

Bob Engler to Step Down from NCDF Board

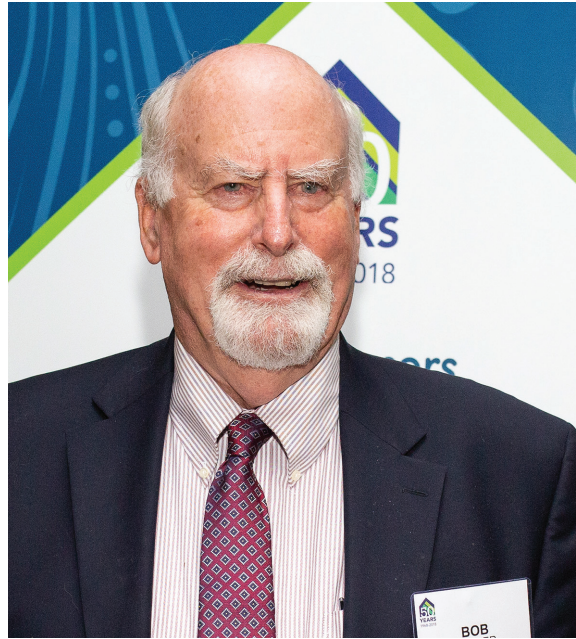
President Bob Engler will step down from the Board of Directors this fall 2023, after nearly four decades of service to NCDF. Bob has given us outstanding leadership and accomplishment in advancing the NCDF mission, and continues to be a vocal and passionate advocate for affordable housing. Under Bob's long and distinguished leadership, NCDF developed Boylston Street in 1995 and The Homes at Auburndale Yard, which was developed in 1998 under the Comprehensive Permit statute (Chapter 40B) on land purchased at a nominal cost from the City of Newton.

Bob joined the NCDF Board of Directors in 1985, became Treasurer in 1990, Vice President in 1991, and was appointed President in June 1992. His first impression upon joining the Board was that the members were very committed and proactive people. "NCDF did not enlist leadership due to their professions, like so many organizations do," he avowed, "but drew people that really wanted to serve the cause. It has always been the case, and it's unusual to have that level of longevity." He lauds NCDF for being one of the first suburban, community-based nonprofits involved in affordable housing, having procured two sites out of ten requested back in the early days.

Working for affordable housing in Newton was in line with his professional interest, but it's also natural that he wanted to do something in the city he called home. One of the pivotal people Bob worked with at NCDF was Eloise Houghton, who he considered his mentor both spiritually and politically. He refers to her as a moral compass for NCDF and respected everything about her. "We had a mission but she was above and beyond."

He remembers Jeanne Strickland as an NCDF Property Manager when the Executive Director position opened up, convincing her to apply. "Without Jeanne we wouldn't be where we are today," he surmises. "She's held us together all these years."

Jeanne, NCDF's Executive Director, also credits Bob for persuading her to take the reins back in 1997, and expresses her deep appreciation for his unwavering guidance and support over the years. "Bob's leadership has been instrumental to our success and his knowledge and expertise have been invaluable. We'll miss him at the helm and will be sure to move forward with his conviction and passion."



When asked about some of the greatest challenges during his tenure at NCDF, Bob talked about the lack of sites to build new housing in Newton, and the need for both funding and experienced developers on staff to track down sites, slog thru permitting, etc. NCDF has been able to accomplish certain projects when engaged with developers such as Bob Kuehn, who worked with NCDF on Warren House. On the other hand, he feels that having a competent staff that excels at property management has facilitated the board's leadership role.

Bob began his career in 1968 as a Relocation Specialist in the New York Regional Office of the Department of Housing and Urban Development.

He'd seen an ad in a Dept. of Labor book on job opportunities that read: "The next race for space is urban America: help save America's cities," and made the decision to go into city planning.

He enrolled in the MIT Graduate School of City and Regional Planning in 1969, and received his Master's Degree in 1971, having done his thesis on the passage of Chapter 40B, which he terms "the greatest thing that ever happened" to the expansion of affordable housing in Massachusetts. During that time, he joined Justin Gray Associates, a consulting firm started by one of his professors, and worked on the first statewide housing needs study for the Massachusetts Department of Housing and Community Development. He has been working in the field of community development and affordable housing ever since.

