

**Worcester East Side
Community Development Corporation
Community Investment Plan, 2017-2018
February 10, 2017**

**Submitted by
Donna Warshaw, Executive Director**

The Request

The **Worcester East Side Community Development Corporation (WESCDC)** proposes to utilize a CITC allocation of \$150,000 to establish a WESCDC enterprise investment fund to make equity investments that will significantly strengthen the impact of WESCDC programming. In our CIP, we have outlined each of the organization's three principal lines of business that comprise our integrated neighborhood developer model. In addition to listing the goals, activities and impact for each principal program, we have identified three enterprise investment goals:

1. The CITC provides an opportunity to build WESCDC's equity required for real estate development helping WESCDC to both meet our mission and earn revenue.
2. As we develop our real estate pipeline, we will work to align our projects with resident and municipal priorities. CITC resources will support implementation by residents of various goals, resulting from leveraging significant public and private sector investments in housing, economic development, and infrastructure. These will significantly impact the quality of life – in the areas covered through participatory planning.
3. WESCDC will utilize the CITC to further build and strengthen our corporate and individual donor base to diversify and strengthen philanthropic revenue.

Section 1: Community or constituency(ies) to be served by the organization

The **Worcester East Side Community Development Corporation (WESCDC)** has been serving Worcester since 1987. WESCDC focuses all of its resources, on the central question of sustaining affordability and livability for the population, the recent immigrants and generational descendants of the earlier immigrants.

Worcester is a diverse city. Worcester's emerging new population is mostly recent immigrants – but this time, as opposed to the earlier decades, are mostly people of color coming from Central and South America, the Caribbean, South Asia and Africa – generally with much lower incomes and levels of education.

Recent reports utilizing American Community Surveys data show that 43% of Worcester residents are classified as cost burdened, as they pay more than 35% of their income on housing (1/6 of the population is considered severely cost burdened, paying over 50% of their income on housing). The lack of affordable housing has led to high rent burdens, overcrowding, substandard housing and housing insecurity for many local families. 10.5% of all residents live below the federal poverty level. Worcester's population is 31% people of color, compared to 25% regionally, and 26.8% of the population is foreign born. In the schools, 51% of the students speak a language other than English at home, compared to 16.7% statewide. Immigrants earn 29.8% less than native-born residents. The high school dropout rate is 18.6%, compared to 8.2% statewide. In summary, with low income and immigrant workers either under-employed, or working in low paying jobs, makes for a severe drain on neighborhood resources. This is exacerbated by the lack of available jobs resulting in even poorer outcomes for those in these economically distressed neighborhoods.

The East Side has several distressed neighborhoods. This further intensifies the effects of family poverty on individual educational achievement, economic prospects, health and other measures of wellbeing. Neighborhoods of concentrated poverty deprive the larger community of needed human and financial capital while also isolating residents from the resources and networks they need to reach their economic potential. Many impoverished communities are also racially segregated. Segregation magnifies other issues, such as crime, the movement of the middle class to better neighborhoods, and a perpetual shortage of finance capital, employment opportunities, local businesses and other opportunities. This creates a climate in which crime, health and economic problems continue to restrict opportunities for those living in these communities. Residential instability is also associated with stress and adverse health outcomes. Studies show that homeless children are much more prone to mental health problems, developmental delays and depression than stably housed children. In contrast, a stable and affordable home is linked with improving health, economics and education outcomes for children and families. Stable housing in a good neighborhood, gives people the opportunity to connect to resources such as, quality health centers, schools, grocery stores and libraries. When housing is stable and affordable families can spend more on food, and other essential resources. WESCDC works in collaboration with other area agencies to create a network of support systems for impoverished families.

Section 2: Involvement of community residents and stakeholders

Worcester East Side Community Development Corporation's strategy is mission focused, based on existing strengths and resources, and rooted in the current and emerging needs of the communities served. As such we serve over 1,500 constituents.

WESCDC is most proud of its community engagement and involvement. Through the decades WESCDC has been a community development corporation strongly rooted in grassroots community organizing practice, resulting in a number of successful campaigns over the years to influence affordable housing policy and neighborhood quality of life improvements. WESCDC has also built a strong practice of participatory community planning.

