

Madison Park Development Corporation (MPDC)
 184 Dudley Street
 Roxbury, MA 02119
 www.madison-park.org 617.849.6335

Community Investment Plan
 November 22, 2019

SECTION 1: Community to be served by the organization.

Madison Park Development Corporation's service areas are Dudley Square, Lower Roxbury and Roxbury; and surrounding neighborhoods in the city of Boston. With a population of approximately 62,000, 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. Roxbury's unemployment rate is around 8% but is likely higher for Roxbury youth and young adults. Of the 3,000+ residents of MPDC affordable housing properties, 69% are extremely low-income, 17% very low-income, 12% low-income, and 2% other. We provide housing and services to largely African American families in addition to a significant number of Latinx families. These include approximately 300 elderly and/or residents with disabilities. MPDC affordable homes (including 113 units of affordable homeownership) total 1423 units serving 3000+ residents in Roxbury, the South End and Mattapan. (Orchard Gardens; Dudley Greenville; Madison Park Village III and IV; Haynes House; Smith House; Beryl Gardens; Ruggles-Shawmut; Interfaith; Schoolhouse; 9 Williams Street; St. Botolph Terrace; and Melnea Cass Apartments.) In addition, it provides 24 units of workforce and market rate rental housing. Approximately 91,000 sf of commercial space has been developed and is currently owned by MPDC with existing MPDC commercial properties at 2201 Washington Street, 2101 Washington Street, 207 Dudley Street, 184 Dudley Street (Hibernian Hall) and Dewitt Center. These properties are occupied by 10 businesses, agencies and nonprofits, constituents who provide as many as 250 local jobs and generate key economic activity in the neighborhood.

SECTION 2 Involvement of community residents and stakeholders.

Significant resident and stakeholder engagement is embedded across the full range of organizational activity: Governance; Community Action; Arts and Culture (Hibernian Hall); Real Estate; and Asset Management. In addition, MPDC's community center, the Dewitt Center, engages community residents and stakeholders as users and supporters of the facility.

a. Description and evidence of resident and stakeholder engagement.

Governance Structure/Board of Directors: Representatives of our constituency are engaged in organizational oversight and decision-making at the Board level. 82% are residents of the MPDC service area and 55% of our BOD are moderate income persons and/or live in low income census tracts. 77% of the BOD are African-American, 15% are Latino/a, 8% are White. The BOD is responsible for oversight of the organization including fiduciary duties, supervision of the CEO and approval of programs and policies.

Community Action: Other key decision-making bodies led by and composed of residents and community stakeholders have included the MPDC Organizing Committee, an resident led committee working with and advising the Community Action department regarding its goals, priorities and activities; the RoxVote Coalition, a long-lived 13 member coalition working on civic engagement goals including voter education and GOTV activities; the Orchard Gardens and Madison Park Village Public Safety Committees, which work to address gang activity and neighborhood violence and whose members are Roxbury residents and community stakeholders including Area-B2 of the Boston Police Department; and the Madison-Whittier Coalition, whose members are many active residents of Madison Park Village (Smith House in particular) and Whittier Street

Housing development. The Madison-Whittier Coalition has met regularly since Spring 2018 in response to city of Boston plans to re-design the Ruggles Corridor and develop a new neighborhood park. They now provide oversight and participate in decision making regarding the outcome of design plans and construction schedule. Resident leaders from Orchard Gardens, Kenilworth, Madison Park Village III and IV, and Dudley Greenville are involved in other neighborhood projects led by MPDC's Community Action Department, which include two active community gardens, regularly scheduled food distributions at Smith House, home to 132 households for seniors ages 55 and over, a neighborhood Block Captain program, and wellness classes such as Zumba and Yoga held at our properties' community centers. Further, we recruit and guide the involvement of five residents trained as Peer Health Leaders at our affordable rental properties, who provide support and information to their neighbors regarding disease prevention and healthy living practices. As a result of their involvement with the Boston Transportation Department's Complete Streets initiative, Roxbury residents are members of Friends of Melnea Cass Boulevard, working to ensure the neighborhood's voice in the re-design of Melnea Cass Boulevard, a major thoroughfare that bifurcates Lower Roxbury and abuts Madison Park Village III. Finally, we have launched two new programs that engage community residents including and which represent a new trajectory for MPDC's resident involvement: Community Trauma Response funded by Boston Children's Hospital DoN funds; and a large project undertaken to address gun violence funded for almost three years by the state DPH. Both projects have grown out of past work that required authentic engagement of community residents and stakeholders.

2) Real Estate: The Special Projects Committee at Madison Park Village has been a resident-led committee whose members served as liaisons to the MPDC Real Estate department. In addition, the Smith House Resident Advisory Committee helped guide the renovation plans for Smith House, which was completed in July 2018. The Real Estate department continues to ensure resident input into all efforts to help residents age in community through key, coordinated program services. Since completion of the Smith House modernization, we have enhanced services to Madison Park Village seniors with an onsite nurse and a wellness coordinator supported by Boston Medical Center whose role is to diminish off-site visits by residents to healthcare facilities. In addition, a new wellness room will be installed, funded in part by Enterprise Section 4 Capacity Building, with strength building equipment and fitness instruction. These enhancements are in response to a key senior resident survey where residents told us that they wanted more fitness opportunities. The Real Estate Department continues to facilitate all public response and comment to planned and ongoing neighborhood re-development projects including community meetings of the Madison-Whittier Coalition, the Whittier Street Tenants Task Force and other stakeholders of the Whittier Choice Neighborhoods Initiative, a broad neighborhood development funded by a HUD grant to the Boston Housing Authority and City of Boston. <https://www.boston.gov/news/whittier-street-housing-development-awarded-30-million-grant>

3) Hibernian Hall: The Friends of Hibernian Hall is made up of residents, arts advocates, community members and local and regional artists in support of and as advisory to its ongoing culture and arts programs. The membership numbers approximately 120 individuals who provide financial and advisory support to Hibernian Hall, participating as key audience members and providing input about programmatic direction. In 2018, MPDC joined the Board of the Roxbury Cultural District in support of local artists and cultural workers who are also represented on the Board. MPDC was a founding member of RCD and engaged neighborhood stakeholders to create and submit a proposal to the Mass Cultural Council and receive designation as a cultural district, one of four in the city. In 2019 Friends of Hibernian Hall attended three events in support of its arts and culture work.