Justin Gray Associates evolved over the years into Stockard Engler Brigham, LLC, a private consulting firm specializing in affordable housing and community development. Bob has been President of SEB LLC since 1979. His work with 175 of the 351 cities and towns in Massachusetts over the past 35 years has resulted in the permitting of about 20,000 units of housing, primarily under Massachusetts General Law, Chapter 40B. He initiated a modification of the New England Fund Program so that it could qualify as an affordable housing program under Chapter 40B which led to Massachusetts banks committing about \$4 billion to affordable housing in the past decade. Outside Massachusetts, he has worked on neighborhood revitalization plans and strategies in New Haven, CT, Peoria, IL, Little Rock, AK and Des Moines, IA.

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NCDF

Newton Community Development Foundation is a private, nonprofit organization founded in 1968 to foster economic and cultural diversity in the City of Newton through the development and management of affordable and mixed-income housing communities. NCDF now owns and manages six well planned, carefully administered properties, two being designed primarily for senior living. NCDF fosters opportunities to thrive by providing high-quality housing for residents across the economic spectrum, exceptional property management and comprehensive, fully integrated resident services. We foster a culture of caring, respect, and open communication, and embrace and practice diversity, equity and inclusion in all we do. NCDF also provides property management and consulting services to other community organizations, and proactively pursues opportunities in real estate development on its own or in partnership. Although NCDF receives local, state and federal funding, it relies a great deal on contributions from individuals, foundations, corporations and local businesses.

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A Roadmap for the Future

In July 2022, NCDF embarked on a strategic planning process to consider its direction for the next five years. NCDF engaged John Tarvin of Claremont Consulting to facilitate this process. An organization-wide conversation took place in September 2022 to elicit impressions and aspirations about NCDF. From that meeting came a comprehensive survey, completed by 32 board/staff members and community stakeholders, that explored in greater depth options for consideration. During the 2022 Annual Meeting of the Board of Directors, Bob Engler, NCDF's longest serving President, announced he would be stepping down in 2023, and Tarvin presented the process whereby he would guide NCDF through the planning process.

A Strategic Planning Committee (SPC) was convened with representation from the board/advisory committees and staff, meeting monthly from November 2022—March 2023 to work through shared ideals, end goals and the actions to achieve those goals. Strategic objectives in five focus areas (Real Estate Development, Resident Services, Property Management, Institutional Capacity, Governance) were defined and activities were mapped out for the period May 2023 – December 2028. Succession planning for NCDF's next President and Executive Committee began in mid-February 2023 in alignment with strategic planning.

At the April 4, 2023 Board meeting, the final version of the Strategic Plan was unanimously approved and an incumbent slate of Executive Committee members was announced: Judy Weber, President; David Koven, Vice President; Tim Dacey, Treasurer; and Brian Gallagher, Secretary/Clerk. A Board Governance Planning Committee made up of incumbent Executive Committee members and Committee Chairs met on July 12th to discuss revisions to the current NCDF Bylaws. The slate of Executive Committee members and bylaw revisions will be voted on by the full Board at the Annual Meeting on September 13, 2023 at The John W. Weeks House.

"This is an exciting time for NCDF," Jeanne Strickland affirms. "We are already moving forward in an expeditious manner with Board Governance, and we continue to explore opportunities to expand our property management portfolio and to evaluate possible options to develop new affordable housing, including ways to partner with developers and other organizations."



Hauser Trust Grant Supports Our Youth

In February of this year, the George & Louise J. Hauser Charitable Trust awarded a grant in support of the NCDF Youth Program. According to Youth Services Coordinator India Arnold, "This grant has strengthened staffing support and heightened our ability to provide quality after-school programs as well as mentoring relationships to enhance our kids' general well-being."

Increased staffing has freed up India's time to fully utilize her social work degree and experience, making her more available for in-depth support and meaningful conversations with program participants, as well as to plan and implement new programming and to handle challenging situations as they arise. It was difficult for her to reach this level of interaction with our young residents when much of her time was spent supervising activities. Other Youth Program staff assisting are: Resident Services Coordinator Yessica Fuller, Youth Program Assistant Chelize Foster and Ella Geffen, a summer intern provided through the City of Newton's Summer High School Internship Program.

