

GOALS REPORT

Growing Opportunities, Assets, and Leaders



Massachusetts Association of Community Development Corporations



Massachusetts Association of Community
Development Corporations

Each year, MACDC's GOALs Survey – Growing Opportunities, Assets, and Leaders (GOALs) – captures detailed information on the outputs and outcomes of our members' work across Massachusetts. This is no easy task because CDCs are involved in such a wide array of activities, reflecting the wide diversity of communities in which they work and the comprehensive approach they take to expanding economic opportunity. By definition, community development is local work that reflects local context, needs, and opportunities.

At the same time, community developers share three common values that guide their work in every community – lifting up community voice and power to ensure that local residents help shape the future of their own community; building inclusive communities where everyone is welcome regardless of race, ethnicity, income, age, gender, or other qualities; and advancing economic opportunity, so more people can gain financial stability and a high quality of life.

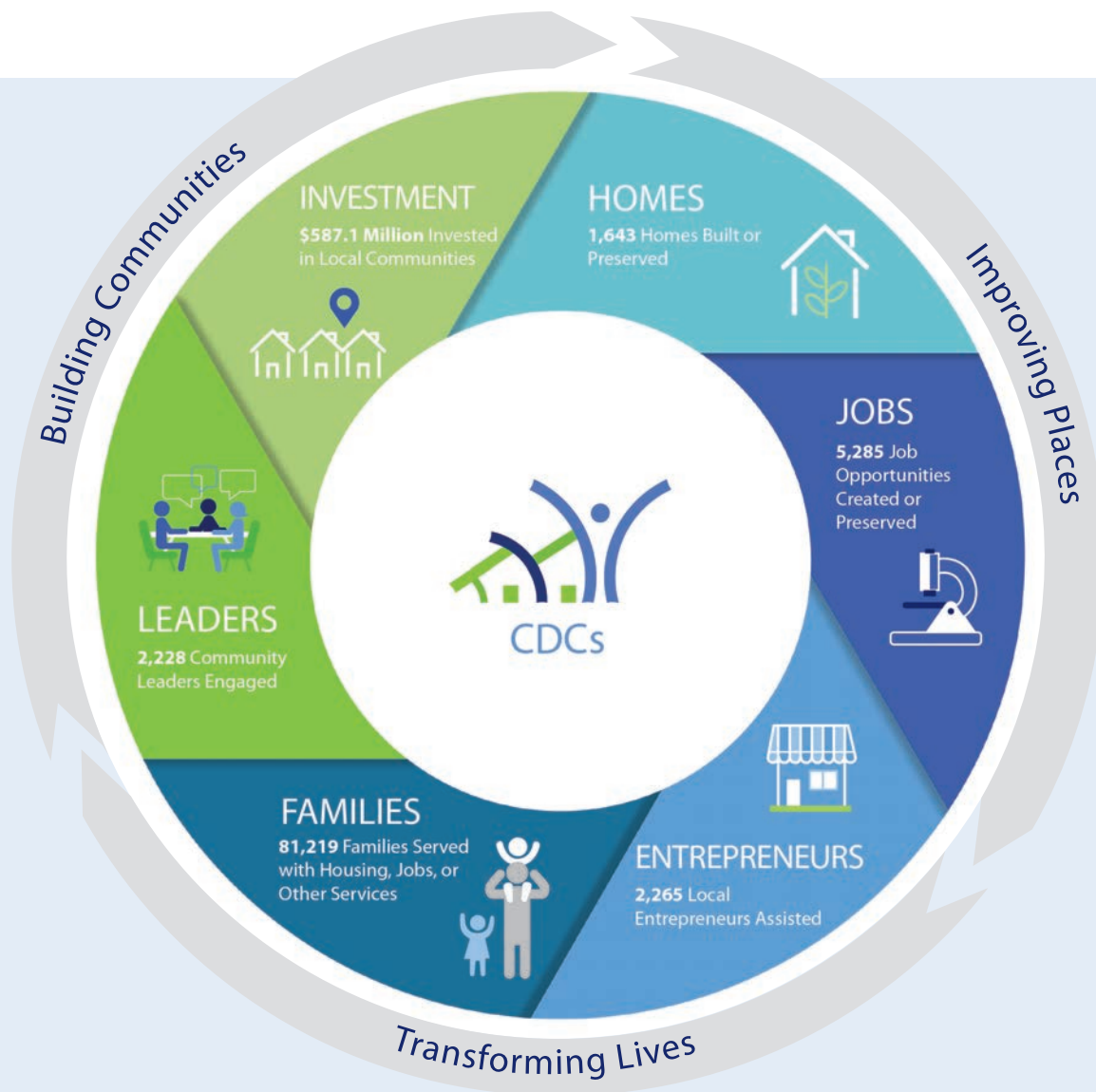
Most importantly, community developers seek to translate these values into specific, tangible results that are meaningful and appropriate for their local community. This report documents those results in six broad areas that, together, paint a picture of their impact on neighborhoods, towns, and communities across our state. As you will read in this report, the collective impact of our members is impressive in each of these six areas: the families served, the community leaders engaged, the homes built or preserved, the jobs created or preserved, the entrepreneurs assisted, and the hundreds of millions of dollars invested each year in the Commonwealth's economy.