Thus the agency engages constituents:

- By originating and participating in community development partnerships and/or collaborations
- Maintaining a Board comprised of a least 51% area residents and or CDC clients
- Involvement in the four neighborhood associations that serve our target area

As a result of our reputation of being a community catalyst the WESCDC enjoys the robust participation of members in a range of issue-based committees, community planning steering committees, and neighborhood land use planning groups. WESCDC's annual meetings are routinely well attended by approximately 50 constituents/community members. We also conduct an annual summer member meeting in the form of a social barbeque with attracts approximately 30 constituents.

WESCDC has the capacity to quickly mobilize constituents on important issues in Worcester around affordable housing and various neighborhood issues.

We strive to be creative in our approach, and to implement a variety of strategies to inspire people to engage with our work. Our first step is to cross barriers and reach people who usually do not get involved. We emphasize the importance of building relationships between members, and encourage

people to share their personal stories. But it is not enough to simply engage people to participate; our goal is to work with the people from our target population, i.e. those who are often most disenfranchised, to become leaders who shape and guide our equity agenda.

The net result of WESCDC's consistent focus on our constituents and leadership development is that we do not have to look far when we are seeking active input to establish the key goals of WESCDC's community based plans and picking projects. WESCDC enjoys the participation and support of a wide range of partner stakeholder organizations, ranging from local organizations such as the Greenhill Neighborhood Association, Central Mass Housing Alliance and the Genesis Club House.

WESCDC executes its mission through the engagement of the residents, businesses people and stakeholders in the areas served. As a certified CDC, we believe that it is important that our Board and Committees be comprised of people who live or work in our service and are clients who access our services. Our Board meetings are open to the public and the community is invited to attend.

In 2016 the Board of WESCDC voted to help stimulate new neighborhood efforts by offering the neighborhood organizations that serve our target area access to our grant writer. The neighborhood organization must bring forward an initiative that is beneficial to the people it serves and must be able to staff and oversee the project. We will work with the organization to seek the funding necessary to bring the program to fruition. We have in the past and will continue in the future to offer administrative and when appropriate financial support to these organizations.

Section 3: Plan goals

The City of Worcester is undergoing tremendous transformation. Our overarching goal as Worcester's leading community development organization is to contribute to and influence this transformation so that the end result leaves intact Worcester's diverse population. We are eager to work with our constituents, the City of Worcester, and other partners and allies to solve the underlying public policy question: can a city undergo significant economic transformation, and develop new initiatives without displacing low income families. WESCDC's mission driven organizational goals work to provide positive solutions to this question. WESCDC organizational goals include the following four:

- **Goal #1:** Increase the amount and stabilize the stock of affordable, family sized rental and homeownership housing in Worcester.
- **Goal #2:** Create and support initiatives that enhance the economic wellbeing of low income Worcester residents.
- **Goal #3:** Magnify, sharpen, and expand WESCDC's impact on the East Side neighborhoods specifically to result in positive outcomes for residents.
- **Goal #4:** Broaden and strengthen WESCDC's operations, internal policies and financial position in order to support and facilitate WESCDC's achievement of its intended impact.

WESCDC's **Goal #1**, to preserve and produce affordable housing, both through its own work and by influencing municipal policies that result in more affordable housing - is a fundamental means of

helping low income families live in Worcester. At the same time, through **Goal #2**, WESCDC helps low-income residents to become financially stable, build assets, and access good jobs. By working on both angles of this financial picture, the goal is to help ensure that people of lower economic means have viable opportunities to thrive in Worcester. **Goal #3** guides the WESCDC to pay close attention to neighborhood of Worcester most prone to change, as this is the area where impoverished residents are most at risk. Finally, **Goal #4** aims to increase our capacity and impact in order to attain our larger mission to make sure people of all incomes can live and thrive in Worcester.

Each of these goals also benefits the whole community. Through WESCDC's many years of community planning and engagement, as well as through the City's comprehensive planning process, community members have consistently prioritized diversity as a core value in Worcester.

Section 4: Activities to be undertaken

Goal #1: Increase the amount and stabilize the stock of affordable, family sized rental and homeownership housing in Worcester.

Actions:

1. Develop partnerships with other quality developers (for-profit and non-profit) to enable WESCDC to increase acquisition, financing, and production of affordable housing in Worcester.
2. Establish permanent and working capital for acquisition and to leverage favorable borrowing terms.
3. Acquire expiring use properties, or work with tenants to encourage landlords to renew expiring use contracts.
4. Organize and create policies that promote affordability for public disposition properties and increase inclusionary zoning requirements, especially focusing on family-sized units, and deeper affordability.

