Citizens’ Housing and Planning Association’s (CHAPA) mission is to encourage the production and preservation of housing which is affordable to low-income families and individuals and to foster diverse and sustainable communities through planning and community development.

CHAPA is the non-profit umbrella organization for affordable housing and community development activities in Massachusetts. Established in 1967, CHAPA is the only statewide group that represents all interests in the housing field, including non-profit and for-profit developers, municipal officials, local housing providers and advocates, lenders, property managers, architects, consultants, homeowners, tenants, local planners, foundation and government officials, and others.

CHAPA pursues its goals through advocacy with local, state, and federal officials; research on affordable housing issues; education and training for organizations and individuals; programs to expand rental and homeownership opportunities; and coalition building among a broad array of interests in the housing and community development field.
Dear Friends,

On behalf of CHAPA's Board of Directors and Staff, I appreciate your strong support for our work as we advocate for safe, healthy, and affordable homes for all.

This was a year of big transitions for CHAPA. Early in the year, under the leadership of Executive Director Brenda Clement, CHAPA restructured our Board and launched our new Policy Leadership Council. The end of the year brought a change in leadership for CHAPA as Brenda returned to her home state of Rhode Island and our Policy Director, Rachel Heller, became CHAPA's first CEO. Through all of these changes, the staff have continued to do strong program work and legislative advocacy, which prepare us well for the uncertainties ahead of us at the federal level.

CHAPA's staff accomplished a lot this past year. Our policy team successfully advocated for strong state housing operating and capital budgets to fund the resources needed to provide housing for families and individuals with low and moderate incomes. CHAPA convened the On Solid Ground Coalition, which brought together advocates from numerous fields to address family homelessness. In addition, under the leadership of our Housing Production Committee Chairs, Susan Schlesinger and Eliza Datta, and in partnership with the Massachusetts Smart Growth Alliance, we won Senate passage of a multifamily zoning requirement for all communities in the Commonwealth as well as new tools to overcome discrimination against affordable housing development. While these provisions did not ultimately become law, getting these proposals through the Senate was a big accomplishment. The Legislature’s Housing Committee Chairs, Senator Linda Dorcena Forry and Representative Kevin Honan, provided great leadership in moving important housing production issues forward as did Senate President Stanley Rosenberg and Senate Majority Leader Harriette Chandler through the creation of the Senate Special Committee on Housing. We look forward to continuing our work this year with the Housing Committee Chairs and DHCD Undersecretary Chrystal Kornegay to increase housing production that is so greatly needed across the Commonwealth.

In addition to our policy work, CHAPA's staff were busy running numerous programs, including MassAccess; 40B monitoring activities for 3,000 affordable units; the New England Housing Network, which brought together 400 housing professionals in December to hear from national and state experts on what we can expect at the federal level from the new Administration; and the Massachusetts Homeownership Collaborative, which celebrated its 20th year. Under Maritza Crossen’s leadership, our Young Professionals Initiative has grown to over 250 participants. CHAPA partnered with the Alliance - Advancing Community Development by Confronting Racism, to double our joint mentoring program with 29 pairs of young professionals and experienced colleagues participating.

We look forward to working with you all in 2017, as we celebrate and reflect on 50 years of accomplishments, launch new initiatives to expand affordable housing opportunities, address inequity, and improve lives throughout the Commonwealth. Thanks again for all of your support.

Jeanne Pinado, President
STATE HOUSING BUDGET

Despite continued budget challenges, CHAPA helped defend against cuts in state budget funding for many affordable housing, homelessness prevention, and community development programs during 2016. CHAPA also helped secure a $500,000 increase for Rental Assistance for Families in Transition (RAFT) as well as a $200,000 increase for the Home and Healthy for Good program. CHAPA also helped advocate for changes to HomeBASE to allow survivors of domestic violence and persons in substance abuse programs access to this critical homelessness prevention resource.

