

Madison Park Development Corporation (MPDC)
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SECTION 1: Community or Constituencies to be served by the organization. Madison Park Development Corporation's service areas are the city of Boston's neighborhoods of Dudley Square, Lower Roxbury and Roxbury in general. With a population of approximately 54,000 Roxbury is home to a community that is 44.6% African American; 31.9% Latino/a; 4.6% Asian-American; 13.5% white; 2.4% other ethnicity; and 2.8% bi-racial¹. The unemployment rate in Roxbury hovers above 10% and is likely much higher for Roxbury youth. Of the 3000 residents of MDPC affordable housing properties², 69% are extremely low-income, 17% very low-income, 12% low-income, and 2% other. Our constituencies are largely African American families with a significant number of Latino/a families as well; and they include 222 elderly and/or residents with disabilities. Forty-three new rental homes for extremely low-income and very low-income families will be completed in 2014 at MPDC's Dudley-Greenville project at 209-213 Dudley Street. This project will include 3000sq feet of retail space on street level. Existing MPDC commercial properties (at 2201 Washington Street, 184 Dudley Street and 951 Tremont Street) are occupied by a total of 10 businesses, constituents who provide approximately 250 needed local jobs and generate increased economic activity in the neighborhood.

SECTION 2: Involvement of community residents and stakeholders

a. Resident and stakeholder engagement is facilitated through MPDC's areas of focus and their programs: Significant resident and stakeholder engagement is embedded across the entire range of organizational activity: Governance; Community Action department; Arts and Culture department (Hibernian Hall); and Real Estate (affordable housing construction and preservation; historic preservation; targeted community development and asset management).

b. Description and evidence of resident and stakeholders engagement.

1) Governance Structure: Representatives of our constituency are significantly involved in organizational oversight and decision-making. 100% of MPDC BOD members are constituents of the organization based on their ethnicity and/or residency in our service area. 73% are African-American and 18% are Latino/a. 55% of our BOD are residents of our service area and 36% of our BOD are low or moderate income persons. The BOD is responsible for oversight of the organization including the entire range of fiduciary duties, supervision of the CEO and approval of programs and policies. 2) Community Action: Other decision-making bodies led by and composed of residents and other community stakeholders include the MPDC Organizing Committee, a 15-member resident committee working with and providing oversight of the goals, priorities and activities of MPDC's Community Action department; the RoxVote Coalition, a 15+ committee of community individuals and organizations working on civic engagement goals including voter education and GOTV activities; and the Orchard Gardens and Madison

¹ Per 2010 Census.

² Orchard Gardens Estates; Madison Park III and IV; Interfaith Apartments; St. Botolph Terrace; Ruggles-Shawmut; 6 Kenilworth; Schoolhouse Buildings; Smith House; and Haynes House.

Park Village Public Safety Committees, which work to stem gang activity and neighborhood violence and whose members are entirely Roxbury residents and community-based stakeholders including the Area-B Station of the Boston Police Department; in addition - through Community Action - over 30 resident youth leaders are involved in decision-making or serve as advisors to the department. A number of resident leaders – particularly from Orchard Gardens and Madison Park Village III and IV, are involved with neighborhood projects led by Community Action, including three active community gardens (Madison Park; Orchard Gardens and 6 Kenilworth), a Community Supported Agriculture (CSA) program (subsidized by MPDC), walking clubs and the city’s Hubway program (free and reduced rate bicycle rentals). The Boston Public Health Commission is an important partner/stakeholder in our violence prevention and health equity efforts, realized through four violence prevention and health equity initiatives: a) Violence Intervention and Prevention (VIP), b) Strategies To Reduce Youth Violence Everywhere (STRYVE), c) Racial and Ethnic Approaches to Health (REACH) and, d) in 2012 – the Child Health Assessment Mapping Project (CHAMP). In addition – as a result of their involvement with the Boston Transportation Department’s Complete Streets initiative, between four and ten MPDC resident leaders now work on a campaign to halt the re-design of Melnea Cass Boulevard, a major thoroughfare that bifurcates Lower Roxbury and abuts Madison Park Village III, providing a transit route for those who travel to the Longwood Medical Area but not for residents. 3) Real Estate: The Special Projects Committee is a resident-led committee that serves as liaison to the MPDC Real Estate department. In addition the Real Estate Department facilitates all public response and comment to planned and ongoing neighborhood re-development projects. 4) Hibernian Hall: The Friends of Hibernian Hall is made up of resident arts advocates, community members and local and regional artists in support of and as advisory to its ongoing culture and arts programs.

Examples of resident/stakeholder involvement in updating of CIP:

1) Community Action: (i) A focus group of MPDC residents for the third year of the public health commission’s STRYVE initiative³ resulted in an implementation grant to provide Youth Empowerment Solutions (YES) curriculum for middle school youth and Parenting Wisely curriculum for families at MPDC properties; (ii) Six meetings held last summer 2013 in response to an uptick in violence were organized and attended by 25 neighborhood residents and stakeholders resulting in more intensive work with youth and, the entire revamping of MPDC’s youth employment program; (iii) the public health commission’s 2012 Child Health Assessment Mapping Project (CHAMP), depended on and deeply engaged MPDC residents over several weeks’ time, resulting in a new MPDC initiative addressing Health Equity and Community Wellness; and, (iv) The four Block Captains for our Violence Intervention Program (VIP) who serve as liaisons to the community and as a public safety resource for the community are themselves MPDC residents who are trained and receive stipends for their ongoing work promoting public safety as a community effort.

2) Community Impact Measurement Project. In late summer and early fall 2013, MPDC conducted a special project to gather perspectives on quality of life issues from a randomly selected group of residents living in our portfolio and in the immediate neighborhood. As a member of the NeighborWorks® America network, we surveyed 202 residents to gain their perspectives on quality of life issues, safety considerations, community engagement, and public services. Given our third focus - on arts and culture in Roxbury - we added questions to learn more about residents’ interest in arts programming. We conducted observations of the conditions of 49 blocks and 100 buildings in the target area. The survey instruments were developed by the nationally recognized *Success Measures* and utilized by over 200 community

³ Strategies to Reduce Youth Violence Everywhere.

development corporations nationwide. The findings from this data analysis have been incorporated into the strategies described in our Community Investment Plan. In two years, the resident survey will be repeated with this year's results serving as a baseline to inform our next (2016-2019) CIP. The resident input from this year's survey has proven of great interest and greater assistance in updating our current CIP. We are particularly interested in resident perceptions of safety in the community, which now informs our violence prevention work. Not everyone feels safe and in particular residents are concerned about the safety of their children and about the safety of walking through the neighborhood at night. At the same time, we have heard from our residents loud and clear that they believe they can make a positive difference in the community and we will capitalize on this finding through our resident engagement and leadership development work.⁴

c. Degree to which residents and stakeholders were engaged in the development of the CIP.
The CIP was developed over a period of time – from September 2011 through October 2012, and updated during 2013 - with key participation of residents and stakeholders, in particular those who serve on the above-mentioned committees as well as other residents of MPDC properties, the participants in community discussions and focus groups, and the participants in the NeighborWorks survey. Their contributions to the plan range from oversight of Community Action activities and programs and assistance with the creation of its work plan; participation on the BOD which involves supervision of the CEO, setting of program and financial policies and for the plan – identification of priorities, goals and organizational objectives for years 2012-2015. Residents and stakeholders identified areas of concern and focus for Hibernian Hall, Community Action and within the framework of MPDC's business model, the Real Estate department's ongoing projects and projects in the pipeline. Lastly, a revitalized fundraising committee and our CITC team will have community stakeholders and residents as key participants.

