

MACDC GOALS Initiative

Growing Opportunities, Assets, and Leaders across the Commonwealth

MACDC is an association of mission-driven community development organizations, committed to accomplishing its goals by building and sustaining a high performing and adaptive community development sector that is supported by private and public investment and sound public policies. Our members are an extraordinarily diverse set of organizations, because each is adapted to the unique characteristics and opportunities of the communities in which they work. This community-led, bottom-up approach is the key to their success. Each year, MACDC documents their success through the Growing Opportunities, Assets, and Leaders (GOALS) Initiative by conducting a detailed on-line survey of our members to learn precisely what they have accomplished.

Our members have responded to the current economic crisis with tenacity and creativity. We have seen a wave of innovative new partnerships, program reconfigurations, and organizational enhancements designed to meet the growing needs of our communities more efficiently and effectively. We are sustained by a sense of optimism that sees opportunities and assets where others might see only challenges and problems.

This report documents how this approach benefits families, communities, and the entire Commonwealth.

During 2009, MACDC's Members:

- Engaged **2,143** community leaders who volunteered in CDC activity
- Built or preserved **1,357** homes
- Created or preserved **2,740** job opportunities
- Assisted **2,008** entrepreneurs to start, grow, or stabilize their businesses
- Supported **38,216** families with housing, jobs, foreclosure prevention counseling, homebuyer education, and other services
- Attracted almost **\$308.6 Million** in both public and private investment to support their community improvement efforts



Twin Cities CDC's 45 Johnson Street (left) and Worcester East Side CDC's Bell Hill Homeownership are two recently completed affordable housing projects developed by MACDC Members

Leaders 2,143 Community Leaders Engaged

In 2009, CDCs engaged over 2,100 board members, staff, and community leaders from organizations representing over 26,000 members.

Every day, community by community, these board members and volunteer leaders help achieve positive change by:

- Working with local residents, businesses, and other stakeholders to set organizational priorities and strategies that meet their needs
- Connecting new leadership and community members with local and state officials
- Recruiting residents to participate in the future of their community and developing new grassroots leaders
- Leading and participating in statewide advocacy campaigns led by MACDC
- Taking on leadership roles such as public speaking, fundraising, and/or negotiating with public and private partners

Lawrence Community Works Shares its Neighborhood Organizing Model Through the Mel King Institute

Lawrence Community Works' innovative organizing strategy, NeighborCircles, uses "good food, good conversation, and good connections" to build community. In the LCW model, a resident host and a trained facilitator bring together 8-10 families three times over the course of a month for dinner and conversation. They get to know each other, talk about the neighborhood or the city, and decide as a group if there is something that they can do together to help build the community. In Lawrence,

NeighborCircles have led to projects and collective action on specific issues, such as alley and playground cleanups, improving street lighting, safety and parking, and organizing block parties. Since the program's inception in 2002, it has engaged over 600 Lawrence residents.

Alma Couverthié, Director of LCW's Network Organizing Forum, has conducted over 15 trainings around the country to teach other community groups how to implement this model in their communities. In March, through the Mel King Institute for Community Building (www.melkinginstitute.org), LCW provided

training to seven Massachusetts CDCs with the goal of replicating this successful model across the state.

The CDCs who participated in this training are exploring how they can replicate NeighborCircles in their neighborhoods. As noted by a staff member of the Allston Brighton CDC who participated, "The Mel King Institute's NeighborCircles training was useful in discussing ways that Community Development Corporations can bring diverse and separate groups and neighbors together around a common cause."



Participants in the Mel King Institute Training on Lawrence Community Works' NeighborCircles

Homes 1,357 Homes Built or Preserved

CDCs in Jamaica Plain and Watertown Tap Federal Funds to Fill Investor Gaps

Much of the affordable rental housing in Massachusetts, and nationwide, is financed through the federal Low Income Housing Tax Credit Program (LIHTC). Through this program, private investment in affordable housing is spurred by the availability of tax credits for the investors. However, starting in 2008, a number of factors created a shortage of investors. Fortunately, the American Recovery and Reinvestment Act of 2009 (ARRA) created two programs to fill the gap: the Tax Credit Assistance Program (TCAP) and the Tax Credit Exchange Program (the “Exchange Program”). Affordable housing developers have used these funds to jump start many of the 31 projects statewide that had trouble attracting investors, including several sponsored by MACDC members.