Of course, the real impact can be seen in the people behind these numbers, and that is why we are pleased to share with you six stories of CDCs at work in their communities. Take a moment to read about youth leadership development in Boston's South End, a new partnership in Springfield between a CDC and a health provider, green job creation in Lawrence, community-scale housing in Arlington, food distribution in Boston's Fenway neighborhood, and support of entrepreneurs in Fitchburg. Each article adds depth and perspective to the data and a greater understanding of our field's value to its communities.

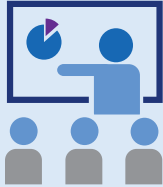
CDCs respond to the needs of each neighborhood and town in which they work. As new challenges and opportunities arise, CDCs are vital community agents. At the intersection of government, business, and community interests, CDCs strive to effectively work with the necessary parties to ensure that all community residents (rural, suburban, and urban) have an opportunity to live with dignity while participating in and benefiting from our Commonwealth's economy.

After reading about our members, we hope you will get involved in their work. We encourage you to contact your local CDC: find out more about its work, attend a local event, offer to volunteer. If you are so moved, consider making a contribution, taking advantage of the Community Investment Tax Credit (CITC) to get 50% of your contribution returned to you in the form of a state tax credit. Contact them directly, or reach out to MACDC and we will help connect you. Community Development is a collective enterprise and we need everyone to pitch in!

In 2016, MACDC's members achieved...



In 2016, CDCs engaged 961 Board Members, 1,267 non-board and community leaders across the Commonwealth. Every day, community by community, these leaders help achieve positive change by:



Working with local residents, businesses, and other stakeholders to set organizational priorities and strategies that meet their needs

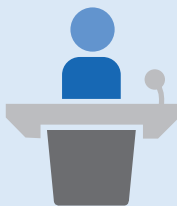


Connecting new leaders and community members with local and state officials



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 negotiating with public and private partners

LEADERS

2,228 Community Leaders Engaged

Through art, youth develop as leaders

Nestled in the heart of Boston's South End, Inquilinos Boricuas en Acción (IBA), a CDC with a rich forty-nine-year history working in the community, is continuing to help transform its neighborhoods through a year-long, paid Youth Leadership Program.

Over the year, IBA's youth coordinators work to build cross-city connections with the twenty participating students. The youth work on teams to produce performances, visual arts pieces, or digital stories. Monday through Friday, the youth convene in the afternoons. On Mondays, there's a community building circle, which allows everyone time to check in with each other, welcome back anyone who missed a day, and share goals for the week and for themselves. On Tuesdays and Thursdays, everyone works on expressing themselves through different forms of art. On Wednesdays, each student has a one-on-one meeting with their supervisors and receives academic support from Boston University and Boston College students. Fridays are for community service projects, holding performances

and gallery openings, and co-planning trips and events within their home communities – Roxbury, Dorchester, South Boston, and the South End.