d. Description of the role of residents and stakeholders in monitoring and implementing Plan activities. 1) The standing committees described above serve as the vehicles through which residents and stakeholders are able to monitor and implement Plan activities. E.g. RoxVote monitors MPDC civic engagement activities; the Organizing Committee monitors and implements Community Action organizing activities; the BOD monitors and implements the key administrative elements of the plan, Friends of Hibernian Hall advises its arts and culture programs, and the Special Projects committee works with real estate asset management to assess resident issues and implement solutions to emerging problems. Resident leaders and stakeholders have access to departmental work plans through which the work of the Plan is implemented. Regularly scheduled meetings ensure that voices are heard in a consistent, timely way.

SECTION 3 - Plan goals.

Real Estate Development Goals:

Goal I: Dudley-Greenville Rental Housing Project: Completion of construction by April 1, 2014; Sustained initial occupancy by August, 2014; Permanent loan conversion and receive significant developer fees by December, 2014.

Goal II: Parcel 10 Mixed Use Project Phase I and II: Substantially complete construction of Phase I supermarket by October 2014, secure lease commitments for 20,000 SF of commercial space for Phase II by December 2014.

⁴ Samples of the CIM Project Data Analysis regarding resident safety input and "making a difference" input are presented as an attachment to this request.

Goal III: 2101 Washington Street, acquisition and adaptive reuse of four-story historic building for residential and retail development, third phase of mixed use Parcel 10 project: acquire property by January, 2014, applied for and secured substantial financing commitments December 2014.

Goal IV: Whittier Street Choice Neighborhoods Project: MPDC is key member of planning team designated by the Boston Housing Authority to re-develop an existing public housing development adjacent to Madison Park Village. Complete main site planning and use permitting by July, 2014; submit competitive application for Choice Neighborhoods grant to HUD by October, 2014.

Goal V: Attain in 2 years the NeighborWorks America Green Designation, which recognizes NeighborWorks network members who incorporate healthy and sustainable principles into every facet of their operations and throughout their lines of business.

Asset Management Goals:

Goal I: Madison Park III Refinancing: Finalize construction plans, secure Section 8 HAP contract, close on new debt and equity financing and commence construction on renovation to Madison Park III townhouses by August, 2014. MPDC expects to collect significant fees from this initial transaction.

Goal II: St. Botolph Terrace Permanent Financing and Renovations: Complete renovation scoping, plans and contract arrangements by July, 2014. Complete financing commitments and closings, commence construction by November, 2014.

Goal III: Financing “Unwind” and Lease Turnover at 2201 Washington Street: (This existing and occupied commercial property will complete its New Market compliance and financing period in 2014, and is also likely to experience tenant turnover.) Complete post-New Market financing conversion for 2201 Washington Street by December, 2014. Secure new commercial tenant leases and/or renew existing leases for two floors of the building by October, 2014.

Goal IV: Smith House subsidy conversion and reprogramming: Finalize operating subsidy conversion to Section 8 Project Based Vouchers including tenant approvals for at least 85 percent of the units by May, 2014; prepare initial plan for repositioning the property to service-enriched housing, including services program and physical plant improvements and modifications by December 2014;

Community Action Goals

Public Safety Goals

- i. Increase number of Public Safety meetings from two to three each month by adding a new meeting site at the Whittier Street public housing development.
- ii. Provide four family outings that include 100 residents to promote safe outdoor activities that can help build family relationships as well as physical wellness.
- iii. Continue to increase visibility and understanding of Boston Public Health Commission’s Violence Intervention/Prevention Program (VIP) brand in the community

Youth Development Goals

- i. Provide forty youth with meaningful employment
- ii. Coordinate participation of 100 at-risk youth in at least six activities during the year that take them out of the inner city environment and enable new experiences to inform their plans for the future.

Resident Leadership Goals

- i. Develop and provide two (2) sessions of six-week long leadership training to train fifty residents to build their capacity as individuals and leaders to improve their community.
- ii. Strengthen MPDC Organizing Committee by increasing membership from 15 to 25 with average attendance during the year of 15 members per meeting.
- iii. Recruit six new resident leaders to participate in NeighborWorks Community Leadership Institute (CLI) training in 2014

iv. Implement Community Leadership Institute (CLI) action plan established in October 2013.

Civic Engagement Goals

- i. Register one hundred (100) new voters by targeting new residents moving into our properties and youth ages 18-24.
- ii. Increase RoxVote Coalition by adding five (5) new organizations and continue advocacy around youth jobs, public safety and community wellness through ongoing coalition work.
- iii. Provide six (6) civic engagement and educational forums that attract at least 60 participants per forum.

Health Equity and Community Wellness Goals

- i. Increase community access to healthy food
- ii. Provide five health and wellness education workshops that attract at least 20 participants per workshop.

Hibernian Hall Goals

Goal I: Make the capital improvements recommended by consultants in FY13.

Goal II: Continue to develop the program in arts and culture with an emphasis on theater.

Goal III: Continue leading an effort with Roxbury Cultural Network and Boston City Council to have the Eliot-Dudley area recognized by the Massachusetts Cultural Council as a cultural district.

Board Governance Goals

Goal I: The Board of Directors will raise 5% of corporate giving in 2014.

Goal II: The Board of Directors will form an investment committee and implement an investment strategy by June 2014.

Goal III: Arts stakeholders will be added to the BOD to help guide resource development planning and activities, particularly for Hibernian Hall.

Resource Development Goals

Goal I: Raise \$740,000 in grant/contract revenue, raise \$100,000 in annual event corporate sponsors and donors; raise \$7,500 in individual giving including memberships and semi-annual appeals.

Goal II: Host four cultivation events (“Friends Receptions”) for Friends of Hibernian Hall that result in 25 new members and renewal of 75% of existing members, which now number 110.

Goal III: Research and identify new funding sources to replace the current multi-year Barr Foundation/Klarman Foundation \$150,000 grant to Hibernian Hall that ends in March 2015.

Goal IV: Research and identify new funding sources to support MPDC’s strengthened resident services coordination and to support Community Action’s new Health Equity and Community Wellness Initiative. Incidentally, our current work and the recent implementation of this new initiative fits with the objectives of the Affordable Care Act and we believe that new avenues of funding will be available for this work.