4) Dewitt Center: Dewitt Center's membership numbers approximately 600 residents, many of whom are youth. As a center for recreational and educational programs, it has been exceptionally responsive to community needs and desires since opening its doors in summer 2018. Prior to completion of construction,

the community was involved in planning the facility in particular local youth who participated in an ad hoc committee and/or individually provided guidance regarding what they wanted to see as Dewitt Center community resources. Subsequently, due to community/youth input, the Dewitt Center includes a teen room, a technology center and a gym for sports and exercise. Now in 2019, Dewitt Center offers meeting space for resident committees such as Madison-Whittier Coalition while the 15+ programs offered by Dewitt each quarter are a direct result of community input, many of which are directly led by community members and stakeholders.

b. Examples of resident/stakeholder involvement in updating of the Plan:

(i), MPDC's two Public Safety committees are long-standing violence prevention groups meeting regularly with Area B2 police and other community stakeholders; (ii), Members of Friends of Melnea Cass Blvd. have met regularly to ensure community input to Melnea Cass re-design project and remain in communication with BTD and other project stakeholders; (iii) Smith House Resident Advisory had monitored and advised the Smith House rehab which was completed last year and now its members work with Madison-Whittier Coalition helping the Coalition complete its role in monitoring the Ruggles Corridor re-design and to participate in newly funded work to oversee designation by the city of parcels in the Northeastern/Lower Roxbury Opportunity Zone; (iv) Block Captains for our Violence Intervention Program (VIP) continue to serve as liaisons to the community and are a public safety resource; these are residents who are trained and receive stipends for their work; (v) Peer Health Leaders, affordable housing properties residents trained by Dana Farber Cancer Institute in a train the trainer model through its Open Doors to Health program receive stipends to engage and educate their neighbors about healthy living and disease prevention; (vi) Garden leaders, residents of MPDC affordable rental housing properties, monitor, engage and provide resources to community gardeners; and, (vii) the MPDC organizing committee, continues to monitor and advise Community Action community engagement programs.

Strategic Planning Process

MPDC Board members are residents and stakeholders that engaged in a yearlong strategic planning process in 2016 resulting in a five year plan that guides our CIP. During the strategic planning process, resident and youth focus groups and stakeholder interviews conducted by the BOD were key to development of the plan.

The Madison Park Village Older Residents Needs and Assets Assessment (by The American City Coalition)

The American City Coalition (TACC) implemented a comprehensive survey in 2015 of MPV residents ages 55 and older, with bilingual interviewers conducting personal interviews with 216 of the 300 older residents living in six properties owned by MPDC. Survey results ensured that MPDC make data-informed decisions to enhance its support of older residents. Making the physical and service upgrades that allow residents to remain in their homes and age in their community is verifiably beneficial to the quality of life of residents, the stability of the community, and the diversity of the neighborhood. The collected data points to needs ranging from the age-appropriate modifications to units that were undertaken and achieved, and improvements to the social environment of shared spaces to management and security responsiveness and the cultural competence of health and supportive services. By implementing data benchmarks as part of an ongoing strategy of continuous improvement, MPDC has addressed and continues to address the opportunities and challenges of older residents and residents with disabilities.

Community Impact Measurement Project. In collaboration with NeighborWorks America, MPDC conducted surveys in 2013 to gather perspectives on community issues from a randomly selected group of residents living in our portfolio, primarily residents of Orchard Gardens Estates. We engaged 202 residents to learn their perspectives on safety considerations, community engagement, and public services. Given our focus on arts and culture in Roxbury we also crafted questions to learn about residents' interest in arts and culture. We

also solicited observations of the conditions of 49 blocks and 100 buildings in the target area. Survey instruments were developed by the nationally recognized Success Measures and utilized by over 200 community development corporations nationwide. Findings from this data analysis have been incorporated into the strategies described in our CIP. Resident input from this survey formed a baseline and remains useful in updating the CIP, and in 2017, building on the original 2013 Community Impact Measure (CIM), the resident survey was repeated. Again, working in partnership with NeighborWorks America, we conducted a second CIM, integrating its findings and analysis into the CIP. We remain particularly interested in resident perceptions of safety in the community, which informs our violence prevention work, as well as quality of life responses. An important finding tells us many residents have confidence they can make a positive difference in their community and we have capitalized on this finding through our resident engagement and leadership development work.

c. Degree to which residents and stakeholders were engaged in the development of the Plan. The original CIP was developed during a period of agency introspection as it worked with consultants from TDC to craft a strategic plan for the next five years. Its successful completion was dependent on key participation of residents and stakeholders, most of whom remain engaged; in particular those who serve on the MPDC Board, MPDC committees and neighborhood coalitions as well as residents of MPDC properties and the broader neighborhood of Roxbury, and participants in community discussions and focus groups. Their contributions to the current Plan are reflected in the continuing advancement and accomplishments of MPDC programs. Resident and stakeholder engagement in development of the Plan includes advising Community Action activities and programs and assistance with the creation of its work plan; Board members conducting stakeholder interviews to assess the external understanding of MPDC's commitment to the neighborhood as it embarked on a search for a new CEO this year; BOD participation which involves ensuring adherence to the mission and values of the agency, fiduciary oversight, supervision of the CEO, setting of program and financial policies; and for the plan – identification of priorities, goals and organizational objectives. With MPDC standing and ad hoc committees serving as the framework for engagement, residents and stakeholders identify areas of concern and focus for Hibernian Hall, Community Action, Dewitt Center and within the framework of MPDC's business model, the Real Estate department's ongoing projects and projects in the pipeline. Further, a steadfast fundraising committee with its focus on the CITC program engages community stakeholders and residents who are BOD members as key participants.

