

HONORING MEL KING

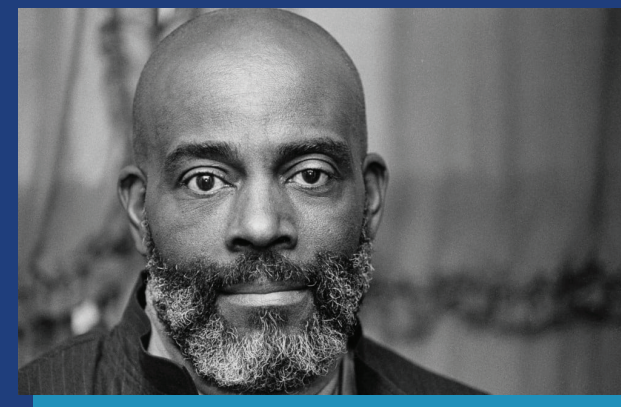
THE COMMONWEALTH SET A HISTORIC NEW COURSE IN 2023 FOR THE CREATION OF AFFORDABLE HOUSING AND THE BUILDING OF STRONG COMMUNITIES. IT WAS ALSO A YEAR IN WHICH CEDAC REFLECTED ON OUR OWN HISTORY AS WE OBSERVED THE PASSING OF LEGENDARY COMMUNITY LEADER MEL KING.

The late Boston political leader and activist, who passed away in the spring of 2023 at the age of 94, had as much influence on the City of Boston as any other political figure during the past century. He was a leader of Boston's Black community during periods of racial tension and unease, and his campaign for mayor in 1983 was a catalyst to advance the movement for racial justice in the city. But the legacy of Mel King and the impact of his advocacy extends far beyond Boston. One of his greatest accomplishments is the movement he initiated to create an infrastructure to support community development and deliver economic empowerment that has improved life for people in every corner of Massachusetts, and which continues to this day.

Mel was a founding father of the Community Economic Development Assistance Corporation. In the 1970s he convened a series of weekly working group sessions of community activists and planners at the Massachusetts Institute of Technology – the “Wednesday Morning Breakfast Club.” These discussions led to pragmatic plans, which Mel was able to turn into legislative victories. It was legislation he sponsored as a member of the House of Representatives that established CEDAC and our sister quasi-public agency, the Community Development Finance Corporation, now known as the Growth Capital Corporation, in 1978. The Massachusetts system now serves as a national model of community development.

As Mel wrote in his 1981 book, *CHAIN OF CHANGE: Struggles for Black Community Development*, “CDFC and CEDAC provide clear examples of how to use the legislative process to set up institutions which can provide ongoing assistance for community development through community control.

The impact of Mel King's work can be seen and felt in housing, community organizing and planning, and youth programs across the entire state of Massachusetts. We at CEDAC will always remain true to his vision for strengthening communities by providing financial and technical assistance for affordable housing and child care development.



ABOVE PHOTO: © Linda Haas Photography

FY23 FUNDERS AND PARTNERS

- | | |
|--|--|
| Bank of America | Kuehn Charitable Foundation |
| Boston Medical Center | Liberty Mutual Foundation |
| The Boston Foundation | The Life Initiative |
| Citizens Bank | Local Initiatives Support Corporation |
| Executive Office of Education, Commonwealth of Massachusetts | Massachusetts Housing Investment Corporation |
| Department of Early Education and Care | MassHousing/ Affordable Housing Trust Fund |
| Executive Office of Health and Human Services, Commonwealth of Massachusetts | Massachusetts Housing Partnership |
| Department of Developmental Services | Mayor's Office of Housing, City of Boston |
| Department of Mental Health | The M&T Charitable Foundation |
| Massachusetts Rehabilitation Commission | Plemmons Family Charitable Fund |
| Executive Office of Housing and Livable Communities, Commonwealth of Massachusetts | Robert Wood Johnson Foundation |
| Eastern Bank/ Eastern Bank Foundation | Rockland Trust/ Rockland Trust Charitable Foundation |
| Easthampton Savings Bank | Silicon Valley Bank, a division of First Citizens Bank |
| Home Funders LLC | United Way of Massachusetts Bay and Merrimack Valley |
| The Klarman Family Foundation | U.S. Department of the Treasury CDFI Fund |



CEDAC
Community Economic Development Assistance Corporation

18 Tremont Street, Suite 500, Boston, MA 02108
617-727-5944 cedac.org

FRONT COVER PHOTO:
Morton Station Village, Boston

BACK COVER PHOTOS:
(Left to right) Yawkey Housing Resource Center, Quincy;
YMCA Cape Cod Early Education Center, Hyannis

CEDAC
2023
ANNUAL REPORT

View the full report online: cedac.org/2023

DEAR FRIENDS,

In 2023, the Commonwealth of Massachusetts achieved historic milestones in the expansion of our policy and leadership infrastructure devoted exclusively to housing. The Community Economic Development Assistance Corporation (CEDAC) joined other state agencies, housing advocates and our non-profit community development partners in supporting this achievement by Governor Maura Healey's administration.