Goal V: Raise \$200,000 for CITC allocation project to provide \$100,000 tax credits to donors.

b. Identify how low and moderate income households and other constituencies will benefit from achieving the goals. The above items maintain the overarching goal of community well-being and substantial economic improvement for Roxbury - a good paraphrase of MPDC’s organizational mission. Low and moderate income households in particular will benefit from helping to achieve these goals because their collective political and social power is being developed as they participate in determining the direction and work of MPDC. They are developing leadership skills that enable them to effectively address community issues and challenges as they emerge.

c. Identifies how the entire community will benefit from achieving the goals. Our projects encompass community well-being objectives by: providing affordable homes for extremely low and very low income families thus preventing homelessness or displacement, maximizing energy efficiency, strengthening local commerce, promoting healthy and safe street activity, creating jobs for local residents and youth, promoting healthy behavior, building the power of residents through leadership opportunities and providing high-quality access to arts and culture. Goal outcomes are realistic and align with MPDC's mission and thereby provide the building blocks of a healthy, affordable community that offers opportunity - not displacement - for extremely low, very low, low and moderate income families and individuals. The introduction to our strategic plan indicates that the work of our three departments (overseen and assisted by residents and stakeholders) will benefit the entire community: affordable housing will sustain a cohesive community by providing homes for low and moderate income families, historic preservation of neighborhood buildings through rehabilitation and re-use will maintain its identity, strengthened small businesses will offer economic improvement and a livelier streetscape, cultural economic development and resident leadership will improve the well-being and cohesiveness of Lower Roxbury residents and the neighborhood-at-large. These items reflect and align with MPDC's vision statement.

SECTION 4 Activities to be undertaken

Real Estate Development Activities to be Undertaken in 2014:

1) In FY14 we expect to complete construction of Dudley-Greenville, a 43-unit LIHTC project currently under construction and earn a significant developer fee. Production of new units is critical to meeting the Boston's region demand for housing. We will also complete construction of 3000 sq of retail space at Dudley Greenville. 2) We will substantially complete the initial supermarket phase of our Parcel 10 development, a transformative economic development project for Roxbury's Dudley Square commercial business district. This Parcel 10 land has been vacant since the Lower Roxbury urban renewal plan demolished most of the neighborhood over 45 years ago. Developing this land in a way that is responsive to community need and desire is the reason MPDC was founded in 1966. The expansion of Tropical Foods, a local ethnic supermarket that also has been around over 45 years, not only will increase the supply of health food options, but also, anchor the commercial district and attract additional customers and economic activity to the area. We expect to lease at least 60% of the commercial space planned for the second phase of Parcel 10. We will seek funding for Phase II, a commercial office building, and Phase III, an adaptive reuse of the current supermarket building into a 30-unit mixed income rental project with ground floor retail. We have just secured financing for Phase One -- (http://www.boston.com/yourtown/news/roxbury/2014/01/hold_financing_secured_for_first_phase_of_tropical_foods_dev.html) receiving close to \$3.6 million in New Market Tax Credits, provided by Bank of America in addition to \$1.4 million in MassWorks infrastructure program funding, provided by the Commonwealth's Executive Office of Housing and Economic Development. A separate \$788,000 grant from the US Federal Office of Community Services, will also be used for the first phase. 3) We will work with our partners, Preservation of Affordable Housing (POAH) and the Boston Housing Authority (BHA) to complete the development planning work and submit a competitive Choice Neighborhoods grant request to HUD for the Whittier Street Housing project in October 2014. The BHA is one of 17 entities across the nation selected to receive a Choice Neighborhoods Planning Grant from the US Department of Housing and Urban Development. The \$300,000 grant provides the BHA the resources needed to craft comprehensive, community-driven plans to revitalize public housing and transform distressed neighborhoods. HUD's Choice Neighborhoods Initiative promotes a comprehensive approach to transforming distressed areas of concentrated poverty into viable and sustainable mixed-income neighborhoods. Building on the successes of HUD's HOPE VI Program, Choice Neighborhoods links

housing improvements with necessary services for the people who live there – including schools, public transit and employment opportunities. MPDC and POAH were selected by the BHA through a competitive RFP process to engaged in a comprehensive planning effort with the Whittier Street community. The housing development plans include demolition of the existing Whittier Street housing and new construction of 316 mixed-income units on-site and 100 units off-site in the Lower Roxbury neighborhood. This effort includes completing the public approval and permitting of several existing MPDC pipeline projects such as Guild Row and new construction on vacant Madison Park Village land.

4) We will continue implementation of MPDC energy use reduction retrofits across our 1,300 unit portfolio including renewable energy application.

Community Action Department Activities to be Undertaken in 2014:

Public Safety/Violence Prevention Monthly Public Safety meetings (3) will be facilitated by Community Action staff working with residents, who will have opportunity to be aware of resources in their community. Through these meetings we will build and strengthen relationships with community police so that the crime rate can be monitored, maintain strategies that work and develop new solutions to increasing the safety of their own neighborhood. We will promote the visibility of our resident public safety efforts by regularly using print, banners, and the development of a social media campaign around violence prevention. We will continue to respond to traumatic events and conduct follow-up to our Trauma Response training held in 2013 for 50 residents and stakeholders. We will hold one weekend workshop Friday through Sunday in 2014 at led by trauma response expert. And *create* opportunities for community harmony by holding public gatherings during the year – Neighborhood Night Out Against Violence and Back to School Peace Convention. Through the STRYVE Initiative, MPDC will continue work to reduce crime and violence within five neighborhoods with highest rates of violence by working in collaboration with VIP partners to reach up to 50 at risk youth.

Youth Development a) We will provide meaningful employment as well as job readiness training and leadership skill building to 40 at-risk youth during the summer 2014. Youth will complete the program in August 2014 having attained community organizing knowledge and skills that include a well-constructed resume, basic interview skills, and familiarity with work place etiquette. Ten young people who are high school graduates but not attending a traditional 4 year college will secure permanent jobs by December 2014. b. We will secure up to 15 year-round after school jobs for youth through Boston Youth Fund funding to commence November 2014. c) We will award and renew scholarships of between \$1,000 and \$3,000 to new students in addition to the current scholars who are receiving scholarships in 2013; d) we will develop and train 5 peer leaders; e) we will coordinate participation of 100 at-risk youth in at least six activities during the year that take them out of the inner city environment and enable new experiences to inform their plans for the future. Staff and community volunteers will guide our youth on bi-monthly trips that include skiing, hiking, and out of town college visits; and f) we will support youth leaders as they participate in community efforts such as voter education and mobilization through RoxVote, and the Youth Jobs Campaign, through involvement with Youth Jobs Coalitions.

Resident Leadership We work throughout the year with engaged resident leaders including young people and adults by offering regularly scheduled leadership skill-building workshops, with each series involving community based instruction and accompanying opportunities that include hands-on experience participating in neighborhood campaigns (and thereby utilizing acquired skills).

