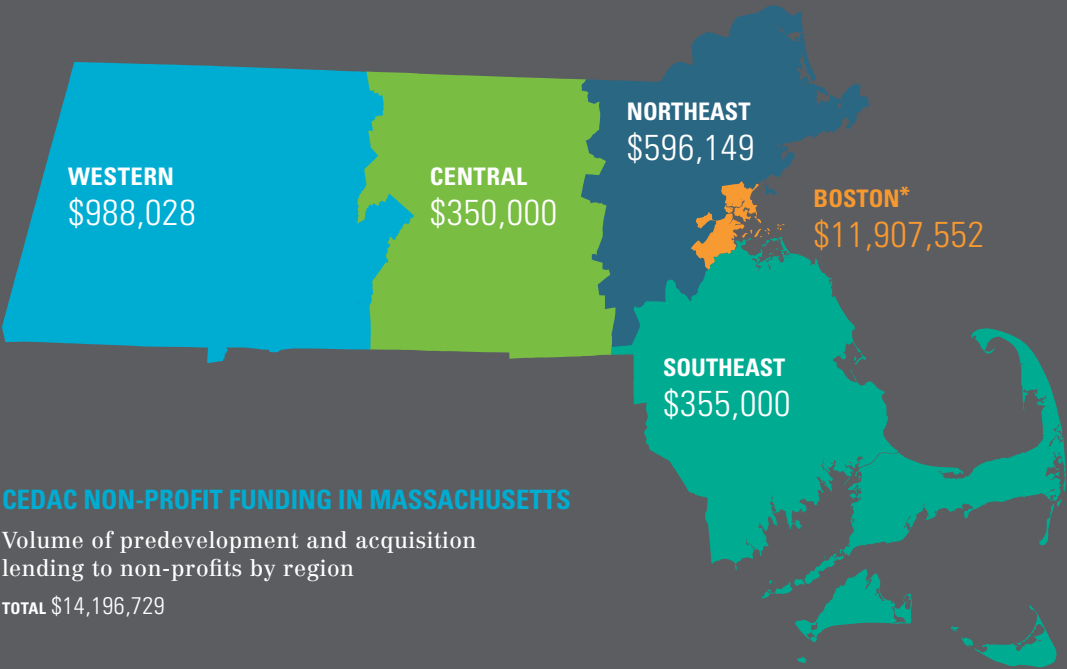
# FUNDING AND FINANCIALS, FISCAL YEAR 2013

## STATEMENT OF NET ASSETS *June 30, 2013*

	ENTERPRISE FUNDS			
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	TOTAL
<b>ASSETS</b>				
Total current assets	\$16,064,545	\$236,665	\$28,270,293	\$44,571,503
Total other assets	7,548,619	834	3,781,092	11,330,545
Total assets	\$23,613,164	\$237,499	\$32,051,385	\$55,902,048
<b>LIABILITIES AND NET ASSETS</b>				
Total current liabilities	3,196,899	19,988	2,236,234	5,453,121
Long term notes payable	9,327,000	-	29,815,151	39,142,151
Total liabilities	\$12,523,899	\$19,988	\$32,051,385	\$44,595,272
<b>NET ASSETS:</b>				
Unrestricted net assets	7,430,467	-	-	7,430,467
Invested in capital assets, net of related debt	91,768	834	-	92,602
Restricted net assets - expendable	3,567,030	216,677	-	3,783,707
Total net assets	\$11,089,265	\$217,511	\$ -	\$11,306,776
Total liabilities and net assets	\$23,613,164	\$237,499	\$32,051,385	\$55,902,048

## STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS *For The Year Ended June 30, 2013*

	ENTERPRISE FUNDS			
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	TOTAL
Total operating revenues	\$2,948,910	\$546,521	\$ -	\$3,495,431
Total operating expenses	3,041,010	744,101	-	3,785,111
Changes in net assets from operations	(92,100)	(197,580)	-	(289,680)
Net Assets, beginning of year	\$11,181,365	\$415,091	\$ -	\$11,596,456
Net Assets, end of year	\$11,089,265	\$217,511	\$ -	\$11,306,776



### CEDAC NON-PROFIT FUNDING IN MASSACHUSETTS

Volume of predevelopment and acquisition lending to non-profits by region

TOTAL \$14,196,729

\* Please note that two large preservation projects in the Boston area comprising 146 units account for \$7 million of lending activity.