Other stakeholders: In addition, community stakeholders such as small businesses and NGO's⁴ who serve as employment sites for the MPDC youth internship programs help to inform planning reflected in the CIP in particular around workforce development for Roxbury youth and young adults. Boston Public Health Commission, Dana Farber Cancer Institute and CCHERS helped to inform the planning reflected in the CIP in particular around health equity and community wellness. Most recent partners/stakeholders include Boston Medical Center, Boston Children's Hospital and the state Department of Public Health. Key neighborhood stakeholders helped to inform the planning reflected in the CIP specifically around the development of the Roxbury Cultural District Board (e.g. Haley House, The American City Coalition, Historic Boston Inc. and JazzBoston).

d. Residents' and stakeholders' role in monitoring and implementing Plan activities.

1) MPDC committees are the vehicles by which residents and stakeholders monitor and implement Plan activities; they have access to departmental work plans through which the work of the CIP is implemented. E.g. the BOD monitors and implements key administrative elements of the plan; RoxVote monitors MPDC civic engagement elements of the plan; the Organizing Committee monitors and assists with implementation of Community Action activities and thus contributes to elements of the plan; Friends of Hibernian Hall informs its arts and culture programs; Peer Health Leaders provide feedback at their Health Equity & Community

Wellness meetings; the Smith House Resident Advisory Committee (SRAC) convened quarterly to help guide Smith House renovation and continues to help guide elder care service delivery plans; Madison-Whittier Coalition meets to review and monitor City of Boston Ruggles Corridor plans and Friends of Melnea Cass reviews the latest Boston Transportation Department/Melnea Cass Boulevard re-design plans; Orchard Gardens Resident Association reviews and addresses a broad range of issues and opportunities at the 331-unit, former public housing development; the Special Projects committee works with Real Estate and Community Action to assess resident issues and implement solutions to any emerging problems, which are incorporated into the plan.

SECTION 3: PLAN GOALS

REAL ESTATE

1. Development

- * Production: Advance 96 units of homeownership housing in three projects and 369 units of rental housing and 15,000 SF of commercial space in 4 projects
- * Preservation: Complete rehabilitation of 131 units

2. Homeownership

- * Provide on-site general homeownership and financial education for a minimum of 50 MPDC and community residents
- * Provide customized financial counseling and planning to at least 20 MPDC residents
- * Provide specialized technical assistance and down payment assistance to 4 MPDC residents purchasing homes

3. Workforce Development

- * Monitor minority, local and women worker hours and contract dollars for MPDC construction projects, with a goal of 51% minority, 51% resident and 15% women workforce participation on MPDC sponsored construction projects
- * Provide construction training for at least 50 residents, engage at least 30 employers and provide job placement assistance to at least 10 community residents on local construction projects
- * Provide support and resources to 4 local or minority sub-contractors to maximize workforce goals

ASSET MANAGEMENT

- * Commercial Portfolio: Oversee leasing, property management and financial performance of 91,000 SF of commercial space in 7 projects
- * Residential Portfolio: Oversee property management, financial performance and compliance for 1,318 units of mixed income housing in 15 developments.

COMMUNITY ACTION

1. Youth Development – Provide a range of employment, educational and enrichment services to 270 young people between the ages of 6 and 24
2. Community Support – Improve public safety and trauma awareness through on going trauma awareness and response initiatives, including at least 8 community events, 2 monthly meetings with consistent attendance of at least 20 community members and work with at least 4 residents as block captains to support outreach and engagement.
3. Health Equity and Wellness – Provide improved food access to at least 200 MPDC and community residents through community gardening and food distribution activities, provide 24 healthy eating activities attended by at least 200 MPDC residents and community members, provide monthly fitness opportunities

attended by at least 30 community residents and hold at least 12 meetings with a goal of a minimum of 30 residents participating in input into built environment projects to improve impacts that address improved social determinants of health

4. Resident and Civic Engagement – Increase resident voter engagement by registering at least 100 voters, canvassing or outreach to all 1,318 MPDC residents and maximizing census response and employment opportunities. Increase leadership opportunities among MPDC 3,000 residents by supporting 3 resident associations, leadership training for at least 6 resident leaders and supporting at least 1 resident lead initiative.

HIBERNIAN HALL (HH) – ARTS AND CULTURE

1. Present minimum of 12 HH arts and cultural events with attendance of at least 1,200 people
2. Serve as a venue for an additional 60 events per year, attended by at least 4,000 people
3. Provide artist residencies, programming and workshops to support and develop local artists

DEWITT CENTER

1. Community programs and events - Provide year round programming that serves a minimum of 5,000 MPDC and other residents in the areas of recreation, education, arts, youth development and community event programming.

RESOURCE DEVELOPMENT

Raise \$1.2M in grant and contract revenue

Raise \$400,000 from major donors through the CITC program by December 2020

Raise \$35,000 for Hibernian Hall in individual contributions, membership and annual events (non-CITC).

Raise \$50,000 for Dewitt Center in individual contributions and annual events

B. Identify how the entire community will benefit from achieving the goals.

Our goal outcomes provide the building blocks of a healthy, affordable community that offers opportunity, not displacement, for low and moderate income families and individuals. When people are able to remain in their homes, they contribute to community well-being. The introduction to our strategic plan indicates that the work of our four departments will benefit the entire community: a. affordable housing will sustain a cohesive community by providing homes for low and moderate income families, b. historic preservation of neighborhood buildings through rehabilitation and re-use will maintain community identity, c. strengthened small businesses will offer economic improvement for the community, and d. a livelier streetscape, cultural economic development and resident leadership will improve the well-being and cohesiveness of the community. Our projects encompass community well-being objectives thereby benefiting the entire community by:

- 1) providing affordable homes for extremely low and very low income families,
- 2) preventing homelessness and displacement,
- 3) maximizing energy efficiency and reducing our carbon footprint,
- 4) strengthening local commerce,
- 5) promoting healthy and safe street activity,
- 6) creating jobs for local residents and youth,
- 7) promoting healthy behavior,
- 8) building the power of residents and social cohesion through leadership opportunities and,
- 9) providing high-quality affordable access to arts and culture.

SECTION 4 ACTIVITIES TO BE UNDERTAKEN.