Civic Engagement We will work to re-vitalize and strengthen the RoxVote Coalition’s impact by coordinating a coalition retreat early in 2014 and facilitating a new work plan for the year. We will seek

to increase voter turnout in our district by 5% which will reflect increased community involvement in neighborhood issues and greater potential for community cohesion; and to double the number of “new voters” registered by the Madison Park/RoxVote team through increased visibility at public events and at our own gatherings. We will continue civic engagement opportunities through regularly scheduled events that engage with public officials – hosting up to 6 of these events in 2014. We will continue to advance Madison Park’s policy campaigns including advocacy for a strong youth jobs budget, community input into city’s public safety/violence prevention policy and our campaign addressing community wellness through ongoing coalition work.

Health Equity and Community Wellness By partnering with the Boston Public Health Commission, Community Action is building a community’s concern for its own well-being and expanding the department’s constituency. The initiative promotes resident access to healthy food, physical fitness activities, health education, and wellness education while engaging residents in advocacy to promote healthy community design and reduce health disparities in Roxbury. We will continue the Community Supported Agriculture (CSA) program to forty families, provide subsidized shares, support three resident-led community gardens, provide resources, information and staff time and hold two events at each garden to mobilize residents and promote collective engagement to build a healthy community.

Hibernian Hall Activities to be Undertaken in 2014: 1) We are making a \$300,000 investment in capital upgrades and improvements to Hibernian Hall in January 2014. In addition to high-priority improvements to the electrical circuitry, staging, and sound/projection system, MPDC will address items of secondary urgency if the budget allows: window shades, acoustic baffles, and noise reduction in the ballroom, as well as furnishings and sound/projection equipment in the conference room and exterior signage. 2) Peter Snoad is our visiting playwright in 2013-2014 and in October 2013 Hibernian Hall presented the first of four plays, “Raising David Walker”. In 2014, three additional plays by Snoad will be presented: “The Draft,” “Guided Tour,” and “Identity Crisis.”; 3) From March 27 through March 30, 2014, Hibernian Hall hosts *The Elevated Arts Festival* – in partnership with the repertory ensemble from New York Theater Company *The Fire This Time*. This weekend of performances will include local theater troupes, singers, storytellers, stand-up comics and jam poets based in New England to contribute to a program of brief plays interspersed with original songs, narratives, jokes and oral poetry. 4) Due in part to a technical assistance grant from the Barr Foundation, Hibernian Hall is embarking on a new public relations strategy for its performing arts programs that will design efforts to attract and build young adult audiences. Utilizing intern support from UMass Boston and working with Cambridge marketing consultant, Nicola Williams, Hibernian Hall is seeking to determine potential young adult audience preferences and to design tactics to further develop its audiences to include significant numbers of young adults. 5) Hibernian Hall continues to produce and present performing arts ensembles throughout the year with whom it has established relationships. It will co-produce “Jelly’s Last Jam” by Mssng Lnks in April 2014 as well as a second production by Mssng Lnks in August. The Hibernian Hall schedule for Fall 2014 includes a production of “Jobe”, a musical version of the Book of Job written and directed by local composer and vocalist, Milton Wright; and a co-production with The Theater Offensive, which performs at the hall annually. 6) The Artistic Director will serve as liaison to the public and continue networking through established community cultural groups, attending monthly meetings off-site that address the cultural district project and other cultural development issues in Dudley Square/Lower Roxbury.

Board Governance Activities to be Undertaken in 2014: The MPDC Board of Directors will make participation in corporate fundraising for MPDC a priority of its FY14 work by committing to raising 5% of corporate donations and sponsorships. It will implement a committee whose task is to design an

investment plan. It will increase the number of Roxbury residents and art stakeholders who serve on the Board of Directors, thereby ensuring significant community representation on the board so that key decision-making is clearly rooted in the communities served by MPDC. It will ensure 100% of our BOD members are represented as constituents based on their ethnicity, reflecting the composition of our service area. It will provide ongoing support to key resident and stakeholder committees that serve to provide oversight to the work of MPDC departments, and it will expand resident membership on the Special Projects Committee; Organizing Committee; Public Safety Committees; and RoxVote Coalition.

Resource Development Activities to be Undertaken in 2014

CITC Allocation Project: If we are designated a community partner and awarded a tax credit allocation in FY14, we will work to secure \$200,000 in donations from corporate and individual donors. By activating a team of BOD members, staff and community stakeholders, we will collectively design an effective plan to increase our pool of current and potential donors (from 50 to 70) and raise \$150,000. We will also raise new money from individual donors for a total of \$50,000. Thirdly, we will develop a partnership with United Way or another intermediary such as tax and wealth management advisory firms to identify new donor sources.

Other: In FY14 we will maintain a focus on existing and new sources of grants and contracts as the primary source of revenue for Community Action and Hibernian Hall. We will seek funding for general overhead and administrative costs as well as real estate development. MPDC's full-time Resource Development Manager has prepared a detailed work plan identifying potential grants and contracts and anticipated deadlines. We will continue to hold an annual fundraiser – Sparks for Arts - to support our arts programming at Hibernian Hall and nurture individual giving through the Hibernian Hall membership campaign and special events. We will hold four members' receptions in 2014 that are connected to a performance at Hibernian Hall and coordinate two semi-annual appeals. We will secure new funding sources for Hibernian Hall and Community Action.

b. Clearly identify the expected impact the activities will have on the identified goals and the community served.

- The preservation of affordable housing stock and the stability of existing residents will be ensured.
- New housing stock at Dudley-Greenville will provide additional housing to low income families and the homeless.
- The commercial district of Dudley Square will be revitalized by the Parcel 10 project.
- Energy use reduction will benefit residents financially and ensure a more environmentally sound neighborhood.
- Youth will be provided with meaningful job and educational opportunities.
- Turf barriers among youth that can lead to unsafe streets will be broken down.
- Public safety collaborative efforts will result in continued declines in violent crime in Dudley Square.
- The leadership skills of young people will be developed so that they become a next generation of leaders.
- The leadership skills and life skills of residents will assist them in exercising greater control over their lives.
- Increased voter turnout reflects increased community involvement in neighborhood issues and the potential of community cohesion.
- The city will take on a proactive concern for the well-being of Roxbury

- Participation of resident leaders in MPDC programs and activities will ensure MPDC is meeting community needs.
- Increased visibility and reputation will enable Hibernian Hall to provide high-quality and affordable programs.
- Hibernian Hall's role in the local business district as a center of culture will contribute to neighborhood revitalization.
- The BOD's collective participation in an investment committee at MPDC will ensure additional revenues for the agency.