Renovation of the former Blessed Sacrament Church by Jamaica Plain NDC

Jamaica Plain NDC found itself struggling to fund two of its housing projects—the redevelopment of the former Blessed Sacrament campus and the new construction of 270 Centre Street, both in Jamaica Plain. With a combined \$11.4 million in TCAP funds, Jamaica Plain NDC has been able to move forward on both projects that will create a combined total of 66 affordable homes for families and individuals by 2011, as well as first floor retail and office space.

Not long after 1060 Belmont Street in Watertown was acquired by Watertown Community Housing with the hope of renovating the building into 18 affordable apartments, the tax credit investor market collapsed and

WCH found itself in a precarious situation. According to Executive Director Jennifer Van Campen “We were very nervous as each month we sank deeper and deeper



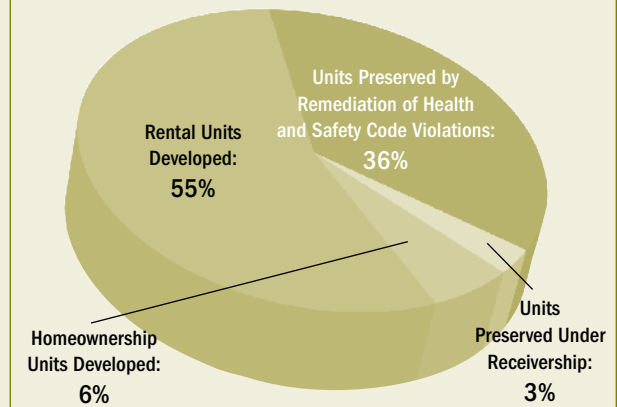
Site work at Watertown Community Housing’s 1060 Belmont Street project

into a deficit.” Fortunately, with the award of \$2.8 million in federal Tax Credit Exchange funds, the project is now undergoing rehabilitation, with completion anticipated in 2010.

In 2009, MACDC Members achieved these results:

- Constructed, rehabilitated, or preserved **830** homes and provided home improvement loans or lead abatement services for **490** homes
- Preserved **37** homes through their role in Court-Ordered Receiverships
- Of the **830** homes developed, about 90% are rental
- Created new homes in **27** separate projects across Massachusetts

HOMES CREATED OR PRESERVED BY TYPE – 2009



Jobs 2,740 Job Opportunities Created or Preserved

Greater Gardner CDC Partners to Create Hope in Job Skill Development

For over 10 years, the Greater Gardner Community Development Corporation (GGCDC) has worked in partnership with the House of Peace and Education (HOPE)'s "HOPE for Women" Program, a computer and customer service job training program. Last fall, this partnership was expanded to include the Montachusett Opportunity Council (MOC), and the Office and Customer Service Training Program is now a comprehensive, 7-week individualized computer and job-skills training program, offering motivated women and men the skills necessary to achieve greater economic opportunities for themselves and their families. Participants wanting to either retool their career paths or enter the workforce are given training in a variety of clerical, administrative, technical, and customer service work.

After this intensive training, GG CDC provides the opportunity for continued professional and personal development, placing qualified course graduates in 80-hour internships with local businesses. This allows interns to apply and refine their skills and knowledge, increase their self-confidence, and gain practical



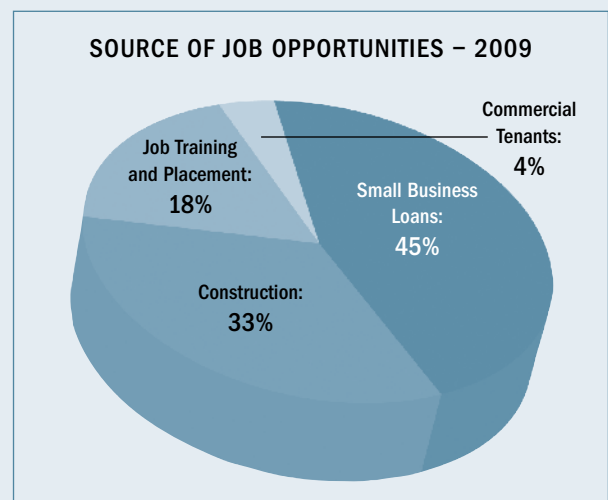
Participating interns and administrators from Greater Gardner CDC's HOPE for Women Program

experience. Since its inception in 1999, nearly 200 graduates have completed their internships with local private businesses as well as municipal offices, public schools, and non-profit agencies.