The Youth Leadership Program has the students work on a year-long civic engagement project, or a series of projects. Past projects include organizing support for the youth T-pass and the Black Lives Matter movement. This year, they have held events on mass incarceration and criminal justice as well as the history and legacy of colonization in Puerto Rico and the U.S. mainland. A continual theme this fall was the 2016 election and the importance of youth engagement in the political process.

When Jennifer Osayande (15 years old), Kayanna Ely (15 years old), and Oladipupo Ogunidipe (17 years old) define leadership as "feeling comfortable sharing your opinions," or "fighting for what you believe in," or "setting an example for others," it is clear IBA's youth are beacons for tomorrow. Community youth leadership is a critical resource for every community. IBA's youth leadership program is helping ensure that future generations can express themselves and engage with their neighbors to continue transforming their neighborhoods into thriving communities.



HOMES

1,643 Homes Built or Preserved



Community-scale, affordable housing: Arlington's model for success

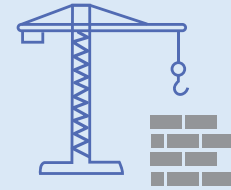
For the small town of Arlington, a generally well-to-do suburb near Boston, it may come as a surprise that the Housing Corporation of Arlington (HCA) has over 1,000 households (individuals and families) on its waitlist seeking housing assistance. Then again, since a two-bedroom market-rate apartment can cost \$2,000 a month, maybe it shouldn't be surprising at all. In trying to address the affordable housing shortage in Arlington, the best opportunities are often on a scale too small for the primary subsidy program for affordable housing, the Low Income Housing Tax Credit Program.

Pam Hallett, HCA's Executive Director, knows that building and renovating community-scale housing is the way to go in Arlington. For the community, it means building housing developments that fit the overall aesthetic of the neighborhood and taking advantage of smaller sites that are often available. It also requires fewer subsidies to build 10 units than 30, so it may be possible to get projects done sooner. For the residents, it means they can live in a mixed-income neighborhood, in housing they can afford, and access the many opportunities available in the community.

HCA seized on the opportunity to provide such a small-scale solution through its acquisition and renovation of the Kimball Farmer House, an effort supported by the Town of Arlington as its first housing project funded with Community Preservation Act dollars. The building, which was once home to an Arlington founding family and is listed on the National Register of Historic Places, now provides three affordable housing units. One resident moved into her home in September. Her apartment is ADA accessible, which is important as she lives with multiple sclerosis. Some of those served by HCA live with disabilities or are elderly retirees. Many are working parents struggling to make ends meet, such as teachers, home care workers, and social workers.

The MA Department of Housing and Community Development (DHCD), at MACDC's urging, recently launched the Community Scale Housing Initiative (CSHI), for projects of 5-20 units, which are not of sufficient scale to use the tax credit program. DHCD and MassHousing each contributed \$5 million to make CSHI a reality. This program will make it easier for groups like HCA and other CDCs to build appropriately-scaled affordable housing in their neighborhoods.

In 2016, MACDC Members achieved these results:



Constructed, rehabilitated, or preserved **814 homes in 30 separate projects** across Massachusetts

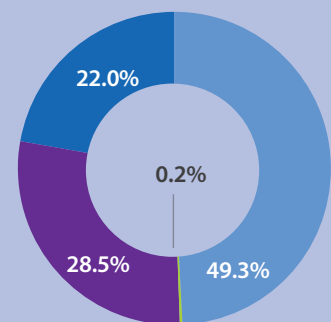


Provided home improvement loans or lead abatement services for **467 homes**



Provided development consulting or construction management services or acted as a Court-Ordered Receiver for **362 homes**

HOMES CREATED OR PRESERVED BY TYPE – 2016



- Rental Units Developed
- Homeownership Units Developed
- Units Preserved by Remediation of Health and Safety Code Violations
- Units Preserved Through Development Consulting or Construction Management, or Receivership