REAL ESTATE

1. Development

- * 2451 Washington Street – Complete new construction in March and sales in September of 16 units of mixed income homeownership
- * 75 Dudley Street – Secure regulatory and financing commitments for 20 units of new construction affordable homeownership by December 2020
- * Advance design and predevelopment of 60 units of mixed income homeownership at Parcel 10/2085 Washington Street
- * As a partner in the Whittier CHOICE redevelopment on-site efforts, complete construction of 96 units by March 2020, begin construction of an addition 54 units by September 2020 and advance initial financing application for 219 units and 9,000 SF of commercial space by December of 2020.
- * Preservation/Rehabilitation
- * Complete comprehensive rehabilitation of 131 units at Haynes House by September 2020, including 5 units set aside for supportive housing for formerly homeless and medically complex households in partnership with Boston Medical Center and Cambridge Housing Authority

2. Homeownership

- * Provide at least 2 on-site, certified homeownership workshops, attended by at least 50
- * Implement outreach for federal Family Self-Sufficiency program to all eligible Madison Park Village residents with a goal of enrollment of at least 20 residents by the end of 2020
- * Provide 4 down-payment assistance grants of up to \$50,000 for MPDC residents purchasing homes in the City of Boston

3. Workforce Development

- * Monitor minority, resident and women worker hours and contract dollars for 2451 Washington Street and Haynes House development
- * Provide 2 OSHA 10 and 1 OSHA 30 training to at least 50 community members interested in jobs in the building trades
- * Offer hands on training in building trades, engaging at least 2 construction trades and 20 community residents
- * Hold at least 2 job fairs, engaging at least 30 employers and 200 community residents

ASSET MANAGEMENT

- * Fully lease commercial space located at 2101 Washington Street
- * Complete installation of photovoltaics in 17 buildings in 9 properties
- * Finalize ownership restructure of Interfaith and Ruggles Shawmut Apartments
- * Restructure debt for School House and Interfaith Apartments

COMMUNITY ACTION

1. Youth Development

- * **Opportunity Employment Program (OEP) serving out of school and court or gang involved young people aged 17-24**
- * Complete outreach to at least 200 community residents
- * Engage at least 120 community residents
- * Enroll at least 60 eligible participants
- * Provide Hi-set/High school equivalency to at least 54 participants
- * Provide workforce development workshops and internship placements to at least 48 participants
- * Provide 24 participant with mental and behavioral health services

- * Provide 15 participants with customized mentorship pairings
- * Opportunity Youth Employment Program (OYEP) serving alternative school students
- * Serve 25 participants
- * 20 complete job readiness workshops
- * 16 placed internship placements through MPDC

* After School Youth Employment Program (AYEP)

- * Provide job readiness, personal, academic and workforce training, in addition to paid internship positions to 50 youth during the 2019/2020 and 2020/2021 academic years

Summer Youth Employment Program (SYEP)

- * Provide job readiness, personal, academic and workforce training, in addition to paid internship positions to 65 youth during summer 2020

Ellis Memorial

- * Provide high quality licensed after school care to 25 during the 2019/2020 school year and summer programming to 50 to elementary and middle school youth during 2020.

Scholarships

- * Provide scholarships for college or vocational training to 12 new recipients and renew scholarships for 6 previous recipients

2. Community Support and Public Safety

- Manage seasonal intergenerational events – National Night Out, Halloween Party and Movie Night
- Participate in 2 events with ties to citywide initiatives - gun violence prevention rally and youth symposium
- Hold bi-weekly Violence Trauma Support circles
- Maintain attendance of 15 people at monthly public safety meetings at Madison Park Village and Orchard Gardens
- Recruit 40 children aged 6 to 14 for Summer Rox basketball camp
- Manage 4 community support block captains
- Track the number of incidents and people engaged with services through the Roxbury Trauma Response team

3. Resident and Civic Engagement

Civic Engagement

- * Hold 2 presidential election watch parties, with at least 75 attendees
- * Recruit 15 residents to attend Donuts with Delegates
- * Register 100 new voters by October
- * Provide 1 youth and 1 resident training on 2020 Census
- * Door knock 100% of resident for 2020 Census
- * Present Census activity at regular community events including resident and public safety meetings
- * Hold 3 Get Out the Vote canvassing events with 10 resident volunteers
- * Increase MPDC voter turnout by 10%

Resident Engagement

- Support 3 resident associations at Madison Park Village, Orchard Gardens and Dudley Greenville resident associations
- Host 2 intergenerational events attended by at least 100 residents – Unity Day and National Night Out
- Host Senior Resource Fair
- Recruit 6 resident to attend Neighborworks Community Learning Institute

4. Health Equity and Wellness

- * Engage a minimum of 15 residents in fitness programs
- * Support and train 5 Peer Health Leaders to implement resident led health and wellness initiatives
- * Support and train 6 garden leaders to assist in the management of 3 community gardens
- * Provide access to healthy food for 200 households through food distribution
- * Hold at least 12 healthy eating events, including food preparation and supermarket tours
- * Consistently engage at least 20 residents in input and decision making for Ruggles Street Corridor and Dudley Transportation Improvements
- * Identify a community partner and local residents to co-lead an urban growing initiative on an under-utilized public parcel

DEWITT CENTER

1. Programs – Identify at least 24 community partners to provide fitness, educational, arts and youth programming with a goal of serving 3,000 people per year with 30% MPDC residents
2. Events - Host 12 events per month attended by 5,000 people per year with 20% MPDC residents
3. Membership – Increase membership by 25% with 30% MPDC residents
4. Tech Lab – Offer educational, technology and engineering programs and open access to a least 500 people per year with 20% MPDC residents

HIBERNIAN HALL

1. Performance Season – Through partnerships and original productions offer at least 2 performances each in theater, music and dance attended by at least 1,000 people
2. Residencies and Arts Programming – Offer at least 3 artist residencies and 3 workshop/training opportunities for the established and aspiring arts and culture community serving at least 35 people. Summer arts and culture programming that provides intergenerational arts development opportunities for local residents serving at least 12 people.
3. Hall Rentals – Attract at least 100 arts, civic and cultural events attended by at least 4,000 people and generate \$60,000 revenue to support operations and programming

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

- * The preservation of affordable housing stock and the stability of residents will be ensured.
- * New housing stock at 2101 Washington Street (30 units), Madison-Melnea (76 units) and Guild Row (20 units) will provide needed additional housing to moderate and low income families and the formerly homeless.
- * The commercial district of Dudley Square will be revitalized by the completed Phase II of Parcel 10 project, the Whittier Re-development project, Ruggles Street re-activation project, and, Dewitt Community Center.
- * Energy use reduction will benefit residents financially and ensure a more environmentally sound neighborhood.
- * Youth are provided with meaningful job and educational opportunities that will ensure stability in their futures and enable completion of school.