Businesses speak highly of the interns. Jim Cruickshank, GG CDC Executive Director, noted "Office Internships provide the opportunity for Office and Customer Service Training Program graduates to use their new skills in a workplace environment, to become more competitive during their job searches, and to reach toward the next milestones in their career paths and personal development."

In 2009, MACDC Members achieved these results:

- Provided **905** jobs to local workers in real estate construction projects
- Helped **493** people obtain jobs by strengthening their skills and connections to employers
- Provided technical and financial assistance to businesses that created or preserved **1,242** jobs
- Developed new commercial space that will house businesses with **100** new jobs



Entrepreneurs **2,008** Local Entrepreneurs Helped

Franklin County CDC Helps Small Businesses in a Tough Economy

For over 30 years, the Franklin County CDC has assisted small business owners with a wide range of business development initiatives such as business education, technical assistance, lending, a shared commercial kitchen, and a business incubator. Over the years, FCCDC has seen first-hand exactly how an ever-changing economy affects these businesses, and now finds itself in a unique and advantageous position to help their clients.

According to FCCDC's Business Assistance Director Amy Shapiro, in today's economy, private lenders have become much more stringent in their loan decisions and are now requiring applicants to have much stronger business plans and higher credit ratings. As a result, applicants find themselves needing to prepare accordingly.

"We have seen substantial increases in the enrollment levels in our business development counseling, courses, and workshops," says Shapiro. "Such courses include Plan for Success, a 12-week extensive business plan class that includes local experts and professionals. Additionally, existing small business owners find the need to expand their online presence and, these days, are requesting

In 2009, MACDC Members achieved these results:

- Provided personalized technical assistance to **2,008** entrepreneurs
- Provided classes to **1,968** existing and aspiring business owners
- Helped local entrepreneurs obtain almost **\$9 million** in financing and created or preserved **1,242** jobs
- MACDC helped secure **\$1.2 million** in state funding for the Small Business Technical Assistance Grant Program, administered by the Department of Business Development

more targeted workshops, such as setting up a website and using online communication tools like Facebook or Google applications."

In 2009, Franklin County CDC provided one-on-one technical assistance to 70 businesses, provided over \$850,000 in direct financing to businesses, and helped create or preserve 73 jobs.



Franklin County CDC Business Assistance Director Amy Shapiro (right) provides technical assistance to small business owner Jackie Spooner

Families 38,216 Families Supported with Housing, Jobs, or Other Services

Nuestra CDC Partners with YouthBuild Boston to Weatherize Homes

Nuestra Comunidad Development Corporation and YouthBuild Boston have recently joined forces to establish The Partnership for Greening Blue Hill Avenue, a program that will strengthen the neighborhood, expand economic opportunity, save families money, and help the environment by having local disadvantaged youth weatherize homes.



Nuestra CDC Partners with YouthBuild Boston to provide weatherization assistance and training through the Partnership for Greening Blue Hill Avenue.

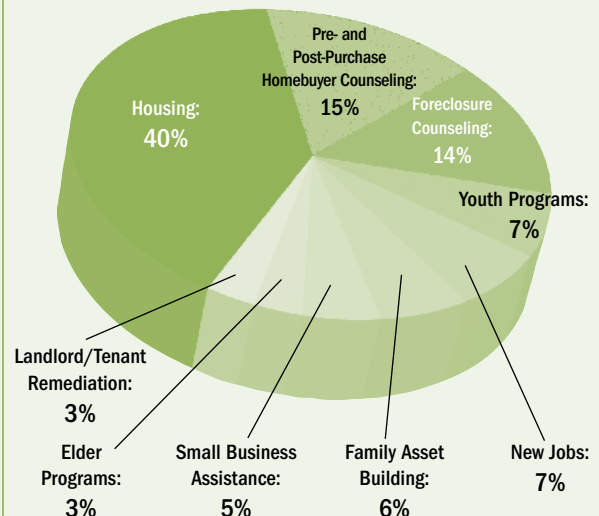
The Blue Hill Avenue Corridor houses many of the most financially vulnerable families in Boston. According to John Fitterer, Nuestra's Director of Resource Development, "This creates an ever-increasing challenge for a family to afford to heat their home through our winters. Lowered utility costs, reduced community carbon footprint, and the significant health benefits of our efforts will all be measured through this partnership."