LEGISLATIVE PRIORITIES

During the previous legislative session, which ended in July of 2016, CHAPA worked to push forward its priorities around production, preservation, and planning. Working to enact a multifamily housing zoning requirement, CHAPA successfully advocated for the Special Senate Committee on Housing to endorse the measure. CHAPA also helped to get this multifamily zoning requirement passed through the State Senate as part of comprehensive zoning reform legislation. Through the Economic Development Bill, CHAPA helped support reauthorizing the MassWorks Infrastructure program as well as making important changes to the Housing Development Incentive Program (HDIP) to make it a more flexible housing and economic redevelopment tool for Gateway Cities.

HOMELESSNESS

CHAPA continued to convene the “On Solid Ground” Coalition, bringing together more than 30 organizations representing housing and homelessness, health, early education and care, and income maximization to address the root causes of family homelessness using research-based strategies. Working with the Center for Social Policy at the University of Massachusetts Boston, the Coalition hired a coalition project manager to pursue its recommendations for increasing housing stability and economic mobility for families with extremely low incomes.

COMMUNITY PRESERVATION ACT

CHAPA endorsed and supported the campaign to enact the CPA in Boston, with 74% of Boston voters approving the ballot question. As a member of the Community Preservation Coalition’s executive committee, CHAPA also worked to secure the authorization for a $10 million from the state budget surplus for the state’s CPA matching fund. Finally, CHAPA helped pass legislation to allow Municipal Affordable Housing Trusts to work better with CPA funds.

SMART GROWTH

As a core member of the Massachusetts Smart Growth Alliance, CHAPA worked to pass comprehensive zoning reform in the Massachusetts Senate that also included a multifamily housing zoning requirement, prevented discriminatory land use, and authorized accessory dwelling units to be built as-of-right. CHAPA also helped recapitalize the Brownfields Redevelopment Fund through the capital budget. CHAPA continued to participate in the Great Neighborhoods Initiative, working to facilitate the creation of affordable housing, access to jobs and healthy environments that promote a sustainable pattern of metropolitan development, and equitable sharing of regional power and resources.

NEW ENGLAND HOUSING NETWORK

The New England Housing Network worked together to convey to Congress and the Obama Administration our region’s priorities, including ensuring adequate funding for HUD and Rural Housing core programs; restoring funds to the HOME program; supporting the continuation and restoration of Housing Choice Vouchers; and enhancing the Low Income Housing Tax Credit Program. The Network also hosted a successful forum on federal housing policy under a new Administration, attended by over 400 housing advocates from throughout New England.
THE MASSACHUSETTS HOMEOWNERSHIP COLLABORATIVE

The Collaborative celebrated its 20th Anniversary this year, with a special event hosted by the Federal Reserve Bank of Boston. Forty-eight agencies now hold a “Collaborative Seal of Approval” and worked with over 18,000 first time homebuyers. CHAPA also continued to administer a housing counseling grant from HUD to help fund over 10,000 homebuyer counseling services provided by 19 agencies in five New England states.

CHAPA’S YOUNG PROFESSIONALS PROGRAM

CHAPA now has over 250 young professionals participating in regular brown bag lunches and volunteer opportunities. We completed our third round of a joint mentoring program with The Alliance - Advancing Community Development by Confronting Racism in which 58 community development professionals (29 pairs) participated in the program, the largest number of participants since the program’s inception.

AFFORDABLE HOUSING DEVELOPMENT COMPETITION

This year marked the 16th anniversary of the annual competition, hosted by the Federal Home Loan Bank of Boston with assistance from CHAPA. Student enrollment involved 58 graduate students from area universities on six teams, partnering with community groups to develop housing proposals for specific sites.

MASSACCESS HOUSING REGISTRY

Funded by the Massachusetts Rehabilitation Commission, the MassAccess Program works with property managers to market vacant, accessible apartments to help people with disabilities find accessible housing. This year the website received an average of 80,000 hits a month. MassAccess currently has over 9,900 registered consumers, 1,600 property managers and lists over 9,000 units.