- * Turf barriers among youth that can lead to unsafe streets will be broken down.
- * Public safety collaborative efforts will result in an empowered neighborhood and, declines in violent crime in Dudley Square.
- * The leadership skills of young people are developed as they become a next generation of Roxbury leaders.
- * The leadership skills and life skills of residents will assist them in exercising greater control over their lives and realizing positive change in their community.
- * Increased voter turnout reflects increased community involvement in neighborhood issues and strengthened community cohesion.
- * The city has taken on a proactive concern for the well-being of Roxbury.
- * Increased 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 continue high-quality and affordable programs not available elsewhere in Dudley Square.
- * Hibernian Hall's role as the leader of the Roxbury Cultural District collaborative will contribute to neighborhood revitalization.
- * BOD and staff collective participation in fundraising will ensure additional revenues for the agency.

SECTION 5 How success will be measured and/or evaluated.

a. Board and senior management play a key role in measuring and evaluating the success of MPDC programs and activities. Regularly scheduled meetings of each enable ongoing assessment of program value and accomplishment. Our senior management team includes CEO, CFO, Vice President for Programs, Director of Health Equity and Resident Engagement, Director of Youth Development and Community Support; Vice President of Real Estate, Senior Asset Manager and Artistic Director of Hibernian Hall. MPDC conducts needs assessments and evaluations within its departments and utilizes the expertise of external organizations and agencies to conduct community assessments when needed. Real Estate development projects are implemented only following substantial community planning facilitated by 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- surveys for its program initiatives and activities in which residents and community members participate to ensure ongoing assessment of our work and services. Health Equity and Community Wellness disseminates evaluation forms and questionnaires among residents and community members to regularly assess the relevance and quality of program services. In prior years, Hibernian Hall has utilized the services of outside consulting groups, e.g. Nonprofit Finance Fund and TDC to recommend marketing and financial oversight strategies. It evaluates individual productions and performances through audience surveys and questionnaires and through communication with the membership group. MPDC has used Salesforce for four years and is actively working on creating clear benchmarks to determine effectiveness of program activities.

b. Participants and roles in the process. Participant evaluation of programs occurs with residents and stakeholders reviewing progress at monthly standing committee meetings; responding to pre- and post-surveys; as well as resident participation in surveys on behalf of funders and contractors; and participating in informal discussion regarding specific initiatives. Furthermore, focus groups and interviews with residents and stakeholders were key in the development of the MPDC strategic plan and will continue to be utilized in assessing various components of future programs of Hibernian Hall and Community Action.

SECTION 6 Collaborative efforts to support implementation.

REAL ESTATE DEPARTMENT MPDC is an exemplary member of NeighborWorks America, which provides major financial support, training and technical assistance to the agency. MPDC is also a member of local, regional and national support and advocacy networks including: Massachusetts Association of Community

Development Corporations (MACDC); Citizens Housing and Planning Association (CHAPA); Urban Land Institute, and National Housing and Rehabilitation Association (NHRA). Past and present development project partnerships include: Preservation of Affordable Housing (POAH) on the HUD-funded Whittier CNI project; Boston Housing Authority (Whittier CNI and Orchard Gardens); 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; Tropical Foods, Partner on Parcel 10; and Boston Education Skills Training (BEST Corp.) partner on 2101 Washington. 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, Property Casualty Initiative (PCF) and Boston Private Bank and Trust. Boston Medical Center is a partner addressing quality of life for senior residents at Madison Park Village and Smith House.

COMMUNITY ACTION MPDC works in collaboration with several neighborhood nonprofits and community groups such as Dana Farber Cancer Institute, Center for Community Health Education and Research (CCHERS) as part of their HEART consortium, Ellis Memorial After School Program; Haley House; Dudley Street Neighborhood Initiative (as a Board member), Teen Empowerment; YouthBuild; Mothers for Justice & Equality, Orchard Gardens Boys and Girls Club, institutional members of the RoxVOTE Coalition, Orchard Gardens Resident Association, Friends of Melnea Cass Boulevard, WalkBoston, Boston Bicyclist Union and Nuestra CDC. The Boston Public Health Commission is an important partner/stakeholder in our violence prevention and health equity efforts and has been instrumental in the development of significant resident involvement around these issues. Currently BPHC funds MPDC's Violence Intervention and Prevention (VIP) and in 2017 awarded a grant specific to creation of neighborhood trauma response teams. In recognition of MPDC's excellent work in this arena, Boston Children's Hospital funded our Trauma Response work in 2019 through its DoN funding as well. BPHC also manages the state-funded Roxbury in Motion initiative which addresses systems, policy and environmental change in Roxbury, with MPDC as lead agency. Finally, MA DPH recently (2019) awarded MPDC a 2.5 year grant to address gun violence, which extends and expands our work with Opportunity Youth.

HIBERNIAN HALL Hibernian Hall works in partnership with Roxbury Cultural Network; Dudley Square Main Streets; and local theater groups such as Actors Shakespeare Workshop, New Rep Theater, American Repertory Theater, and Boston Children's Chorus. Hibernian Hall also partners with individual artists throughout the year (e.g. Fanshen Cox and Ashleigh Gordon of Castle of Our Skins).