Through the partnership, YouthBuild Boston will offer young adults (ages 18 - 24) the opportunity to obtain valuable advanced weatherization training while gaining hands-on experience in energy retrofitting. Nuestra will provide homeowners intake, home audit, and inspection services, as well as the financial counseling necessary to complete the home improvements. Through the partnership, Nuestra and YouthBuild Boston will realize the goal of reducing the financial burden for homeowners and will train the neighborhood's young men and women in a field with many opportunities for advancement. The Partnership aims to train 200 young workers and weatherize 1,000 homes by 2020.

In 2009, MACDC Members achieved these results:

- Provided rental housing to **13,789** households
- Provided pre- and post-purchase training to **5,899** first-time homebuyers
- Provided foreclosure prevention counseling and assistance to **5,201** households
- Created or preserved job opportunities for **2,740** people
- Provided programs for **2,467** young people
- Provided **2,336** families with family asset building services such as Individual Development Accounts, Earned Income Tax Credit assistance, English classes, and Adult Basic Education
- Helped **2,008** small businesses
- Created or preserved housing opportunities for **1,357** families
- Provided landlord/tenant mediation services to **1,214** households
- Provided services to **1,205** seniors in our communities

FAMILIES ASSISTED BY SERVICE CATEGORY – 2009



Investment \$308.6 Million Invested in Local Communities

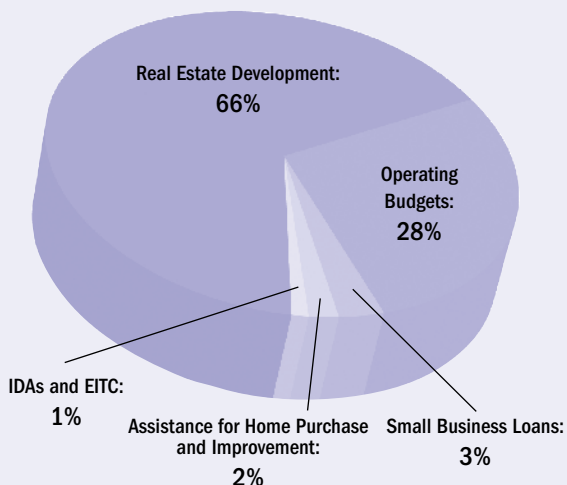
NHS of the South Shore Generates Community Investment in Multiple Ways

Since the early 1980s Neighborhood Housing Services of the South Shore has provided the South Shore community with over \$3 million in housing rehabilitation

In 2009, MACDC Members achieved these results:

- Completed 28 housing, commercial, and mixed-use real estate development projects with total investment of **\$203.7 million**
- Provided services and programs to local communities with a total operating cost of **\$86.5 million**
- Secured **\$8.9 million** in financing for local entrepreneurs
- Invested **\$4.3 million** to assist with home purchases
- Lent **\$3.5 million** to low-and moderate-income homeowners to finance repairs and improvements
- Saved **\$1.1 million** for families through Individual Development Accounts and Earned Income Tax Credit assistance
- Completed 2 open-space projects with a total investment of **\$499,570**

BREAKDOWN OF CDC INVESTMENT— 2009



loans that allow lower income families to fix up their homes. Until the recent credit crisis, homeowners were able to borrow much of the funds they needed through home equity loans from banks. Of course, many of those loans were not sustainable and, with the current credit crisis and the fall in home values, such loans are much harder to obtain — for better and for worse. However, without access to capital, families are unable to undertake essential home rehabilitation projects such as addressing code violations, abating lead paint, and improving energy efficiency. Robert Corley, Executive Director of NHS, noted the importance of NHS “serving individuals who had no one to turn to but us.”



MACDC Members invested almost \$3.5 million in 2009 in home improvements and lead paint abatement

The impact of NHS of the South Shore is especially critical given the breadth of investment it generates in the communities it serves. In 2010, NHS will continue the investment it generated in 2009 in home improvement loans, foreclosure assistance, lead paint abatement loans, and down payment assistance to first time homebuyers. In addition, NHS recently secured an additional \$1 million in investment from multiple sources to construct 24 units of affordable family housing in Quincy for formerly homeless households. NHS also hopes to acquire and rehabilitate 12 foreclosed single family homes to be made available to first time homebuyers for purchase.