George Hauser was an active and valued member of the NCDF Board of Directors for many years, with a particular focus on resident relations and fundraising. He continued to actively serve on our Advisory Committee until health challenges prevented his participation. After he passed away in 2012, Louise Hauser continued to support NCDF until her passing in 2020. NCDF is immensely grateful and honored that the trustees of the Hauser Trust chose to commemorate George and Louise Hauser with this significant contribution to our organization.



Embracing Community

NCDF sponsored a table at the 49th Annual Theodore D. Mann Newton Mayor's Community Breakfast, held on May 23rd at the UMASS Amherst Mt. Ida Campus, organized by the Harmony Foundation, with The Village Bank as lead sponsor. NCDF has been a proud sponsor of this memorable occasion for the past several decades, and will be there next year for its 50th.

Mayor Ruthanne Fuller introduced keynote speaker Dr. Adrian B. Mims Sr. as "a remarkable educator and human being with a deep commitment to empowering all students in the classroom and beyond." Dr. Mims is Founder and Exec. Director of The Calculus Project (TCP), a nonprofit organization that uses "research-supported strategies to increase the representation and success of Black, Hispanic, Indigenous People of Color and low-income students in advanced mathematics." Since 2009, TCP has helped over 10,000 students in Florida and Massachusetts.

Mayor Fuller presented Community Service Awards to Director of School Health Services Ruth Hoshino and Joe Prestejohn, former owner of Cabot's Ice Cream. The Rotary Club of Newton and Interim Superintendent Kathleen Smith awarded Rotary scholarships to three high school students. Musical performances included Newton All City Troubadours, which notably started in the 1950s at the John Wingate Weeks Junior High School, now Weeks House.

Newton's Economic Mobility Initiative

NCDF welcomed *Newton Thrive: Newton's Economic Mobility Initiative* to Weeks House on June 13, 2023 for a reception hosted by EMPATH to inform service providers and interested community members about the City of Newton's new Economic Stability/Mobility Initiative. The program will provide under-resourced families that have been disproportionately impacted by the pandemic with individual, intensive support. Facilitated by EMPATH V.P. of Research and Evaluation Ashley Winning, the event featured Newton resident Toneva Munroe relating her experience as an EMPATH participant.

The city formed a ten-person Advisory Committee in May 2022 to design, implement and monitor the program, guided by Christina Citino from UMass Donahue Institute. NCDF Community Engagement Coordinator India Arnold was asked to serve on the Committee, which last fall released a Request for Proposals to identify a partner to run the program. According to India, "The committee had to determine which applicant would be the best fit. We unanimously recommended Economic Mobility Pathways (EMPATH) and Mayor Fuller concurred."

The initiative will support 50 Newton families with EMPATH coaching and \$250/month per family in cash assistance over two years. Selected participants will work one-on-one with a mentor to set goals within key areas: education, career advancement, finances, family stability (including housing) and well-being. EMPATH began recruiting Newton families this summer and will launch services in the fall.

MCC Employment Celebration

The Massachusetts Clubhouse Coalition (MCC) Employment Celebration, hosted by Exec. Director Reva Stein via Zoom on May 3, 2023, recognized seven outstanding organizations that work with Clubhouse employment and recovery centers to help people with serious mental health conditions gain employment and achieve their full potential. For over 30 years, NCDF has been employing members of Elliot House, one of 36 Clubhouses in Massachusetts.

During the virtual meeting, Jeanne Strickland shared her experiences working with Elliot House, and Reva Stein lauded Jeanne for her extraordinary support and leadership. "In addition to your role as an employer and a provider of critically important housing for members of Elliot House," Reva explained, "we want to thank you for going the extra mile and working to increase employment for clubhouse members across Massachusetts, and in fact, across the country... and for spreading the word that it's a wise business decision."

State Rep. Ruth Balsler, who has known Jeanne for 30 years, called her a powerhouse and voice for affordable housing, stating: "What Jeanne and NCDF understand is that very important message: that people who live with mental health challenges can lead very productive lives in the community so long as they have the right supports, and people like Jeanne Strickland have always been there with those right supports."

CHAPA Affordable Housing Awards

The Citizens' Housing and Planning Association (CHAPA) held its 56th annual dinner on June 29th at the Boston Convention Center. Since its inception, NCDF has been a CHAPA partner and contributor to this event, this year attended by several board and staff members.