In 2016, MACDC Members achieved these results:



Provided **1,438 jobs** to local workers in real estate construction projects; commercial tenants in these projects will also provide **132 jobs**

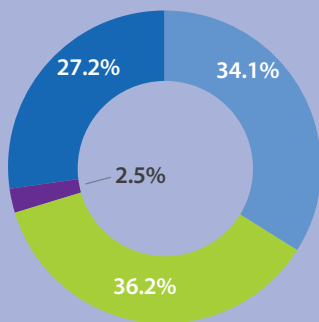


Helped **1,912 people** obtain jobs by strengthening their skills and connections to employers



Provided technical and financial assistance to businesses that created or preserved **1,803 jobs**

SOURCE OF JOB OPPORTUNITIES – 2016



- Small Business Assistance
- Job Training and Placement
- Jobs by Commercial Tenants
- Construction

JOBS | 5,285 Job Opportunities Created or Preserved

From Brownfields to Green Fields: Economic Stability for All

For Groundwork Lawrence, transforming its community into a thriving city filled with green space doesn't just mean transforming the place, it also means working with residents to create meaningful careers in environmental remediation. Through its Environmental Technical Training Program, Groundwork Lawrence is training 25 graduates a year who have the skills and experience to succeed in the green economy.

The program, run in partnership with the Merrimack Valley Workforce Investment Board (MVWIB) and the City of Lawrence, began when staff at the EPA's Fund for Brownfields discovered the communities receiving the cleanup funding were not benefitting from the jobs created to clean up these polluted sites in their neighborhoods and towns. Large firms taking on these projects would hire people from outside the community, or with whom they have

a previous relationship. Hiring locally, however, presented challenges, as not enough residents had the necessary certifications, nor were they prepared to work in confined spaces or wear bulky hazmat suits. Groundwork Lawrence decided to step in and address this challenge in its community.

The program certifies participants, who are unemployed or underemployed, to work in high-paying environmental remediation fields. Graduates are trained to work in everything from water treatment plants to asbestos clean-up to storm water management. The program also ensures that participants are connected to area employers and can have real conversations about what the various jobs require.

While the training program is highly successful, it is not without its challenges. There isn't funding for transportation, and participants still have part-time jobs or family-care responsibilities. To help address some of these issues, Groundwork Lawrence holds its graduation in early spring, which allows for program participants to take on seasonal jobs in late spring and summer. The goal is to have graduates immediately employed while helping them to quickly achieve financial stability.

Thanks to the Community Investment Tax Credit (CITC), Groundwork Lawrence could expand the Environmental Technical Training Program in Lawrence. This year, they are providing the training program in Spanish. Groundwork Lawrence has always focused on environmentalism within community development, as they believe that open space, parks, and trees are essential to economic and social capital development. Now, they can provide solid job training to the residents of Lawrence, helping to transform the lives of individuals and families, while revitalizing their city.



ENTREPRENEURS

2,265 Local Entrepreneurs Provided Technical Assistance



Fighting for Fitchburg: NewVue's Small Business Successes

What do a barbershop and a family farm have in common? Their local CDC, of course!

NewVue Communities works with about 100 entrepreneurs in the Fitchburg area each year. After receiving technical assistance, more than 80% of the entrepreneurs successfully launch, grow, or stabilize their business. Part of this success is due to the detailed business plans Ray Belanger, NewVue's Director of Small Business, develops with each entrepreneur. He also makes sure they connect with the Fitchburg business community. Seven years ago, few NewVue clients were members of the Chamber of Commerce. Now most are involved, which is a sign of each business' stability, and of their commitment to their community and to the City of Fitchburg.

Virginia and Clarke Laszlo went to NewVue last year to help expand their family farm's products to include pet food. While the Laszlos sell their humanely-raised meats year-round, pet food was a new market. Ray helped them receive a USDA mini-grant for an online sales system and marketing. Now the Laszlos' new product line for pets, Sitzens, offers treats for cats, dogs, and horses from all natural farm fresh ingredients. With Ray's technical assistance, the Laszlos are working on expanding their pet product

line to include brightly colored toys to accompany the bones, nibble treats, and cookies.