## FUNDERS *For The Year Ended June 30, 2013*

The Barr Foundation	Department of Mental Health, Commonwealth of Massachusetts	The Irene E. and George A. Davis Foundation
Department of Housing and Community Development, Commonwealth of Massachusetts	The Boston Foundation	Blue Cross and Blue Shield of Massachusetts
HomeFunders LLC	Boston Private Bank and Trust Company	Citizens Bank Foundation
The Massachusetts Life Insurance Community Investment Initiative	United Way of Massachusetts Bay and Merrimack Valley	Community Foundation of Southeastern Massachusetts
John D. and Catherine T. MacArthur Foundation	Department of Neighborhood Development, City of Boston	United Way of Pioneer Valley
Eastern Bank	Department of Early Education and Care, Commonwealth of Massachusetts	Community Foundation of Western Massachusetts
Massachusetts Housing Partnership	SkillWorks: Partners for a Productive Workforce	Edwards Wildman Palmer LLP
MassHousing Affordable Housing Trust Fund	Klarman Family Foundation	The Hyams Foundation
Massachusetts Rehabilitation Commission, Commonwealth of Massachusetts	Cabot Family Charitable Trust	Commonwealth Corporation
		O'Neill and Associates



# CEDAC BOARD OF DIRECTORS AND STAFF LIST, FISCAL YEAR 2013

## BOARD OF DIRECTORS

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*Chairperson*  
Undersecretary  
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Community Development

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First Vice President, Commercial  
Banking Division  
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MassHousing

**Michael S. Hatfield**  
Senior Underwriter  
Community Development Banking for  
Bank of America, Real Estate Department

**Susan Schlesinger**  
President  
The Massachusetts Life Insurance  
Community Investment Initiative

**Beth Ann Strollo**  
Executive Director  
Quincy Community Action Programs, Inc.

**Clark L. Ziegler**  
Executive Director  
Massachusetts Housing Partnership

### Corporate Counsel:

**Sara G. Schnorr**  
Corporate Clerk  
Edwards Wildman Palmer LLP

*Thank you to outgoing Board Member  
Christine Griffin for her contributions  
to CEDAC.*

## CEDAC STAFF

**Roger Herzog**  
Executive Director

**Sara Barcan**  
Housing Development Program Manager

**Christina Padilla Birkey**  
Program Associate

**Bill Brauner**  
Housing Preservation Program Manager

**Bill Breitbart**  
Director of Housing for Central  
and Western MA

**Hien Burnham**  
Senior Portfolio Accountant

**Pearl Chan**  
CEDAC Intern

**Bronia M. Clifton**  
Senior Project Manager

**Martha McCahill Cowden**  
Associate Program Manager, Children’s  
Investment Fund

**Karen Kelley Gill**  
Deputy Director & Chief Financial Officer

**Susan Gillam**  
Program Coordinator,  
Home Modifications Loan Program

**Bree Horwitz**  
Affordable Housing Project Manager

**Theresa Jordan**  
Senior Project Manager, Children’s  
Investment Fund

**Patricia Maguire**  
Manager, Commonwealth Workforce  
Coalition

**Maritza Martinez**  
Portfolio and Database Manager

**Sarah McKeever**  
Supportive Housing Project Manager

**Meghan Nam**  
Portfolio Associate

**Sivan Nasoff**  
Associate Director of Finance

**Mav Pardee**  
Program Manager, Children’s Investment Fund

**Dilia L. Ramirez**  
Office Administrator

**Lionel G. Romain**  
Senior Project Manager

**Erin Roussinova**  
Administrative and Public Information Assistant

**Carolyn Williams**  
Business Manager

*To those staff members who left during  
the year to pursue other endeavors –  
thank you for your contributions to CEDAC.*

**Jason Bran**  
**Anna Bromberg**  
**Ann Donner**  
**Kara Lane**  
**Kamiliah Pompey-Williamson**

### PHOTO CREDITS

All photos of CEDAC projects by Greig Cranna. Photos of the Commander Paul F. Anderson House are courtesy of Fr. Bill’s & MainSpring, Inc. Photo of the Bowditch School is courtesy of Pine Street Inn. The individuals in these pictures are supporters of, residents of, or participants in CEDAC-funded affordable housing developments, child care facilities or workshop development trainings.



193 units  
OF AFFORDABLE RENTAL  
HOUSING PRESERVED

841 AFFORDABLE UNITS ACROSS SIX BUILDINGS  
IN FOUR COMMUNITIES (BOSTON, BREWSTER,  
HUDSON, AND ORLEANS) PRESERVED

(top) FRANKLIN SQ./ST. JAMES APARTMENTS  
Preservation of Affordable Housing, Inc. (POAH)  
Boston’s South End

(bottom) KENMORE ABBEY APARTMENTS  
Preservation of Affordable Housing, Inc. (POAH)  
Fenway

199 units  
PRESERVED FOR ELDERLY INDIVIDUALS



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[www.cedac.org](http://www.cedac.org)

COVER IMAGE: Highland Terrace *The Neighborhood Developers, Inc., Chelsea*