CHAPA celebrates the accomplishments of affordable housing leaders who have shown dedication to CHAPA's call to action: ensuring that everyone has a safe, healthy and affordable place to call home in the community of their choice. Receiving well deserved recognition this year, Ann Houston – an NCDF Board member from 1999 to 2006 – and her husband Henry Korman were presented with the Outstanding Impact award.

CHAPA is a nonprofit housing advocacy group established by a small group of community leaders who understood that housing was a critical issue of the civil rights movement in 1967. CHAPA's mission is to encourage the production and preservation of housing that is affordable to low- and moderate-income families and individuals and to foster diverse and sustainable communities through planning and community development. CHAPA engages its membership, committees and coalitions to advocate for the quantity and variety of housing that our state needs for its citizens and communities to thrive. Throughout its history, CHAPA has successfully advocated for the passage of numerous Housing Bond Bills and legislative priorities to fund affordable housing development and programs throughout Massachusetts.

Weeks Residents Present!

Residents are encouraged share hobbies and skills with their neighbors and many have designed and run monthly group activities. They discuss their ideas with Resident Services staff, which assists where needed, such as purchasing basic supplies and providing supervisory support. Topics typically relate to what a particular resident is proficient in, feels passionate about or something that aligns with prior work. NCDF is grateful to those that give time and talent to plan and facilitate these engaging programs! The list below reflects the variety of offerings currently led by Weeks House residents. Casselman House residents are also encouraged to take advantage of the following programs.



- **Knitting Circle with Roz** – An avid (and left-handed) knitter, Roz Komins brings yarn and other knitting supplies to the community room to show others the basics of knitting and to motivate past knitters to get back at it. Roz, who worked as a dental hygienist, stopped working at the age of 80, but continued to volunteer at various dental practices. At 91, she is very independent, and loves to encourage others to take up knitting. This popular pastime has shown ongoing interest – no experience or supplies needed and all skill levels welcome!
- **Game Afternoons** – Aficionados meet three times a week in the Weeks House community room to play various board games, including Scrabble, Rummikub and Mahjong. The core group is willing to teach others the rules of these games.

- **Interfaith Prayer Service** – Marie Clory, a public health nurse by practice and member of her church choir, runs a monthly non-denominational prayer group. All residents are invited to participate and to share readings, poems, songs and prayers with one another. Often the program has a theme, and staff assists with providing music.

- **Karaoke with Terri and India** – Weeks House resident Terri Lacy organized this entertaining activity where interested residents take the stage and belt out their favorite tunes. As host, Terri



encourages attendees to take the mic. NCDF Community Engagement Coordinator India Arnold serves as emcee. The idea came from Terri's parents, who host karaoke for fun in clubs and bars near their Florida home. They hosted the first session at Weeks House, which set the tone, and they continue to join in when visiting. NCDF purchased a karaoke setup with speakers, mixer and wireless microphones, and a feature that increases tempo and adjusts speed for each performer.

- **Tech Tips with Barbara** – Shortly after moving in to Weeks House, Barbara Perry found a way to give back to her community and get to know her neighbors. As a tech savvy individual, particularly with Apple equipment, she offers basic technology support on a freeform, drop-in basis, providing guidance and tips on the use of iPhones, iPads and laptops, as well as learning how to navigate Google and YouTube to easily find assistance with other devices. Simply bring your devices and a notebook! Barbara is a retired elementary school teacher, originally from New York.



- **A Walk Back in Time with Ted** – Head down Memory Lane with Ted Kaplan, a tech-savvy resident, who presents audio and video selections from classic movies, songs and events from the 1930s–1990s on the Community Room TV. From Broadway musicals and Motown performances to folk songs from the 1950s/1960s, he sparks memories from the past that generate a lively conversation around personal reminiscences and experiences. Ted was a professor at Bentley University and is coincidentally a 1950s alumnus of Weeks Junior High School where he now resides.

- **Short Story Group** – Judy Spar has been running this group for some time now. Residents are provided with a couple of short stories to read before meeting for a lively discussion. The group also includes poems in their reviews. Before 2020 Judy ran a book club, which continued on Zoom during the pandemic and then became the Short Story Group. Judy, who was a 2nd grade teacher before retiring, has lived at Weeks House since 2012 and serves on the NCDF Board of Directors.