Moving Forward

In late 2006, MACDC and its members established four year goals for 2007-2010 in a very different economic environment. Three years into this four year period, it is hard to say which is more remarkable: the unprecedented economic downturn of the past few years, or the ability of our members to stay on track with meeting performance goals set in better economic times. As the chart below indicates, we are on pace to exceed our goal in three of the six areas and to achieve at least 85% of our goal in the other three areas.

How have we managed to maintain this level of production?

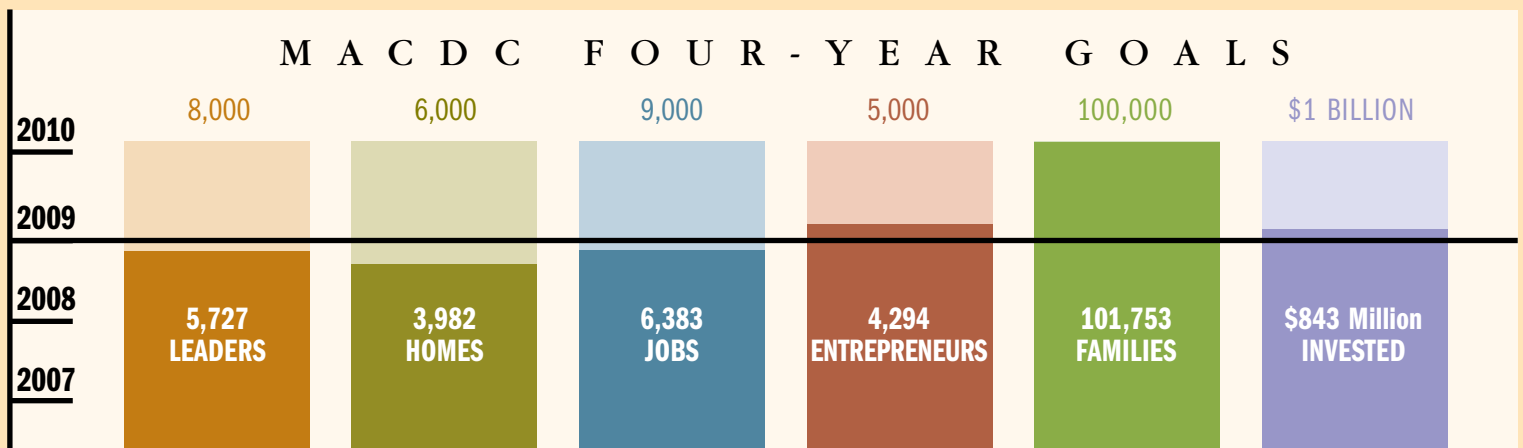
First, our members are truly remarkable organizations. While many of our members are struggling financially, most have continued to provide programs, projects, and hope to their communities. And while a small number have closed or scaled back their operations, we have been able to recruit new members as we reach out to a broader set of non profits engaged in community development work at the local level.

Second, our members — and their many partners — have seized on this crisis as an opportunity to accelerate new innovations and strategies. Partnerships, mergers, program reconfigurations, and organizational restructurings are among the techniques being used to keep pace. Through the Community Development Innovation Forum, we seek to expand and deepen these changes.

Third, we have had some important public policy victories over the past few years that have enabled our members to continue their important work. The Federal government played a critical role by providing funds for the Low Income Housing Tax Credit Exchange Program, the Neighborhood Stabilization Program, and the National Foreclosure Mitigation Counseling Program. State policy makers sustained key programs like the Small Business Technical Assistance Program and the Division of Banks Foreclosure Counseling Program and passed major new legislation to slow foreclosures and preserve Expiring Use properties. These policies make a real difference in the lives our communities.

Finally, MACDC has worked with a diverse array of partners and stakeholders to provide stronger institutional support for our members through the Mel King Institute for Community Building and the Community Development Innovation Forum. These programs have helped instigate new funding, new partnerships, and professional development for practitioners.

MACDC thanks the many partners who have stepped forward during these challenging times to work with us and our members to support community-led economic development. We also thank our members for their perseverance and creativity that makes change possible. As an organization MACDC will strive to work ever more effectively with all of you to ensure that we can achieve our shared goals.



Massachusetts Association of
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The Massachusetts Association of Community Development Corporations (MACDC) is an association of mission-driven community development organizations dedicated to working together and with others to create places of opportunity where people of diverse incomes and backgrounds access housing that is affordable, benefit from economic opportunities, and fully participate in the civic life of their community. We achieve this by building and sustaining a high performing and adaptive community development sector that is supported by private and public investment and sound public policies.