B. Clearly identify the role of existing and proposed collaborations to support implementation of the Plan. MPDC embraces partnerships that mutually strengthen our mission and purpose. Through collaboration we 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 allow success through a variety of initiatives, each of which addresses economic and/or cultural economic development for the neighborhood. Highlights include a key partnership with Boston Medical Center, providing nursing and wellness staffing at MPDC's Smith House and support for the Dewitt Center in Madison Park Village. Other highlights include MPDC's very successful Parcel 10 partnership with Tropical Foods International, realizing greater access to healthy foods for the community and the subsequent re-development and preservation of its former building at 2101 Washington Street, which recently received award recognition from Boston Preservation Alliance; the BEST Corps Hospitality Training venture at 2201 Washington providing workforce development and job placement in the hotel industry and the Daily Table at the same address, providing very

affordable fresh food and produce for the neighborhood; Community Action's violence prevention and health equity partnerships with Boston Public Health Commission, Boston Children's Hospital, MA DPH and Dana Farber Cancer Institute, and its strong youth development partnerships with numerous local job sites; the Friends of Melnea Cass's partnership with Walk Boston, the Bicyclist Union and Boston Transportation Department, and Hibernian Hall's collaboration with local theater groups Castle of Our Skins, Actors' Shakespeare Workshop, and Boston Children's Chorus and its membership in Roxbury Cultural Network and importantly, its leadership in the Roxbury Cultural District designation process, working to make Dudley Square a vibrant evening destination for families and the broader community. The Whittier CNI re-development partnership with Boston Housing Authority and Preservation of Affordable Housing is a strong relationship that is yielding quality results by transforming an important part of Lower Roxbury. Further, Dewitt Center has created space and support for community instructors to offer social justice and youth development programs; it also provides free space to key programs such as Ellis Memorial After School and the METCO summer program for over 60 middle school children.

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

a. How Plan activities fit together in addressing Plan goals.

COMMUNITY ACTION (CA): MPDC continues to link key activities with its other departments. CA provides support to Real Estate including conducting outreach to the MPDC 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 all resident services coordinators. CA provides support and facilitation to the to the Madison-Whittier Coalition, a group of over 100 grassroots leaders from Smith House and Whittier Street Development who provide important oversight and monitoring of the City's Ruggles Re-design Plans. CA's Director of Health Equity and Resident Engagement is now charged with oversight of the Smith House wellness room, a new project helping seniors age in community as well as the Madison-Whittier Coalition. And, working with Hibernian Hall, Community Action can engage youth in arts related activities and to participate in broader community-based events such as regional conferences.

HIBERNIAN HALL generates diverse interactions in the wider neighborhood with fellow departments. In this context Hibernian Hall takes advantage of MPDC's position within a CDC to cooperate with MPDC's Community Action Department in providing employed youth as event staff. Hibernian Hall consults with Real Estate in its planning around the activation of Ruggles Street Corridor (Ruggles Station to Dudley Station) home to MPDC affordable housing and Dewitt Center and which we hope will include a diversity of public art. CA will continue to assist Real Estate with this proposed project.

REAL ESTATE interacts with MPDC departments by 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 Dudley Street/Malcolm X Boulevard re-development project and the City's various development parcels, the latest of which is Crescent Parcel, whereby Madison-Whittier Coalition and other residents will use their skills to assess and monitor the RFP process.

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

RESOURCE DEVELOPMENT All MPDC staff and BOD support MPDC's resource development efforts in particular Sparks for Arts, the annual fundraising event, which benefits Hibernian Hall, by helping to raise approximately \$200K, primarily through MPDC's vendor relationships.

NEIGHBORHOOD HIRING: MPDC adheres to City of Boston policies for hiring of Boston residents, workers of color and women on our construction projects and now has a Workforce Diversity Project Manager on staff in the Real Estate Department who among other responsibilities, helps ensure compliance on construction sites and coordinates several regularly scheduled OSHA trainings throughout the year at MPDC's offices. The Workforce Diversity Project Manager focuses on employing Roxbury residents for MPDC projects by seeking workers with local zip codes, providing referrals, assisting with job applications and steering interested applicants to soft skills training.

b. How the Plan fits into a larger vision or strategy for the entire community. The CIP fits organically into MPDC's larger vision for the entire community, which is a result of decades of effort on the part of community members and other committed stakeholders. 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 ensuring a healthy neighborhood, 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. How the Plan is consistent with other neighborhood, community or regional plans. The Plan is based on MPDC's mission, vision and track record of best practices and was developed with key participation of residents and stakeholders. MPDC's mission and vision continue to inform its work and remains faithful to its extant strategic plan, whose development employed community and stakeholder interviews, surveys, and focus groups. Assessments conducted with and shared by other community-based organizations helped to shape our strategic plan and thus our current CIP. These would include a. the Roxbury Strategic Master Plan, b. the BRA's Dudley Vision documents and c. the 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 concludes that transit-oriented development next to the Orange Line will serve a huge benefit to the Roxbury community. The research and assessments conducted and utilized by the Whittier CNI partnership also importantly inform the Plan.

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) In 2019 Hibernian Hall was supported by a grant from a private foundation, City of Boston Cultural Council, the Massachusetts Convention Center Authority, MA Cultural Council, donations from major corporate sponsors through the Sparks for Arts event, individual donors and the Friends of Hibernian Hall membership program. We anticipate a similarly diverse range of support for 2020. As indicated, Hibernian Hall is the beneficiary of an annual fundraising event, which raises approximately 15% of its annual budget. Hibernian Hall receives an internal allocation from the MPDC real estate department. ii) Community Action initiatives are funded by foundation grants, grants from NeighborWorks America¹, United Way and local institutions such as Boston Children's Hospital, Dana Farber Cancer Institute (Health Equity and Wellness) and city and state government agency contracts secured through Boston Public Health Commission (Roxbury in Motion and Violence Intervention and Prevention) and MA Department of Public Health. 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, Boston LISC, and Enterprise Section 4, as well as other grant sources for MPDC-Real Estate projects such as support for its First Time Homebuyers Program from Santander Bank and financial assistance for MPDC's senior residents "aging in community" projects at Smith House and Madison Park Village supported in part by Boston Medical Center and Enterprise Section 4 Capacity Grant. Most MPDC rental properties are financed through federal and state low income housing tax credits and receive federal operating subsidies from HUD. iv) The Real Estate department continues to use private equity and debt investment from a variety of sources, including: Bank of America, Eastern Bank, Boston Private Bank, Boston Capital Corporation, Massachusetts Housing Partnership, Community Economic Development Assistance Corporation, The Life Initiative, Massachusetts Housing Investment Corporation, MassDevelopment, MassHousing, LISC, Neighborworks Capital, Neighborworks America, Community Housing Capital, and others. Many of our projects 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. v) Dewitt Center is supported in part by Boston Medical Center and its three year commitment to financially supporting its operations budget. Dewitt also receives an internal allocation from the MPDC Real Estate department and provides all services for free, including membership, workshops and classes and utilization of recreational and educational facilities at the center.