SECTION 5: How success will be measured/evaluated⁵

Board and Senior Management play a key role in measuring and evaluating success of MPDC programs and activities. Regularly scheduled meetings of each enable ongoing assessment of program value and accomplishment. Our senior management team includes the CEO, CFO, Vice Presidents for Programs (2), Director of Real Estate and Artistic Director of Hibernian Hall.

a. Describe the tools and methodologies to be used to measure the impact of undertaking the programs, policies and activities in the Plan MPDC conducts needs assessments and evaluations within its three departments and utilizes the expertise of external organizations and agencies to conduct community assessments, a most recent example being the above-mentioned NeighborWorks America Community Impact Measurement Project whose results provide information from 202 residents regarding neighborhood satisfaction levels, safety perceptions, the extent of resident engagement, the rating of public services, and tenure of residents. In two years we will repeat the survey within our residences so that their input can inform our new CIP. Real Estate development projects are vetted by the community i.e. projects are implemented only following substantial community planning that is facilitated by our real estate department staff, with community input at planning benchmarks. These address both physical and economic development and benefits to the community. Community Action provides pre- and post- survey forms for its initiatives and activities in which our residents and community members participate to ensure ongoing assessment of our work and services. Another community survey - Boston Public Health Commission's CHAMP initiative - helped us understand the neighborhood's lack of access to healthy foods and the condition of the built environment in Dudley Square and resulted in the new initiative, Health Equity and Community Wellness. Evaluation forms and questionnaires are disseminated among residents and community members to regularly and immediately assess the relevance and quality of our work and services. Hibernian Hall utilizes the services of outside consulting groups, e.g. Next Street Financial and Nonprofit Finance Fund, to assess and recommend marketing and financial oversight strategies. As mentioned above, it is currently working with public relations consultant Nicola Williams to assess young adult audience preferences and design potential strategies to diversify its audiences. It evaluates individual productions and performances through questionnaires that are made available to audience members. Database Project: In 2013 MPDC was funded by DHCD to work with a consultant addressing agency data collection and analysis, to assess current practices and to make recommendations regarding what systems would be most effective to put into place for future use as an evaluation tool. We have retained Database Designs Associates (Steve Backman and Mimi Kantor) to guide us through this process which will result in software assessment and selection by the end of March 2014. MPDC seeks to

⁵ Evaluation tools were part of the 2013 CITC grant request – i.e. we seek to refine the CIP by identifying needed database software and training.

determine how its work can benefit from a modern, integrated technology. We anticipate final recommendations that will include: Recommended features for a new system, which can serve as an evaluation tool for specific options. If appropriate, consultants may compare specific vendors or software systems appropriate for MPDC, including relative costs and fit to MPDC's needs. Recommendations may include short term changes and steps that MPDC may want to take as it plans a new system.

b. Identify the evaluation process and the role of participants in the process.

Evaluation of programs occurs in an ongoing way with residents and stakeholders reviewing progress at monthly meetings; completing and submitting survey forms on behalf of funders and contractors; and participating in informal discussion regarding specific initiatives.

SECTION 6: Collaborative efforts to support implementation

a. Identify existing and proposed collaborative relationships with other stakeholders, such as nonprofits, businesses, state and municipal government.

Real Estate Department MPDC is a member of several local, regional and national networks including: Massachusetts Association of Community Development Corporations (MACDC); Citizens Housing and Planning Association (CHAPA); NeighborWorks America; Urban Land Institute, and National Housing and Rehabilitation Association (NHRA). Past and present development project partnerships include: Haley House, which was a partner on Interfaith Apartments and partner on Madison Park Village IV; E.A. Fish Associates, Partner on School House Properties; Trinity Financial, Partner on Orchard Gardens; and Tropical Foods, Partner on Parcel 10. We also have investment partners on many of our properties: Boston Capital for Beryl Gardens and Interfaith Apartments; MMA for Ruggles-Shawmut apartments; Massachusetts Housing Investment Corporation for Schoolhouse Apartments; First Sterling for Madison Park IV and Dudley Greenville; and Eastern Bank and MHIC for 2201 Washington Street. Other financial partners who provide significant private capital are Bank of America, Citizens Bank, Eastern Bank, the Life Initiative and Property Casualty Initiative (PCF).

Community Action Through its CA department, MPDC works locally in collaboration with several neighborhood nonprofits and community groups such as Timothy Smith Technology Network, Ellis Memorial After School Program; the DREAM After School Program; Haley House, Dudley Street Neighborhood Initiative, Alternatives for Community and Environment, Project Right, institutional members of the RoxVOTE Coalition, Orchard Gardens Resident Association, Friends of Melnea Cass Boulevard, Walk Boston, and Nuestra CDC (as a key partner in Mission 180/Resilient Communities)⁶.

Hibernian Hall Partnerships are maintained with Common Thread/Dudley Square; Roxbury Cultural Network; Discover Roxbury; Dudley Square Main Streets; Haley House; and theater groups such as Theater Offensive, Mssng Lnks, The Fire This Time and playwright Peter Snoad.

b. Clearly identifies the role of existing and proposed collaborations to support implementation of the Plan. MPDC embraces partnerships that strengthen each other's organizations and institutions. We know that through collaboration we can build power and harness collective capacity to advocate for change and to strengthen the economic and cultural well-being of Lower Roxbury/Dudley Square. Our collaborations

⁶ Supported by Boston LISC and convened by Nuestra CDC, Mission 180 is a collaborative community organizing process that connects residents and organizations so that they can define the future of the Warren Street Corridor.

allow success through a variety of initiatives, each of which addresses economic and/or cultural economic development for the neighborhood. Highlights would include Real Estate's Parcel 10 partnership with Tropical Foods International, Community Action's violence prevention and healthy equity partnerships with the Boston Public Health Commission and its active engagement with Nuestra CDC's Mission 180 initiative; and Hibernian Hall's collaboration with local theater groups Theater Offensive and Mssng Lnks, and its membership in Roxbury Cultural Network and the Common Thread Dudley Square Coalition, working to make Dudley Square a vibrant evening destination for families and the broader community.

SECTION 7: Integration of activities/consistency with community strategy and vision.

a. Description of the interaction and interrelationship of Plan activities to be undertaken

All three departments intentionally hire from the community.

All MPDC staff support MPDC's resource development efforts especially the annual fundraising event, which benefits Hibernian Hall, by helping to raise between \$80 and \$100K through MPDC's vendor relationships.

Community Action:

Through the Community Action department, MPDC links key activities with its other departments. CA provides support to the Real Estate department in a variety of ways, in particular by leading and conducting outreach to our resident community, maintaining communications with resident services coordinators, keeping residents and other stakeholders informed of MPDC projects, and in return, providing resident input for newly proposed projects. In implementing its public safety goals, Community Action works with each of the resident services coordinators; it also works to ensure resident involvement in its leadership development activities and to promote civic engagement. CA provides support and facilitation to the Real Estate Department's Special Projects committee, whose members are all residents who advise and provide input into the preservation agenda. The Special Projects Committee works through tough issues facing the committee as a working body and facing individual households: for example, grappling with the question that arises regarding long-term residents whose household numbers have decreased yet they remain living in a larger, multi-bedroom apartment, preventing other larger families from securing an affordable home. And, working with Hibernian Hall, Community Action is able to help engage youth and young adults in arts related activities and to participate in broader community-based events such as regional conferences.