You will learn about some of our most exciting and impactful projects of 2023 - as CEDAC continued to deliver on its mission of providing project financing and technical expertise for CDCs and other non-profit organizations dedicated to building stronger communities in every region of Massachusetts.

Our talented staff - guided by the CEDAC Board of Directors - worked diligently with thirty-four community-based non-profits and our network of more than 20 funders to commit \$60.8 million in early-stage financing for projects that will create or preserve more than 2,100 units of affordable and supportive housing. Through the Children's Investment Fund, we helped finance six early education and child care facilities with loans and grants totaling \$1.2 million.

The year 2023 marked a new era for the Commonwealth's commitment to meeting the state's ever-growing demand for new housing, as the Healey Administration appointed former Worcester City Manager Ed Augustus Jr. to be the first cabinet-level housing secretary. The creation of a new Secretariat demonstrates the focus and priority Governor Healey has placed on the expansion of housing supply in Massachusetts.

CEDAC was honored to participate in the Healey Administration's announcement of the Affordable Homes Act - a proposed \$4.1 billion legislative package to accelerate the production of homes and make housing more affordable across Massachusetts.

As we continue to carry out our mission, CEDAC is optimistic and energized. The Healey Administration has given the Commonwealth important new tools for addressing our housing needs. The community development organizations we serve continue to be strong partners with CEDAC. And our network of both private and public sources of financing is robust and ready to close deals in 2024.

In this report, we feature housing and child care projects completed in 2023 that showcase the variety of assistance we provide and the diversity of the communities we serve. We hope you will enjoy learning more about our organization's ongoing work.



Roger Herzog
CEDAC Executive Director

Jennifer Maddox
CEDAC Board Chair
Deputy Secretary, Executive Office of
Housing and Livable Communities

FINANCIALS FY 2023

Statement of Net Position AS OF JUNE 30, 2023

	ENTERPRISE FUNDS			TOTAL
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	
ASSETS				
Total current assets	\$29,126,838	\$7,828,640	\$90,162,839	\$127,118,317
Total other assets	26,875,393	1,020,466	15,134,210	43,030,069
Total assets	\$56,002,231	\$8,849,106	\$105,297,049	\$170,148,386
LIABILITIES AND NET POSITION				
Total current liabilities	7,053,736	7,280,690	4,381,905	18,716,331
Long term liabilities	21,933,520	-	100,915,144	122,848,664
Total liabilities	\$28,987,256	\$7,280,690	\$105,297,049	\$141,564,995
NET POSITION				
Unrestricted net position	22,692,192	-	-	22,692,192
Invested in capital assets	49,845	-	-	49,845
Restricted net position - expendable	4,272,938	1,568,416	-	5,841,354
Total net position	27,014,975	1,568,416	-	28,583,391
Total liabilities and net position	\$56,002,231	\$8,849,106	\$105,297,049	\$170,148,386

Statement of Revenues, Expenses and Changes In Net Position FOR THE YEAR ENDED JUNE 30, 2023

	ENTERPRISE FUNDS			TOTAL
	Operating and CEDAC Loan Funds	Restricted Program Funds	Loan Funds Under Management	
Total operating revenues	\$8,010,642	\$7,715,939	\$2,794,744	\$18,521,325
Total operating expenses	4,645,896	7,705,389	-	12,351,285
Changes in net position from operations	3,364,746	10,550	2,794,744	6,170,040
Net operations of loan funds not recourse to CEDAC	-	-	(2,794,744)	(2,794,744)
Changes in net position	3,364,746	10,550	-	3,375,296
Net position, beginning of year	23,650,229	1,557,866	-	25,208,095
Net position, end of year	\$27,014,975	\$1,568,416	-	\$28,583,391

2023 HIGHLIGHTS

In 2023 we worked with community development partners to engage in some of our most ambitious and innovative projects yet, creating new models for the delivery of housing and child care. The efforts below represent some of those we would like to highlight.

See all project highlights at cedac.org/2023



Grand Street Commons

Main South CDC acquired and developed a former, long-neglected industrial site in the heart of the Main South neighborhood in Worcester with acquisition and predevelopment financing from CEDAC to create a 48-unit mixed-income housing development, with 10 units specifically reserved for families making up to 30% of the AMI. It features six buildings with two- and three-story energy-efficient townhomes.

CEDAC Financing	
Predevelopment Loan	\$974,000
Acquisition Loan	\$900,000
State Subordinate Loan Underwritten by CEDAC	\$563,524



Island Parkside Phase 1

Located in Lawrence, the Island Parkside project was developed by Lawrence CommunityWorks (LCW) with the support of acquisition and predevelopment funding from CEDAC, as well as significant state bond funds. Repurposing a distressed former industrial site adjacent to the city center, Phase I of the development was completed in late 2023 and provides 40 units of affordable apartments for low-income families in the Lawrence community.