b. Demonstrating an understanding of the availability of the financing sources and description of the organization's past experience using the proposed financing sources. MPDC continues to diversify its sources of revenue with the goal of becoming less reliant on annual developer fees to meet annual operating costs. MPDC has developed a strong surplus cash and investment position as a result of the re-syndication of several of its valuable residential assets over the past five years and is thereby able to fund its own pre-development activities, in lieu of procuring financing from more costly third party lenders. It has also been able to supplement the revenues of Hibernian Hall, Dewitt Center and the Community Action Department annually, each of which contribute to the mission of the organization. Lastly, MPDC's cash and investment position has allowed it to establish a number of reserves that will be available to support its continued future success.

c. Identifies the level of commitment of other funding sources to implement the Plan. MPDC's long-established reputation in the affordable housing sector makes it sought after by regional and national equity investors and lenders. In addition, MPDC has established relationships with both State and City agencies that are invaluable when applying for project tax credits, working through project issues, or for supplementary funding. MPDC program departments also receive financial support from state and city agencies (DPH and BPHC) as well as medical institutions Dana Farber Cancer Institute, Boston Children's Hospital and Boston Medical Center; and NeighborWorks America continues to make significant supplementary grants to MPDC in recognition of its high level accomplishments.

SECTION 9: History, Track Record and Sustainable Development.

a. 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 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 1,423 affordable rental apartments, 113 affordable home ownership units and 91,000

square feet of commercial space. MPDC provides stable, safe and attractive housing for over 3000 low and extremely low income men, women and children. Over the past 21 years, MPDC has experienced tremendous growth across the institution, and has developed a strong business model. MPDC works within a “Healthy Neighborhoods” framework and maintains an entrepreneurial culture that has encouraged the initiation of new ventures and responsiveness to community needs. Department descriptions follow.

ASSET MANAGEMENT (AM): AM manages MPDC’s portfolio of residential and commercial properties.

REAL ESTATE: As a result of our commitment, more than 3,000 people have chosen to live in our housing. We have redeveloped over 91,000 square feet of retail and office space in Dudley Square and contributed to historic preservation in the neighborhood. Our commercial space houses several businesses and not-for-profit organizations that employ over 250 people. Projects such as the Schoolhouse development, Hibernian Hall and 9 Williams represent the preservation of important historic sites that contribute to the character and vitality of Roxbury. And, MPDC just received in October 2019 a Preservation Achievement Award from Boston Preservation Alliance for its preservation and appropriate re-use of 2101 Washington Street, an “elegant commercial building with classical details that serves as a gateway to historic Dudley Square”. (As Russ Tanner, Former Director of Real Estate says – “Part of improvement is holding onto cultural and historical heritage”) Over the past 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, and Peabody Properties to ensure successful management of all MPDC residential and commercial properties.

COMMUNITY ACTION:

Youth Leadership and Workforce Development Through three discreet programs, MPDC has employed youth and young adults since 2010 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 and job site supervisors serve as mentors, challenging youth to complete school and pursue higher or vocational education as best routes to financial independence. At present, the three programs are: After School Employment Program, with 25 students engaged in a 30 week after school program; Opportunity Employment Program, with between 10 and 20 out of school/out of work young adults engaged throughout the year including a 7-week summer intensive; and Summer Youth Employment Program with 70 young people developing job readiness skills and earning stipends at over 40 neighborhood internship sites. Youth attend weekly trainings to learn skills for personal growth, job readiness and community leadership.

Public Safety/Violence Prevention: (Funded by Boston Public Health Commission) The Orchard Gardens Public Safety Committee formed in 2003 when crime was on the rise after over five years of declining violence. Due to its effectiveness, a second public safety committee started at Madison Park Village two years ago. Residents and stakeholders sit down with the police to develop strategies to respond to public safety issues. After decades of mistrust between community and police, the groups now work together to build public safety. Because of MPDC’s efforts to bridge historical divides, we have been awarded multi-year grants from the Boston Public Health Commission’s Violence Intervention and Prevention program. Each year we organize a National Night Out Against Violence event attended by over 500 MPDC residents. A most recent component of the program helps facilitate effectual response to community and individual trauma. As indicated above, our Trauma Response program recently received additional funding from Boston Children’s Hospital DoN funds, which has enabled a major expansion of services.

Civic Engagement: MPDC is lead partner of RoxVote, a non-partisan coalition of 13 community organizations working in Roxbury to increase voter participation and thus strengthen the political leverage of the

neighborhood. MPDC works to maintain momentum generated from recent past elections to advocate for positive community change year-round. We believe that increased voter turnout is translating into more effective public services in Roxbury. An area of the work has been increased participation in and media coverage of candidates' forums and civic education events. During election season 2019, MPDC hosted two candidates' forums featuring the 8 candidates for At Large City Council seats, and focused on voter registration and education. For 2020 the goals are a high level of Voter Registration and education around the importance of participating in Census 2020. This year RoxVote successfully worked to make Dewitt Center a polling place, a matter of convenience and safety for elderly voters and others.

Resident Leadership: (Funded in part by NeighborWorks America and its Community Building and Engagement program) MPDC's resident leadership program offers leadership skill-building workshops and hands-on experience in neighborhood campaigns. 2019 activities included a series of trainings and opportunity for a core group of resident leaders to attend a national Community Leadership Institute in Chicago. Training topics included: Smoking Cessation Training (peer health training) by Dana Farber; GOTV Training (civics training) at MPDC's Dewitt Center offered by MPDC staff; Breast Cancer Awareness at MPDC's Dewitt Center by Dana Farber Cancer Institute; Peer Health Leader Training (train the trainer) at MPDC's Dewitt Center by Dana Farber Cancer Institute; Data Collection and Technology at Dewitt Center offered by City of Boston; Life Skills and Employment Preparation Training at MPDC's Dewitt Center by MPDC youth development staff; Sun Safety for People of Color during Unity Day at MPDC's Dewitt Center by Dana Farber Cancer Institute; Community Gardening and Engagement at MPDC's HOPE Garden by MPDC Health Equity and Community Wellness staff; Trauma Response at MPDC's Dewitt Center by Boston Public Health Commission and BCH; and MPDC public safety and youth development staff and Block Captain Trainings by Boston Public Health Commission.