Hibernian Hall has generated fruitful interactions in the wider neighborhood with fellow departments. It has offered technical training to young people associated with Community Action, including work with Local 11, the international stage and theatrical workers union. In this context Hibernian Hall takes advantage of MPDC's position within a CDC to – for example - cooperate with MPDC's Community Action Department in providing employed youth as event staff. Similarly, in 2012 Hibernian Hall cooperated with MPDC's Real Estate Department in taking its expertise in arts and culture beyond the building. Because there was an available MPDC-owned commercial space at 2201 Washington Street in Dudley Square, Hibernian Hall brokered an arrangement whereby the ArtROX program of Discover Roxbury, which coordinates the annual Roxbury Open Studios, could occupy the storefront for a nominal fee as a "pop-up shop" for self-employed artisans. December 2013 was the second year of the pop-up shop arrangement with a plan for continuation in the future. Hibernian Hall also introduced the Real Estate Department's project managers to the community networking staff of Artists for Humanity in a quest for

public art installations as part of the renovation of Madison Park Village IV, one of MPDC's housing developments.

Real Estate interacts with the other departments in a range of ways, including providing venue space for meeting and activities, collaboration on youth-led projects such as a youth entrepreneurship venture and, it provides strategic advice and guidance on major community issues such as the BTDC's proposed widening of Melnea Cass Boulevard.

Governance. In addressing governance issues, MPDC continues to work with all departments to identify resident leaders to participate on decision-making and advisory committees.

b. Description of how the Plan fits into a larger vision or strategy for the entire community

Today's vision for the entire community is a result of decades of effort on the part of community members. Our plan is a blueprint for community re-vitalization that is supported by an array of elements that will ensure success. MPDC maintains: knowledge of community history, a clear vision, a deep commitment to the community, a pro-active approach to the work, a commitment to the collaborative nature of community revitalization, a commitment to resident-led efforts, and impressive staff capacity - MPDC's high caliber staff is motivated in large part by the organization's ability to meet its challenging goals.

c. Description of how the Plan is consistent with other neighborhood, community or regional plans.

The Plan was developed with participation of many residents and stakeholders, based on mission, vision and past accomplishments of the organization. MPDC's work is steadfastly mission-driven and the mission in turn is based on community assessments conducted with and shared by numerous community-based organizations. These would include a. the Roxbury Strategic Master Plan and b. the BRA's Dudley Vision documents as well as – Orange Line Opportunity Corridor Study, a major transit study analyzing the properties around the MBTA Orange Line Stations – by the Massachusetts Area Planning Council, which concluded that these properties hold great value and worth to the community. MPDC would concur that transit-oriented development next to the Orange Line would serve a huge benefit to the Roxbury community⁷. All neighborhood, community and regional plans address the re-vitalization of Dudley Square/Lower Roxbury physically, culturally and socially. Sister agencies such as Nuestra CDC and A.C.E. with whom MPDC partners on discrete projects are similarly mission-driven and led by articulated community needs.

SECTION 8: Financing strategy

a. Describe how the CDC will finance implementation of the Plan's activities

MPDC's funding is derived from grants, corporate sponsors, donors, memberships, ticket revenues, property distributions, loan repayments, development and asset management fees. Much of MPDC funding is directed to specific programs and initiatives: i) Hibernian Hall is supported by a large multi-year grant from the Barr Foundation and Klarman Family Foundation, and smaller grants from National Endowment for the Arts and Sovereign Bank as well as corporate sponsors, individual donors

⁷ On April 9, 2013, MAPC released the Orange Line Opportunity Corridor Report at Urban Edge in Roxbury's Jackson Square. The event highlighted key findings from the Orange Line Opportunity Study and recommended actions for securing continued investment in the corridor. Secretary of Housing and Economic Development Gregory Bialecki and MBTA General Manager Dr. Beverly Scott joined MAPC alongside the City of Boston and the Massachusetts Association of Community Development Corporations (MACDC) for this exciting report release.

and the *Friends of Hibernian Hall* membership program. It receives an internal allocation from the MPDC real estate department. Hibernian Hall has also received technical assistance opportunities from Barr, such as an operational accounting and capitalization consultancy with Nonprofit Finance Fund and its latest strategic marketing project with public relations consultant Nicola Williams. ii) Community Action's initiatives are funded by foundation grants and city government contracts secured from the Boston Public Health Commission through its violence intervention programs, some of which are federally funded. Community Action is also supported through revenue surpluses from Real Estate. iii) Real Estate projects are supported by private equity, debt investment, publicly funded loans, and publicly funded grants such as NeighborWorks America and LISC as well as other smaller grant sources such as MetLife (in support of energy efficiency projects at Dudley Greenville) and State Street Foundation. iv) Most MPDC rental properties are financed through federal and state low income housing tax credits and receive federal operating subsidies from HUD.

Tropical Foods – Parcel 10 As outlined on page 6, we will substantially complete the initial supermarket phase of our Parcel 10 development at 2101 Washington Street, a transformative economic development project for Roxbury's Dudley Square commercial business district. Developing land in a way that is responsive to community need and desire is the reason MPDC was founded in 1966. We have just secured financing for Phase One -- (http://www.boston.com/yourtown/news/roxbury/2014/01/hold_financing_secured_for_first_phase_of_tropical_foods_dev.html) receiving close to \$3.6 million in New Market Tax Credits, provided by Bank of America in addition to \$1.4 million in MassWorks infrastructure program funding, provided by the Commonwealth's Executive Office of Housing and Economic Development. A separate \$788,000 grant from the US Federal Office of Community Services, will also be used for the first phase. We will seek funding for Phase II, a commercial office building, and Phase III, an adaptive reuse of the current supermarket building into a 30-unit mixed income rental project with ground floor retail. In addition, the Real Estate department will continue to use private equity and debt investment from a variety of sources, including: Bank of America, Eastern Bank, Boston Private Bank, Boston Capital Corporation, First Sterling Financial, Massachusetts Housing Partnership, Community Economic Development Assistance Corporation, The Life Initiative, Massachusetts Housing Investment Corporation, MassDevelopment, MassHousing, Property and Casualty Initiative, Inc., LISC, Neighborworks Capital and Neighborworks America, Community Housing Capital, and others. Many of our projects will also rely on publicly funded loans or grants, including program funds from the City of Boston, the Commonwealth of Massachusetts, and operating subsidies from the US Department of Housing and Urban Development.

b. Response demonstrates an understanding of the availability of the financing sources and describes the organization's past experience using the proposed financing sources. MPDC continues to diversify its fundraising efforts and as part of this plan, to increase earned income revenue sources with the goal of becoming less reliant on developer fees to meet annual operating costs – we seek to improve our net worth and capital sources so as to have sufficient working capital to support our real estate development and operating activities. We will continue to support the Cultural Economic Development Department (Hibernian Hall) and the Community Action Department with revenue surpluses, which has proven a successful strategy in the recent past enabling those departments to continue efforts to build community power and community well-being.

c. Identifies the level of commitment of other funding sources to implement the Plan. MPDC's track record and history demonstrate that as a strong advocate for public and private investment, MPDC is very able to attract funding sources to implement its CIP.