In addition to his work on behalf of NCDF, he is President of the Pelham Corporation, a nonprofit organization based in Framingham that owns 558 rental units. He has taught courses on developing and financing affordable housing at Tufts, Harvard, MIT and New Hampshire College.

A native of New Jersey, Bob earned his undergraduate degree in Political Science and a Master of Arts in Theology from the University of Notre Dame. After graduation, Bob worked at the University of Colorado Boulder for two years. He met his wife Dot, who was a student there, and they married after she graduated. They moved to New York City for a year before moving to the Boston area in 1969, where Bob enrolled at MIT. Bob and Dot took up residence in Newton, where they raised three children – Geoff, Brian and Mimi. Both of his sons have joined Bob in the business.

When asked how he would describe himself, Bob agrees that one of his strengths is his wit. He says he is “casual, not heavy-handed, and upbeat most of the time.” He is blessed with a good family, loves sports, and still plays golf but not so much basketball these days, although he has had a full-sized basketball court

in his backyard since 1987. He is also a dog lover, enjoying the company of his 4th golden retriever, Bodie. Bob says he is “sliding into retirement.” While still keeping his hand in at SEB, he maintains a less intense schedule now, working with a nice mix of 10–15 clients. Meanwhile, he continues to enjoy reading, watching movies with Dot, staying at their house on the Vineyard and spending time with their five grandchildren.

Bob Engler has been a dedicated and knowledgeable leader whose expertise, passion, inspiration and humor will be greatly missed by the NCDF Board and staff. According to NCDF’s incoming President Judy Weber: “Bob Engler has been NCDF’s north star for decades; he has led us with his unique blend of wit and wisdom and we are the stronger for it. He has been a champion of delivering a strong team who know how to deliver where it matters most – with the residents and the properties. We’ll miss his corny jokes, but even more his steadfast allegiance to affordable housing, particularly in the suburbs.”

Bob offered a parting thought: “I like to quote Justin Gray, my boss when I started in Cambridge 53 years ago: ‘Carry on with dignity plus purpose.’ That should be my NCDF mantra.”

Bob was asked for his thoughts on the changes and challenges affecting affordable housing, and NCDF in particular, in the coming years.

The challenges facing the affordable housing industry are not new; in fact, our firm documented them when we were commissioned to do the first comprehensive housing plan for the Commonwealth in 1970. Back then, the gap between the median price to buy or rent housing and the median income of the Massachusetts population was far smaller than it is today, making the economic issues much more difficult to address. The political and social issues remain in force, that is in opposition to the type of housing and the location of housing that serves the broader needs of the low and moderate income residents. In my 50 years of participating in hundreds of public hearings across the state, I can hear the same objections raised by the adult children of the people who raised them in the 70s, 80s and 90s. While it is true that affordable housing is more in the news today and there is more widespread discussion about it as a problem, there are few new initiatives adopted that will make a difference.

We hear about “white privilege” being the underlying controlling factor in our society, which it is, despite the denials of those in power, and that has created exclusionary zoning practices in the suburbs of our cities since zoning was created 100 years ago. That dynamic of land use control needs to be shaken up at every level of government, which is a far more complex problem than I can articulate here.

Some believe that decent, safe and affordable housing is a “right” and so did the Congress of the United States when it made this statement in the 1949 Housing Act. Some believe that it is an economic necessity to build and maintain healthier communities, when all segments of the population can be more adequately housed, and others believe it is a moral imperative.

While NCDF enhances the lives of residents in the communities we have built and manage, it must continue to look for opportunities to add new sites and serve more people who are facing an affordable housing crisis, which has not diminished over the past 50 years. The conventional housing market in eastern Massachusetts, for any number of reasons, cannot produce affordable living environments for a very significant percentage of the local population.

NCDF must remain vigilant in the pursuit of its mission, addressing the shortage of affordable housing in whatever ways possible. It must broaden its focus beyond new construction as the only means of increasing our affordable housing stock. It must continue to work with community leaders and advocate for a fundamental sweeping change to the exclusionary zoning bylaws currently in effect that prevent the City from attempting to meet emerging housing needs as they arise. We need to support higher densities along the City’s main corridors, more multi-family options in smaller settings, and mixed-use as well as mixed-income developments. NCDF is the real-time evidence that inclusionary, not exclusionary, settings are self-sustaining in the long run and the underpinning of local economic development. NCDF, in its own way, must continue to be in the forefront of the City’s growth in physical, social and economic diversity, which is critical for its wellbeing.