MYMASSMORTGAGE

CHAPA continued to maintain this website on behalf of the Department of Housing and Community Development (DHCD), MassHousing, the Massachusetts Housing Partnership (MHP) and the Massachusetts Affordable Housing Alliance (MAHA), as part of the state’s Massachusetts Mortgage Compact. The website received an average of 10,000 hits a month from approximately 2,500 users, and currently has 41 lenders who have pledged to adhere to the Compact.

CHAPTER 40B MONITORING

At the request of municipalities and the state’s housing agencies, CHAPA continued to provide monitoring services for 170 Chapter 40B developments with 3,000 affordable units across the state. CHAPA successfully supported the resale of affordable homeownership units to 65 low and moderate income homebuyers, and assisted in 35 refinances.

INFORMATION & REFERRAL/SOCIAL MEDIA

CHAPA fielded approximately 4,500 requests for information on housing and community development issues. Over 4,100 individuals are on CHAPA’s email list and receive regular housing briefs and updates. At the end of 2016, CHAPA had over 2000 Twitter followers and more than 650 Facebook “likes.”
CHAPA sponsored the following 34 trainings, forums and events, attended by approximately 3,000 people.

**SECOND QUARTER**
(APRIL-JUNE)

- Affordable Housing Development Competition Awards Ceremony
  Co-sponsored with Federal Home Loan Bank of Boston
- CHAPA’s Spring 2016 Regional Meetings – Fitchburg and Hyannis
- CHAPA Young Professionals Brown Bag Lunch Series: The Mayor’s Housing Innovation Lab
- 2016 Massachusetts Smart Growth Conference
  Co-sponsor
- A Breakfast on Housing
  Co-sponsored with Federal Home Loan Bank of Boston, Boston Society of Architects, and the City of Boston
- 2016 Spring Collaborative Advisory Committee Meeting
- CHAPA Young Professionals Brown Bag Lunch Series: How do we “disrupt” the current real estate sales process to better serve low and middle income buyers?
- CHAPA Breakfast Forum: The YES for a Better Boston Campaign

**FIRST QUARTER**
(JANUARY-MARCH)

- 2016 Community Development Mentor Program Orientation
- CHAPA Young Professionals Brown Bag “Hear from Your Peers” Series: CHAPA’s Policy Update and 2016 Agenda
- CHAPA Breakfast Forum: Creating Opportunity through Cross-Sector Collaboration
- Affordable Housing Development Competition Workshops
  Co-sponsored with Federal Home Loan Bank of Boston
- CHAPA’s Spring 2016 Regional Meetings – Chelsea, Salem, Springfield and Worcester
- New England Housing Network Retreat
- 2016 Community Development Mentoring Program Learning Session
- CHAPA Young Professionals Brown Bag Lunch Series: An Introduction to the LIHTC Equity Market + An Overview of Recent LIHTC Property Performance
THIRD QUARTER  
(JULY-SEPTEMBER)

- CHAPA Breakfast Forum: Meet HUD’s New Regional Administrator for New England
- CHAPA Young Professionals Brown Bag Lunch Series: The Community Builders - An Overview & Highlight of Boston Area Developments
- CHAPA & On Solid Ground Coalition Breakfast Forum: Understanding the Cliff Effect & Proposed Solutions  
  Co-sponsored with the On Solid Ground Coalition
- Massachusetts Homeownership Collaborative Train the Trainer in Boston

FOURTH QUARTER  
(OCTOBER-DECEMBER)

- Massachusetts Homeownership Collaborative Train the Trainer in Springfield
- CHAPA’s Fall 2016 Regional Meetings in Hyannis, Boston, and Springfield
- CHAPA’s 49th Annual Dinner
- 20th Anniversary Celebration of The Massachusetts Homeownership Collaborative
- CHAPA Breakfast Forum: What Can We Learn from a Successful Regional Voucher Mobility Program?
- New England Housing Network Federal Forum
Organizational Members

CHAPA’s 167 Organizational Members represent a diversity of groups in the private, non-profit, and government sectors. We thank the following organizational members for their important financial support.