Another good example of a satisfied client is Luis Feliciano. When he had an idea for a family-friendly barbershop, his brother said to go see Ray, who helped Luis put together a business plan for his barbershop, which currently employs four other barbers. Now they're working together on an idea to launch a second location. Thanks to the success of his barbershop, Luis bought a home for his family last year after going through NewVue's First-time Homebuyers Course. "Everything is organizing," Luis said. "People want to help you because they see you are trying to better yourself. Step by step, things are falling into place and getting easier, and that's a good thing." Not surprisingly, Luis refers people to NewVue all the time.

NewVue Communities has helped a wide range of small businesses, including an industrial printing press repair shop, a mobile veterinarian business, a music shop, and a conservation company. They continue to work with many aspiring entrepreneurs, especially individuals who are low- and moderate-income, women, people of color, and veterans. Each small business starts with an idea. Many are successful if they receive the support they need to get started, which is exactly what NewVue Communities is providing.

In 2016, MACDC Members achieved these results:



Provided training, technical assistance or lending to **3,110 entrepreneurs**



Provided personalized technical assistance to **2,265 entrepreneurs**



Helped local entrepreneurs obtain more than **\$44.1 million in financing**

In 2016, MACDC Members achieved these results:



Provided rental housing to **19,076 households**

Provided pre-and post-purchase education to **7,928 first-time homebuyers**, and foreclosure prevention counseling to **1,575 households**



Provided training to **5,043 people** to develop their workforce skills



Assisted **3,019 seniors** and **3,776 young people**

Provided **11,932 families** with family asset building services



Created or preserved job opportunities from construction, by commercial tenants, or through assistance to entrepreneurs for **3,373 people**

Helped **2,265 small businesses**

Created or preserved housing opportunities for **1,643 families**, and improved energy efficiency in **11,233 homes**



Provided rental housing stabilization services to **10,356 households**

FAMILIES

81,219 Families Supported with Housing, Jobs, or Other Services

Winning in Fenway means focusing on Families and Food

For many people, Boston's Fenway neighborhood is primarily known for its universities, hospitals, music clubs, and the Red Sox. But Fenway CDC knows the families who call East and West Fenway home. While the preservation of affordable housing is a critical component of the CDC's work, so too is providing the necessary resources to ensure families are stable. In May 2016, Fenway CDC introduced a critical new service to its community in partnership with the Fair Foods Program: access to fresh vegetables.

Fenway CDC and Fair Foods provide a vital resource for food insecure residents. The Fair Foods program brings food from the Chelsea produce market to Holy Trinity Cathedral every other Wednesday. Fenway CDC volunteers then package up 100 twelve-pound bags, which they sell for two dollars each. No one is turned away, however, because they cannot afford to pay. Fenway CDC is now considering expanding the program with the help of graduate students from Simmons College. They are considering providing cooking classes and recipes every other week in the basement of Holy Trinity Cathedral.

Roose Azor and Thesla Mejia are Fenway residents who are repeat customers of the

program. Roose comes to pick up a bag for himself and one for his homebound mother. He keeps the drop-off schedule on his fridge, so he never misses a chance to pick up "the actually affordable and good food." Thesla learned about the program at work. She shops for her whole house of students, who work in addition to attending classes.

The Fair Food Program is just one of the many ways Fenway CDC works with local families. In addition to their financial literacy workshops and neighborhood job placement services, Fenway CDC has partnered with Planned Parenthood to offer family planning workshops that help young parents work on their parenting and healthy dialogue skills. Fenway CDC is also part of the Fenway Family Coalition, which recently advocated for and won the placement of a community center in the neighborhood. With the help of Boston Children's Hospital, Fenway CDC also provides health education workshops where parents can learn how to best advocate for their children during doctor's visits. The CDC's commitment to combining these services with the provision of stable, affordable housing to hundreds of families is a home run that deserves a spot on the Fenway Highlight Reel along with the latest game-winning hit by Mookie Betts.