CEDAC Financing	
Predevelopment Loan	\$270,000
Acquisition Loan	\$3,040,800
State Subordinate Loans Underwritten by CEDAC	\$2,860,000



Dr. Thomas S. Perrault Childcare Center

With the support of an EEOST capital grant and a CIF predevelopment loan, the Greater Lawrence Community Action Council (GLCAC) constructed a new child care center that created additional classrooms for early education programming, allowing GLCAC to serve nearly 300 children in the facility. The center now includes more classrooms, dedicated outdoor play spaces for each age group, and a commercial kitchen to serve GLCAC's entire early education network.

Children's Investment Fund (CIF) Financing	
CIF Predevelopment	\$452,500
BSC Grant	\$20,000
State Grant Underwritten by CIF	\$1,000,000

BOARD OF DIRECTORS AND STAFF LIST

Board of Directors

- JENNIFER MADDOX** Chairperson
Deputy Secretary
Executive Office of Housing and Livable Communities
- RICHARD C. MURAI** Vice Chairperson
Senior Vice President/Regional Manager,
Commercial Banking Division
Rockland Trust
- MARK TEDEN** Treasurer
Vice President - Multifamily Programs
MassHousing
- SHARON SCOTT-CHANDLER** Secretary
President & CEO
Action for Boston Community Development
- GARY ACQUAH**
Co-Founder/Managing Director
Flex Investments, LLC
- EMILY COOPER**
Chief Housing Officer
Executive Office of Elder Affairs
- ANGIE LIOU**
Executive Director
Asian Community Development Corporation
- MARGARET WAGNER**
Co-Founder and Managing Partner
First Atlantic Capital, LLC
- CLARK L. ZIEGLER**
Executive Director
Massachusetts Housing Partnership
- Thank you to **Carmen Panacopoulos** who left the Board of Directors during fiscal year 2023.

CEDAC would like to offer sincere thanks to outgoing Board member **Peter Daly**. Peter was an invaluable resource on the Board, given his highly successful career as the longtime Executive Director of Homeowner's Rehab, Inc. in Cambridge. He was a preeminent leader in the CDC housing world and brought his affordable housing development expertise to CEDAC. He served on this Board for over 26 years, including many years as our Vice Chair. We are grateful for Peter's service to this organization and offer our best wishes on his retirement.

As required by Section 6 of the Chapter 40H of the General Laws, this report is respectfully made available to the public by being posted on CEDAC's website (www.cedac.org), and a copy of this Annual Report is submitted to the Clerk of the Massachusetts Senate and the Clerk of the Massachusetts House.

Staff List

- ROGER HERZOG** Executive Director
- BILL BRAUNER** Director of Housing Development and Preservation
- PEARL CHAN** Operations Associate
- ROLANDO DEL VILLAR** Accounting Associate
- SUSAN GILLAM** Home Modification Loan Program Project Manager
- CHEYENNE GRIFFIN** Program Assistant - Children's Investment Fund
- BREE HORWITZ** Senior Project Manager - Children's Investment Fund
- THERESA JORDAN** Director - Children's Investment Fund
- ALLISON LEE** Supportive Housing Project Manager
- GRACE LI** Accountant
- CASSIE MANN** Affordable Housing Project Manager
- SARAH E. MCKEEVER** Director of Supportive Housing
- WILL MORGAN** Senior Project Manager for Supportive Housing
- CLAIRE MORTON** Senior Project Manager
- MADLINE NASH** Senior Project Manager
- JACLYN PACEJO** Lending Operations Manager
- VERONICA PELLETIER** Portfolio Associate
- THU PHAN** Accountant
- DRUSILLA PRATT-OTTO** Associate Director of Finance
- DILIA L. RAMIREZ** Associate Director of IT and Operations
- LIONEL G. ROMAIN** Director of Housing for Central & Western Massachusetts
- DEBBIE SCHNITZER** Chief Financial Officer and Chief Operating Officer
- ALICIA TONEY** Senior Project Manager - Children's Investment Fund
- DANIEL VO** Accounting Manager
- BRYN WEILER** Operations and Lending Assistant
- STEPHAN WEYNICZ** Data & Portfolio Analyst
- KIRA WILKE** Associate Director of Development - Children's Investment Fund

Farewell and thank you to **Lionel Romain** who departed in October 2023 after fifteen years of service to CEDAC.

*Welcome to new staff members who started after 7/1/23.

Impact of CEDAC & CIF's Housing Early Stage Financing (FY23)
52 PROJECTS | 2,130 UNITS | \$60,760,490 LOANED OR GRANTED *
* Includes participations

Impact of CIF's Child Care Financing (FY23)
6 PROJECTS | 6 UNITS | \$1,191,000 LOANED OR GRANTED *
* Includes participations