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... A Salute to Service... and Summer! ...

More than 150 NCDF residents, staff and Board members, family and friends gathered at Warren House on June 15th for the 2023 *Salute to Service* Community Event. The weather cooperated, an artist created cool henna tattoos, India Arnold cued up a Spotify playlist and attendees were taking chances at the raffle table. Tex's BBQ, which never disappoints, served up a delicious meal. Yessica Fuller operated the new and very popular snow-cone machine. And last but not least,



six residents received the 2023 Eloise K. Houghton Award for their gracious service to the NCDF community: Roz Komins, Weeks House; Liliya Mantsur, Casselman House; Pat Morrell, Warren House; Denise Murphy, Boylston Street; Matt Thom, Houghton Village; and Youth Recipient Jalyn Coscia, also a Houghton Village resident and a student at Bowen Elementary School. Bowen teachers and staff were there to cheer Jalyn as she received her award.



Honoring Gail & Gideon Stern



A sitting area adjacent to the Weeks House laundry room was recently renovated, providing a cheerful lounge for residents. NCDF staff worked with a decorator to furnish and decorate in light and airy colors, and on May 12, 2023, the space was dedicated in memory of Gail and Gideon Stern. Married for 56 years, the Sterns were longtime residents of the City of Newton. After retirement they moved to Weeks House, where they lived for 16 years as beloved and generous contributors to community life. Gideon died in 2017, and after Gail passed away in April of last year, their children made a generous donation to NCDF in their parents' honor that allowed for the creation of this meaningful tribute to their legacy, since the Sterns owned and ran Sparkle Cleaners in Newtonville for over three decades. Lisa Stern, her brother Alan Stern (see photo above), and Lisa's husband Zach Gillman attended the dedication. All of us at NCDF are extremely grateful for this generous gift!

Save the Date: June 13, 2024
NCDF *Salute to Service*
Community Event
at Casselman House

Congratulations Dina!

Our fall 2022 newsletter mentioned that Director of Property Management Dina Troiani was waiting to hear about Professional Executive Level designation from the National Affordable Housing Management Association (NAHMA). We're very proud to announce that Dina has been awarded NAHP certification, which recognizes and promotes achievement of the highest possible standards in affordable housing management!

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We hope this list is complete and correct, and sincerely regret any omissions or errors.



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- Contribute via our secure website: <https://www.ncdfinc.org/donate/>
- Respond to the Annual Appeal letter, to be mailed in November.
- Consider NCDF in your estate planning, and please let us know, as we'd like to say thank you!



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CURRENT RESIDENT/BUSINESS OR



Properties Developed and Managed by NCDF

**Newton Community
Development
Foundation**

Main Office

425 Watertown Street, Suite 205
Newton, MA 02458
Tel: 617-244-4035
Fax: 617-244-2160
TDD: 800-439-2370
info@ncdfinc.org



**Resident Services and
ADA Coordinator's Office**

c/o The John W. Weeks House
7 Hereward Road
Newton Centre, MA 02459
Tel: 617-467-6069
Fax: 617-964-0553
TDD: 800-439-2370
residentservices@ncdfinc.org

**Visit our updated website!
www.ncdfinc.org**

NCDF also provides a range of property management and consulting services to other nonprofit organizations, housing authorities and condominium associations. Please contact us for more information.



Casselman House

195 Sumner Street
Newton Centre, MA 02459
Tel: 617-964-8647
casselmannhouse@ncdfinc.org



Warren House

1600 Washington Street
West Newton, MA 02465
Tel: 617-527-6616
warrenhouse@ncdfinc.org



Houghton Village

27-80 Hamlet Street
Newton Centre, MA 02459
Tel: 617-244-5196
houghtonvillage@ncdfinc.org



**The John W. Weeks
House**

7 Hereward Road
Newton Centre, MA 02459
Tel: 617-964-8644
weekshouse@ncdfinc.org



**The Homes at
Auburndale Yard**

32-50 Pine Street
West Newton, MA 02465
Tel: 617-244-4035
info@ncdfinc.org



Boylston Street

831-833 Boylston Street
Newton Highlands, MA 02461
Tel: 617-244-4035
info@ncdfinc.org