SECTION 9: History, Track Record and Sustainable Development.

a. Provide a record or listing of examples demonstrating the CDC's history and track record of past practices and approaches to the financing and implementation of proposed activities in the Plan. Founded in 1966, Madison Park Development Corporation is one of the nation's first community-based, non-profit organizations to independently develop affordable housing for low and moderate income residents and as such it has created a model of resident-led community development, evolving to become a comprehensive agency promoting the full revitalization and redevelopment of Roxbury. We have worked to achieve our mission of economic and cultural development of Roxbury through the creation and preservation of the above-listed affordable housing for low-income residents, and by promoting the economic self-sufficiency and social well-being of residents, advocating for an equitable share of resources, and working with residents to create what has been hailed as a model for resident-led community development. MPDC has developed over 1,300 affordable rental apartments, 113 affordable home ownership units and 85,000 square feet of commercial space. Collectively, we provide stable, safe and attractive housing for over 3000 low and extremely low income men, women and children. **Real Estate:** As a result of our commitment, more than 3,000 people choose to live in our housing. We have also redeveloped over 85,000 square feet of retail and office space in Dudley Square. Our commercial space houses several businesses and not-for-profit organizations that employ over 250 people. Projects such as the Schoolhouse development and Hibernian Hall, represent the preservation of important historic sites that contribute to the character and vitality of Roxbury. MPDC values partnership and recognizes the benefit of working collaboratively with other organizations. Over the last several years, we have partnered with Trinity Financial, Haley House and Peabody Properties on development projects. We also work with Winn Residential, Trinity Management, Maloney Properties, Peabody Properties and United Housing to insure successful management of all of our residential and commercial properties. As described earlier, we are currently focused on the following two projects: the Parcel 10 Mixed Use Project and completion of the Dudley-Greenville Rental Housing Project.

Community Action:

Youth Leadership and Workforce Development – *(Funded in part by Hyams Foundation, John Hancock, Foley Hoag, The Boston Foundation and CCHD)* For the past five years, MPDC has employed at-risk young people to work alongside staff and partner agencies to learn skills necessary to succeed in the workforce, make positive choices and confront life challenges. MPDC staff serve as mentors to our youth, challenging them to complete school and pursue higher or vocational education as the best routes to financial independence. Description of CA's Youth Leadership and Workforce Development Initiative recent accomplishments: In summer 2013, MPDC employed 34 youth and three youth supervisors who worked in teams focused on several different project areas. Four youth collected data for a research study on energy usage by residents in Madison Park Village, conducted in partnership with Boston University. The results of the study will inform the development of new programs and policies to promote energy efficiency. The project provided young people with hands-on experiences about environmental sustainability. Others helped collect data on the built environment of Dudley Square for a Community Impact Assessment MPDC conducted of the neighborhood as part of our membership in Neighborworks America. Several teens organized weekly outdoor recreational events for other youth to enjoy on Thursday and Friday evenings, such as basketball tournaments, tie-dye t-shirt making, dance parties, cook-outs, movie screenings, craft nights, *et al.* Youth assisted with several activities related to MPDC's health equity and community wellness initiatives. One highlight was the construction of a new community garden, created on a vacant lot, which now houses twenty raised-bed plots where residents can grow fresh, healthy food. Youth also assisted with a bicycle give-away to local children and helped manage logistics for a Community-Supported Agriculture program for local residents, subsidized by MPDC and area

hospitals. Youth leaders also assisted with our electoral organizing, helping promote resident participation in our very successful “Cook-out with the Candidates” for Mayor. All of the youth leaders attended weekly trainings where they learned skills for personal growth and leadership (financial literacy, college and career planning) as well as community leadership (public speaking, advocacy, and organizing), and watched films and documentaries on current social justice issues. **Child Care:** The Ellis Memorial School Age Program, located in Madison Park Village, provides high quality after school and summer programs for low-income children from Roxbury. **College Scholarships.** Established in 2000, MPDC’s college scholarship program supports several college-bound applicants from Roxbury annually who receive scholarships ranging from \$250 to \$5000 to attend school. Scholars have attended schools such as Holy Cross, Wheaton and Northeastern University. **Public Safety/Violence Prevention:** (*Funded by the Boston Public Health Commission*) The *Orchard Gardens Public Safety Committee* was formed in 2003 when crime was on the rise in the community after over five years of declining violence. Due to its success, a second public safety committee was formed at Madison Park Village. MPDC mobilized residents and community stakeholders to sit down with the police and brainstorm strategies to respond. After decades of mistrust between community residents and the police, the groups now work together independently to build public safety. A crime rate reduction of 13% from 2007 to 2009 in our target area is proof that this strategy is working. In 2008, Madison Park received national recognition for its innovative community-police partnership between the Orchard Gardens/Orchard Commons Public Safety Committee and the local B-2 Boston Police Department and was awarded the MetLife Community-Policing Partnership Award. Because of MPDC’s success in bridging historical divides, we have been awarded multi-year grants from the Boston Department of Health through their Violence Intervention and Prevention (VIP) program. Each year we organize a *National Night Out Against Violence* event attended by 500 Dudley Square/Lower Roxbury residents who support our public safety efforts. We also sponsor a back to school Peace Concert, organized by our youth peer leaders and attended by up to 300 families annually. **Civic Engagement: RoxVOTE** (*Formerly funded by Civic Engagement Initiative – administered by MassVote and Roxbury Trust Fund*) In 2005 MPDC created RoxVOTE to increase voter participation and thus strengthen the political leverage of the neighborhood and its residents. MPDC is the lead partner in RoxVOTE, a non-partisan organization consisting of sixteen organizations working in Roxbury⁸. Since 2009 MPDC/RoxVOTE has been a member of and recipient of support from the Community Engagement Initiative (CEI), administered by MassVote. Participation in CEI allows MPDC to use the momentum generated from elections to advocate for positive community change year-round. The number of voters who have voted in MPDC’s four precincts of focus for the RoxVote Coalition has steadily increased over the last several years. In Mayoral elections, we have seen an increase from 1,349 voters (in 2005) to 1,658 in the most recent municipal election (2013). In municipal elections in which the only races were for city councilors, we have also seen an increase in voter turnout from 581 voters in 2007 to 834 in 2011. Increased voter turnout now has to translate into more effective public services in Roxbury. Another area of success for our civic engagement work has been increased participation in and media coverage of candidates’ forums and civic education events. In 2013, we co-hosted a successful forum for U.S. Senate candidates, with 100 attendees, as well as interactive forums with Mayoral and City Council candidates, each drawing more than 200 attendees, with coverage by several local media outlets.