Abrams Management Company
Affirmative Investments, Inc.
Affordable Housing and Services Collaborative, Inc.
Appleton Corporation
Asian Community Development Corporation
B’nai B’rith Housing New England
Barkan Management Company, Inc.
Beacon Communities
Bedford Housing Authority
Boston Capital
Boston Community Capital
Boston Financial Investment Management, LP
Boston Housing Authority
Boston Private
Brookline Housing Authority
Cambridge Housing Authority
Cambridge Savings Bank
CAN-DO
Capstone Communities LLC
Catholic Social Services
Central Mass. Housing Alliance
Chelsea Restoration Corp.
Chesnut Hill Realty
Citizens Bank
Citizens Inn, Inc.
City of Boston, Department of Neighborhood Development
City of Cambridge, Community Development Department
City of Chelsea, Planning & Development
City of Lawrence, Office of Planning & Development
City of Newton, Community Dev. Program
City of Somerville
City of Taunton, Mayor’s Office of Community Dev.
Coalition for a Better Acre
Codman Square Neighborhood Development Corporation
CohnReznick
Community Economic Development Assistance Corporation (CEDAC)
Community Teamwork, Inc.
Corcoran Management Company, Inc.
CSI Support & Development Services
Cumsky & Levin LLP
Dakota Partners
Davis Square Architects, Inc.
Department of Housing and Community Development
Dietz & Company Architects, Inc.
Eastern Bank Charitable Foundation
Economic Mobility Pathways (EMPath)
Emmaus, Inc.
Father Bill’s & MainSpring
Federal Home Loan Bank of Boston
First Realty Management Corp.
First Resource Development Company
Framingham Housing Authority
Franklin County Regional Housing & Redevelopment Authority
Freeman Law Group LLC
Goulston & Storrs
Greater Boston Legal Services
Hackett Feinberg P.C.
HallKeen Management
HAPHousing
Harbor Management
Heading Home, Inc.
Hearth, Inc.
Holland & Knight LLP
Home Funders Collaborative LLC
Homeowner’s Rehab., Inc.
HomeStart, Inc.
Housing Assistance Corporation (HAC) on Cape Cod
Housing Corporation of Arlington
Housing Management Resources, Inc.
Housing Partners, Inc.
Housing Resource Group, LLC
Housing Solutions for Southeastern Massachusetts
ICON Architecture, Inc.
Jamaica Plain Neighborhood Development Corporation
James L. Buechl, Esquire
Jewish Community Housing for the Elderly
Joint Center for Housing Studies, Harvard University
Just-A-Start Corporation
Karam Financial Group
Keith Properties, Inc.
Kevin P. Martin & Associates, P.C.
Klein Hornig LLP
Krokidas & Bluestein LLP
Kuehn Charitable Foundation c/o DLA Piper US LLP
Landmark Structures Corporation
Lawrence CommunityWorks, Inc.
Leader Bank
Local Initiatives Support Corporation
Lowell Housing Authority
Lynn Economic Opportunity, Inc.
Madison Park Development Corporation
Malden Housing Authority
Maloney Properties, Inc.
Massachusetts Affordable Housing Alliance
Massachusetts Association for Community Action
Massachusetts Association of Community Development Corporations
Massachusetts Chapter of the National Association of Housing and Redevelopment Officials
Massachusetts Housing Investment Corporation
Massachusetts Housing Partnership
Pine Street Inn
Pioneer Valley Planning Commission
Planning Office for Urban Affairs
Plymouth Housing Authority
Preservation of Affordable Housing, Inc.
Quincy Community Action Programs
Rackemann, Sawyer & Brewster, P.C.
RBC Capital Markets, LLC
RCAP Solutions, Inc.
Recap Real Estate Advisors
Regional Housing Network of Massachusetts
Rhode Island Housing Corporation
Rockland Trust
Rockport Mortgage Corporation
Rogerson Communities
Salem Five Charitable Foundation Santander
SEB LLC
South Middlesex Opportunity Council
Springfield Housing Authority
TD Bank
Technical Assistance Collaborative, Inc.
Tenants’ Development Corporation
The Boston Land Company
The Caleb Group
The Community Builders, Inc.
The Gatehouse Companies
The Housing Partnership Network
The Life Initiative
The Neighborhood Developers
The NHP Foundation
The Property and Casualty Initiative
The Schochet Companies
Town of Lincoln, Housing Commission
Trinity Financial, Inc.
Trinity Management, LLC
Urban Edge Housing Corporation
Victory Programs, Inc.
Vinfen Corporation
Watertown Housing Authority
WaypointKLA
Wilmer Cutler Pickering Hale & Dorr LLP
Wingate Management Company, LLC
WinnCompanies
Women's Development Corporation
Women's Institute for Housing and Economic Development
Worcester Community Housing Resources, Inc.