INVESTMENT

\$587.1 Million Invested
in Local Communities



Investing in health and in environment strengthens a community

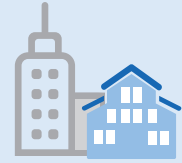
For Revitalize CDC, addressing the social determinants of health is a vital component of its work. Revitalize CDC works with 200 – 250 low-income individuals each year to ensure that their homes are safe, healthy, and energy efficient. Some have been repeatedly hospitalized due to severe asthma. In the past, Revitalize CDC recognized that these individuals need home-environment interventions to successfully deal with their asthma. The CDC relied on their GreenNFit program, which is their annual day-long volunteer effort, to clean up the Old Hill neighborhood in Springfield, to weatherize homes, and to remove environmental factors in the home that cause health issues. In 2016, Revitalize CDC seized upon an opportunity through the Green and Healthy Homes Initiative to partner with Baystate Health and the City of Springfield to substantially expand their home-environment intervention program. Using the Community Investment Tax Credit, Bay State Health will invest \$250,000 over three years in a program that will provide asthma patients with access to community health workers and green-certified home renovations.

Revitalize CDC's pilot program with Baystate Health will first work on 10 – 15 homes in Hampden County,

primarily focused in Springfield. The pilot project will allow Revitalize CDC and Baystate Health to refine their referral processes, conduct data analysis, and prepare for scaling up next year. They will be able to build capacity to provide necessary trainings and certifications, to better coordinate with the community health workers, and to purchase the necessary "Efforts to Outcomes" (ETO) assessment software. Baystate Health, through the nonprofit Square One, will provide increased access to community health workers for the area's residents. This symbiotic relationship between a healthcare provider and the local CDC aims to not only increase the overall health and well-being of low-income families in Hampden County, but also to build stronger relationships with the County's low-income residents at large.

With the 2017 expansion of this program, Revitalize CDC's partnership with Baystate Health is a strong demonstration of institutions directly investing in community for everyone's benefit. Costs at the hospital will be lower, as patients will not need to come in regularly for treatment for asthma, or other environmental health issues; families will be able to reduce their health care bills, and can lead healthier lives. Revitalize CDC's work to provide the funding and resources to those who need it the most not only addresses an immediate need, but also helps to strengthen this Springfield community for everyone.

In 2016, MACDC Members achieved these results:



Completed 34 housing, commercial, mixed use, and open space real estate development projects with a total investment of **\$186.6 million**



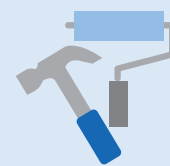
Provided services and programs to local communities with a total operating cost of **\$312.3 million**



Secured **\$44.1 million** in financing for local entrepreneurs

Provided almost **\$400,000** in cash assistance to help families buy homes and stay in their homes

Provided **\$12.0 million** in cash assistance to help families maintain or find rental housing



Lent **\$9.9 million** to low- and moderate-income homeowners to finance repairs and improvements

Invested **\$17.9 million** in energy efficiency improvements



Saved **\$3.9 million** for families through Individual Development Accounts and Earned Income Tax Credit assistance