Health Equity and Community Wellness (HEW): (Funded in part by Boston Children's Hospital, MA DPH, Boston Public Health Commission, Neighborworks America and Dana Farber Cancer Institute) i. HEW continues to partner with BPHC as lead agency of *Roxbury in Motion* a policy, systems and environmental change initiative to improve the quality of life in Roxbury by building an environment that promotes community health through creation of new community gardens, improving the streetscape for people who walk and bike and stewardship of community space to yield social cohesion. ii. HEW had been a participant in the NeighborWorks Health Outcomes Measurement Initiative, working with a cohort of 100 households to provide access to healthy food, and learning methodology to measure project outcomes. Now it is part of a 2019 NeighborWorks cohort addressing Health and Housing. HEW promotes resident access to healthy food through its long-lived (2) community gardens, food distribution at Smith House and nutrition and smoothie workshops. iii. HEW supports a cohort of five resident Peer Health Leaders trained by Dana Farber to disseminate information to Roxbury residents (their neighbors) about disease prevention and healthy living behaviors. It co-sponsors physical fitness activities like Zumba classes at Whittier Health Center. It also engages residents in advocacy to promote healthy community design and reduce health disparities in Roxbury.

CULTURAL ECONOMIC DEVELOPMENT (Hibernian Hall): Since 2005, Hibernian Hall has provided affordable access to high quality arts productions and supported local and regional emerging artists of color by providing a rehearsal and production venue. It will continue to present productions by its arts ensemble partners and individual artists and playwrights. During a typical year, in addition to dozens of community-based joint ventures, there are several major monthly featured engagements. We are proud of the Performance Series Hibernian Hall presented in 2019 (including Lydia Diamond's "Stick Fly") and aim to present continued high quality culturally relevant productions in 2020.

B. Narrative and examples of the Plan’s consistency with the Commonwealth’s Sustainable Development Principles. MPDC works to ensure an environmentally sound neighborhood in addition to creating much needed affordable housing, local jobs and a sense of community. It is committed to maximizing energy efficiency and reducing its carbon footprint while strengthening local commerce. MPDC is a recognized leader for its efforts in implementing energy efficiency measures and other sustainable practices in affordable housing. A core commitment to sustainability states: “MPDC will implement energy use reduction retrofits across its portfolio including renewable energy application.” In 2015 MPDC received NeighborWorks America Green Designation, which recognizes NW’s network members who incorporate healthy and sustainable principles into all facets of operations and throughout their lines of business: nw.org/network/neighborworksprogs/multifamily/GreenOrgs.asp. Our success is a result of support from our high caliber staff, which five years ago established MPDC’s internal Green Committee to promote green and sustainable office practices. We now have a very active Working on Wellness committee that encourages staff to participate in health and wellness activities like chair yoga and stair walking as well as sharing healthy meals at lunch time, among other activities. There is extraordinary dedication to “going green” through MPDC’s community action initiatives, in particular its health equity and community wellness programming that focuses on access to healthy food, healthy homes and physical fitness.

SUSTAINABLE DEVELOPMENT. MPDC’s CIP is consistent with the Commonwealth’s Sustainable Development Principles. Here we highlight examples of utilizing sustainable development principles in our community building work:

Increase Job and Business Opportunities

*Haynes House modernization and Whittier CNI (current projects)

*MPVIII energy efficient retro-fit (2017)

*Smith House energy- efficient modernization (2018)

*Dewitt Community Center construction and fulfillment of a successful first year (2018-2019)

*2201 Washington Street: partnership with BEST Corp hospitality industry training and The Daily Table (2016 and 2017)

*Parcel 10 partnership with Tropical Foods, first supermarket in Dudley Square in 35 years (2015)

Concentrate Development and Mixed Uses (2101 Washington Street, Whittier CNI, Dudley-Greenville and Melnea Cass projects)

Advancing Equity: the plan reflects MPDC’s commitment to resident-led and resident advised projects and community goals e.g. Madison-Whittier Coalition oversight committee for Ruggles Re-design Projects

Use Natural Resources Wisely – this item is addressed by our portfolio greening commitment – to conserve natural resources by reducing waste and pollution and reducing our carbon footprint

Expanding Housing Opportunities – this item is our core mission, to provide quality affordable homes for extremely low and low income families by developing and preserving green and sustainable multi-family housing

The MPDC CIP places emphasis on the sustainable development principle “Promotion of Clean Energy”, underscoring MPDC’s commitment and success in greening its entire portfolio and the steps that were taken over the past nine years to achieve this, 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 monitor utility usage across our portfolio.

b) Madison Park IV and Madison Park III: Replacement of all heating and domestic hot water systems with 96% efficient systems and 16" of added insulation in the attics. All units received renovations including 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. Work included replacement of all heating and domestic hot water systems with 96% efficient systems.

c) Smith House: Installation of a Co-Gen system using natural gas to generate electricity. Complete renovation including upgrade of building systems, modernization of units, redesign of common areas, using universal design.

d) Haynes House: In 2015, MPDC partnered with Action for Boston Community Development, Inc. (ABCD) and NStar Electric to install photo-voltaic and solar thermal systems. The building's consumption of fossil fuels will be reduced and avoid hundreds of thousands of pounds of CO2 emissions that would otherwise be produced from Haynes House energy consumption. Additional upgrades, renovating building exterior, remodeling interior of units and common areas. The plans include construction of accessible units to meet needs of residents with disabilities.

e) Interfaith Housing: Installation of new heating and domestic hot water systems at 68 West Concord Street.

f) Ruggles-Shawmut: Installation of solar thermal system to pre-heat the domestic hot water to save energy.

g) 20 at LUMA (the launch of our portfolio greening commitment in 2010). Installation of photovoltaic panels in this home-ownership program offset much of the electricity for the residents. High efficiency heating and domestic hot water systems.

h) 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 is wired into an energy monitoring system, an innovative effort, unusual for an affordable multi-family building. Silver LEED certified ready.

i) We also continue to work with management companies to implement energy savings measures, while maximizing LEAN and other public and private resources.