THANK YOU.
Financial Statement

SUPPORT AND REVENUE
Foundations & Corporations $1,405,882
Membership $ 115,302
Contract Service Fees $1,245,392
Conferences and Forums $ 309,516
Rental Income $ 7,706
Realized and Unrealized Gains on Investments $ 205,611
Interest and Dividends $ 40,808
Total Support and Revenue $3,330,217

EXPENSES
Program Services $2,814,412
General and Administrative $ 234,534
Fundraising $ 78,178
Total Expenses $3,127,124

ASSETS
Change in Net Assets $ 203,093
Net Assets at Beginning of the Year $3,354,161
Net Assets at End of year $3,557,254

Financial Supporters

The following provided financial support to CHAPA in 2016:

United Way of Massachusetts Bay and Merrimack Valley
Oak Foundation
The Boston Foundation
Anonymous Foundation
Bank of America Charitable Foundation
Blue Cross Blue Shield of MA Foundation
Blue Hills Bank
Boston Private Bank & Trust Company
Capital One
City of Boston, Department of Neighborhood Development
Department of Housing and Community Development
Eastern Bank Charitable Foundation
Federal Home Loan Bank of Boston
Federal Reserve Bank of Boston (in-kind support)

Home Funders
Housing Ministries of New England
Kuehn Foundation
Massachusetts Housing Investment Corporation
Massachusetts Rehabilitation Commission
Massachusetts Smart Growth Alliance
Nationstar Mortgage
Needham Bank
Neighborworks America
People’s United Community Foundation
Rockland Trust - Peoples Federal Foundation
Rhode Island Housing
Santander Bank, N.A.
TD Bank Charitable Foundation
Tufts Health Plan Foundation
U. S. Department of Housing and Urban Development
Board, PLC, Staff, & Consultants

Board of Directors & Policy Leadership Council

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Jeanne Pinado
Vice President
Charleen Regan
Treasurer
Joseph Flatley
Clerk
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Laura Shufelt
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Consultants

Michael English, Indigo Associates
Peter Freeman, Freeman Law Group LLC
Mary Ann Mulligan, Governmental Strategies
Cindy Rowe, Rowe Resources

Staff

Brenda Clement, Executive Director*
Maritza Crossen, Senior Program Manager**
Leonarda Hall, Bookkeeper
Rachel Heller, Director of Public Policy**
Beyazmin Jimenez, Program Manager
Carol Marine, Senior Program Manager
Elizabeth Palma-Diaz, Senior Program Manager
Erin Roussinova, Communications and Events Manager
Eric Shupin, Policy Associate**
Ann Verrilli, Senior Research Analyst
Karen Wiener, Deputy Director**

* through July 2016
**In October 2016, Rachel Heller became CHAPA’s Executive Director (renamed Chief Executive Officer); Eric Shupin and Maritza Crossen were promoted to the positions of Director of Public Policy and Programs Director, respectively; and Karen Wiener’s title was changed to Chief Operating Officer.