Resident Leadership: (*Funded in part by Hyams Foundation, Boston State Community Trust, and CCHD*) We have worked with engaged residents and watched them become grassroots leaders over the decades, as we help them develop the skills necessary to promote positive social change in their

⁸ ROXVOTE MEMBERSHIP; Dudley Street Neighborhood Initiative; Nuestra CDC; MPDC; NAACP Boston; Boston Workers Alliance; Franklin Park Coalition; Historic Moreland Street; Maloney Properties; Mass Senior Action Council; Mothers for Justice and Equality; National Black College Alliance; Orchard Gardens Estates; Stand for Children; Think Politics; Winn Property Management; and MassVOTE.

neighborhood. Currently our resident leadership programming includes 60 young people and 40 adult participants. It offers regularly scheduled leadership skill-building workshops, with each series involving community based instruction and accompanying hands-on experience participating in neighborhood campaigns-and thereby utilizing acquired skills - that have a goal of positive change for the neighborhood.

Health Equity and Community Wellness: *(Funded in part by the Boston Public Health Commission)*
By partnering with the Boston Public Health Commission in a variety of community health projects via its violence prevention work, the Community Action department has helped build a community's concern for its own well-being while expanding the department's constituency. As indicated above, this initiative is relatively new and promotes resident access to healthy food, physical fitness activities, health education, and wellness education while engaging residents in advocacy to promote healthy community design and reduce health disparities in Roxbury. A major campaign effort which grew out of the Complete Streets work our residents were involved in, is to change the nature of the Melnea Cass Boulevard re-design.

Hibernian Hall - Cultural Economic Development: *(Funded by Barr Foundation, Klarman Family Foundation, and Winn Management. Other funders are Bank of America, Klein Hornig, National Endowment for the Arts, Next Street, Boston Community Capital, Northeastern University, Dellbrook Construction, Cohn & Reznick, Boston Private Bank and Trust, Landmark Structures, Trinity Management, Longwood Security, Tropical Foods, Bank of America, First Sterling, Sovereign Bank and The Boston Foundation).* Hibernian Hall continues to present productions by its arts ensemble partners including The Theater Offensive, Mssng Lnks and Mad River Theater Works as well as producing a series of social commentary plays by playwright-in-residence Peter Snoad. Acknowledging the trend away from conventional institutions such as museums, galleries, theaters, and concert halls, Hibernian Hall joined an *ad hoc* group of non-profit organizations, the Common Thread Coalition, to present monthly, free, outdoor, family-friendly events in Dudley Square, directly defying public perceptions of the area and inviting residents of the surrounding housing developments to participate. We are proud of the Performance Series Hibernian Hall presented in the 2011-2012 and the 2012-2013 season. During a typical year, beyond dozens of community-based joint ventures, there are several major monthly featured engagements. Hibernian Hall will also further develop the tryout productions by a number of arts ensembles and individual performing artists of color. Last spring 2013, Hibernian Hall received funding from the National Endowment for the Arts for the Bullins/Lowe production of "Street Sounds" in May. In October 2013 Hibernian Hall observed the 150th anniversary of the Emancipation Proclamation with a premiere production of local playwright Peter Snoad's "Raising David Walker." Hibernian Hall also celebrated its centennial anniversary and the building's Irish and African American cultural heritage with a gala event featuring Irish step dancing, Irish folk music, Steel drum music and music by James Brown.

b. Narrative examples of the Plan's consistency with the Commonwealth's Sustainable Development Principles. With resident leadership, MPDC has undertaken numerous programs to address the social and economic needs of the community and to link all of its efforts into a sustainable, holistic approach to revitalizing our target area. MPDC projects are designed to provide safe, healthy and affordable places for low income Boston residents to live. In addition to creating much needed affordable housing, local jobs and a sense of community, Madison Park seeks to ensure a more environmentally sound neighborhood. A goal of the Real Estate Department states: "MPDC will implement energy use reduction retrofits across its 1,200 unit portfolio including renewable energy application." MPDC is a recognized leader for its efforts in implementing energy efficiency measures and other "green" practices in affordable housing. Our success is a result of our philosophy, exhibited in our policies and procedures, as well as support from our high caliber staff.

MPDC's CIP is very much consistent with the Commonwealth's Sustainable Development Principles. Here we highlight the following elements: 1) Increase Job and Business Opportunities (with Parcel 10 and Dudley Greenville projects as prime examples); 2) Concentrate Development and Mixed Uses (Parcel 10 and Dudley Greenville); 3) Advancing Equity – the plan reflects MPDC's commitment to resident-led and resident driven projects and community goals; 4) Use Natural Resources Wisely – this is part of our portfolio greening commitment – to conserve natural resources by reducing waste and pollution (see below); and of course, 5) “expanding housing opportunities” – this is our mission - to provide affordable housing for extremely low, very low and low income families, by developing and preserving multi-family housing. The current CIP places greatest emphasis on the sustainable development principle “Promotion of Clean Energy” as evidenced by MPDC's commitment to green its entire portfolio and the steps it has already taken to do so, listed here: a) All appliances and systems equipment commissioned during new construction and renovations are Energy Star or better, and we require our property managers to use Energy Star-qualified appliances or better when replacements are needed. We use the *WegoWise*² web based software to monitor utility usage across our portfolio. b) Madison Park IV: All 143 townhouse-style units received renovations include roof and siding replacement; new exterior doors and windows; additional insulation; new high-efficiency heating and hot water systems; adding new fire alarm and security systems, as well as site work and interior finish improvements. The work was completed at the end of 2012. Work included replacement of all heating and domestic hot water systems with 96% efficient systems. (The installation of high performance rigid insulation on the exterior of the building added resident comfort.) c) Smith House: Installation of a Co-Gen system that uses natural gas to generate electricity. Domestic hot water is pre-heated to save energy by cooling the generator. d) Haynes House: MPDC partnered with Action for Boston Community Development, Inc. (ABCD) and NStar Electric to design and install photo-voltaic and solar thermal systems at the 131 unit Haynes House located at 735 Shawmut Avenue in Lower Roxbury. In addition to the financial benefit of these renewable energy systems, they will reduce the building's consumption of fossil fuels and evade hundreds of thousands of pounds of CO2 emissions that would otherwise be produced from Haynes House energy consumption. e) Madison Park III: Replacement of all heating and domestic hot water systems with 96% efficient systems and 16” of added insulation in the attics. f) Interfaith Housing: Installation of new heating and domestic hot water systems at 68 West Concord Street. g) Ruggles-Shawmut: Installation of solar thermal system to pre-heat the domestic hot water to save energy. h) 20 at LUMA: Installation of photovoltaic panels in this successful home-ownership program offset much of the electricity for the residents. High efficiency heating and domestic hot water systems. i) Dudley-Greenville: Installation of solar-ready equipment necessary for easy future installation of a photo-voltaic panel system to be installed – three sets of conduits on each of two buildings; and, every unit of 43 units is wired into an energy monitoring system, an innovative effort, unusual for an affordable multi-family building. Finally, installation of designated bicycle storage area; an enclosed, protected storage area that is a new element of the project. Furthermore, over the next two years, we intend to attain the NeighborWorks America Green Designation, which recognizes NeighborWorks network members who incorporate healthy and sustainable principles into every facet of their operations and throughout their lines of business.

<http://www.nw.org/network/neighborworksprogs/multifamily/GreenOrgs.asp>).