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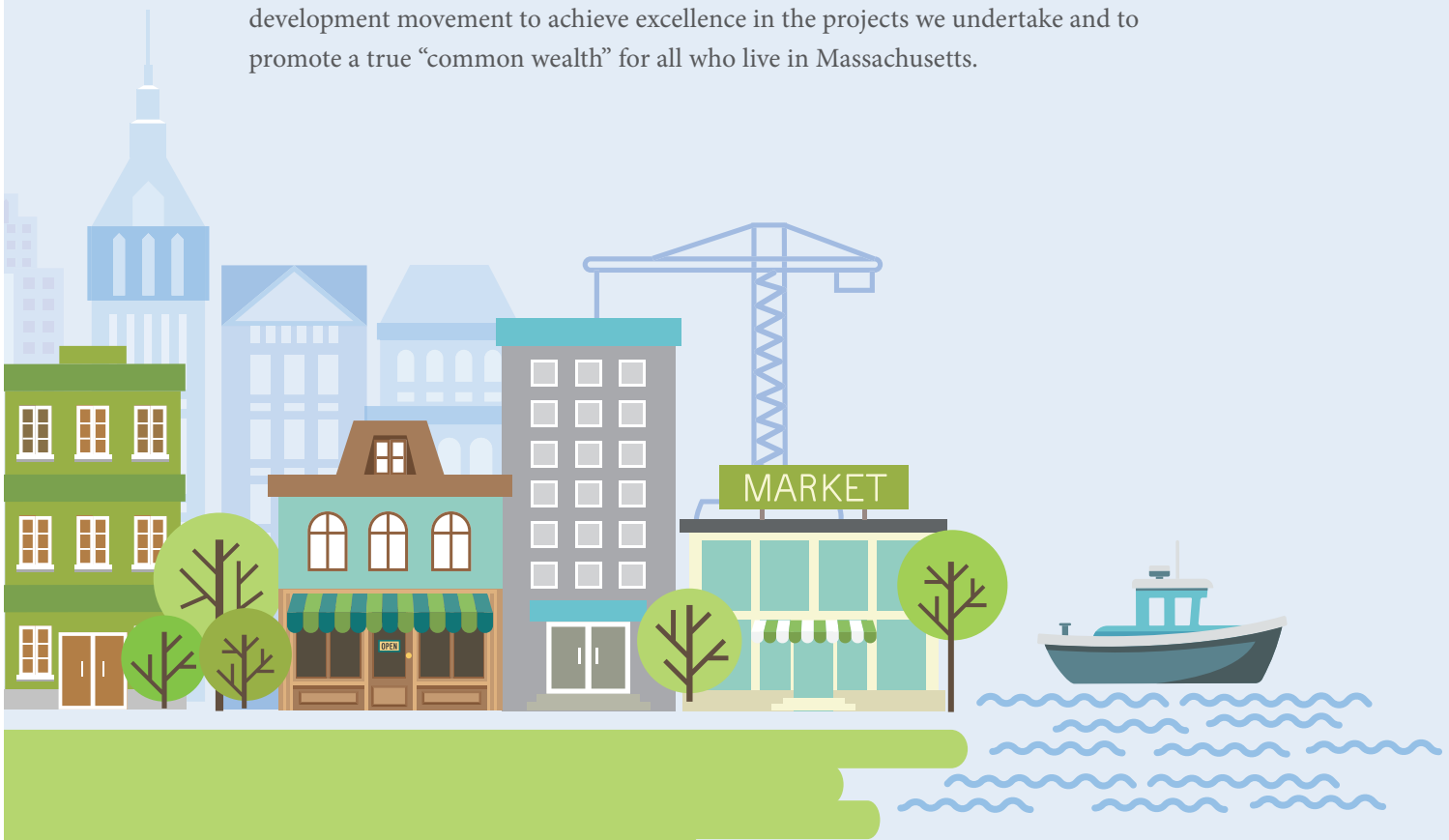
MACDC's Mission

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.



MACDC's Vision for Massachusetts

We envision a Commonwealth of interconnected communities where people of different incomes, ethnicities, races, and backgrounds live with dignity and fulfillment. We envision communities that encourage all residents, including once disenfranchised residents, to participate in civic processes that define the physical, economic, educational, and cultural characteristics that distinguish these communities. We see a Massachusetts where all people build assets and realize the benefits of a healthy economy which provides full employment at good wages, stable housing at affordable prices, and strong public supports for human needs. We see a community development movement led by a diverse and democratic leadership that is at the forefront, in both substance and process, when determining public policy and development priorities that serve the long-term interests of communities. We envision government and the private sector working in partnership with the community development movement to achieve excellence in the projects we undertake and to promote a true “common wealth” for all who live in Massachusetts.



15 Court Square, Suite 600
Boston, MA 02108

(617) 426-0303

www.macdc.org



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