Outcomes:

- 8 units (rental + ownership) of new production, mixed income affordable housing plus commercial
- 5 units of protected affordable housing through acquisition and recycling of small properties
- Raised \$100,000 for real estate reserve fund
- 100% of the anticipated new units will be affordable

Goal #2: Create and support initiatives that enhance the economic well being of low-income Worcester residents.

Actions:

1. Organize to establish partnerships with employers for "good" jobs.
2. Support small businesses, particularly those run by or providing decent jobs for our target constituents, by adding to our small business loan fund
3. Support Worcester East Side residents who are at financial risk of displacement..

Outcomes:

- Increasing our existing Small Business Loan Pool by \$5,000/year.
- Partnerships with SBA, the SBDC, and local banks to offer counseling and loans to small businesses in our target area.
- Increased loan pool to \$50,000

Goal #3: Magnify, sharpen, and expand WESCDC's impact on the East Side neighborhoods specifically to result in positive outcomes for residents.

Actions:

1. Establish a plan and vision for WESCDC's work in neighborhoods most prone to change that will guide us in future years.
2. Partner with private developers and other organizations to build value-added projects.
3. Explore opportunities to support or create commercial and economic development, such as through mixed-use properties, establishing incubators for low-income businesses, and local business occupancy preferences.
4. Engage neighbors in targeted areas in participatory land use planning.

Outcomes:

- 80% of WESCDC's new development will take place in areas most prone to change
- WESCDC works with community members to create, approve, and begin implementing an organizational vision and plan for WESCDC's work in areas prone to change
- WESCDC leads process to evaluate and decide whether or not to pursue a strategy of commercial development with local businesses in these target area

Goal #4: Broaden and strengthen WESCDC's operations, internal policies and financial position in order to support and facilitate WESCDC's achievement of its intended impact.

Actions:

1. Establish clear pathways for volunteers to lend their skills and help.
2. Invest in popular education tools, data and technology to deepen means of involvement and analysis to inform ongoing work and goals.
3. Encourage WESCDC tenants to become active leaders and to participate in WESCDC programs.
4. Design and carry out a financial plan for both revenues and expenses that allows WESCDC to carry out these goals and objectives, and become a sustainable organization, including formalizing a donor development program, developing real estate capital funds, and broadening base of foundation grants and contracts.
5. Expand WESCDC's public profile and visibility by developing a communications strategy that results in the creation of a universal message, image, and materials as well as a plan for delivering these to our targeted audiences.
6. Create an organizational diversity and cultural competency analysis and action for all levels of the organization.
7. Update and review organizational operations, policies and procedures, including mechanism to review WESCDC's progress towards meeting goals in Strategic

Plan.

8. Develop a system of criteria to be used to guide organizational decisions, such as real estate development, new program work, and general equity standards.

Outcomes:

- Increase active leadership base (leaders who are actively involved in campaigns and committees) to 60 people per year
- 20% of WESCDC tenants participate in WESCDC activities
- Development of at least \$250,000.00 in a working capital fund
- Communications Strategy created, adopted and implemented, with updated brand, messaging, and collateral; WESCDC increases media hits to over 30% per year
- Criteria established and in use to evaluate new development and new work

Section 5: How success will be measured and/or evaluated

WESCDC will track its progress to measure its success towards achieving the stated intended impact through a variety of methods.

First, WESCDC has and will continue to align its goals with existing data assessments. WESCDC will work to create a baseline of data evaluating current affordable housing and market conditions in Worcester East Side. This analysis will provide a springboard for shaping strategy and policy. It will also establish a template for data collection over time so that we can follow market changes and update the inventory of affordable housing. This will help us measure the impact of our housing production and influence on city development policies within the greater context of the market, as well as to help us refine our strategy as we move forward.

WESCDC will engage with interns and graduate students, and our members to gather and analyze data to help answer specific questions facing WESCDC and its constituents. In this way, stakeholders from all backgrounds have an opportunity to study and respond to the data with staff in a way that helps inform and refine the direction of work, and therefore brings us closer to realizing the goals that are of highest priority to our constituents.

WESCDC will also measure its success by quantifying our results in relation to the metrics we have established through our goals in our organizational strategic plan, and as written in this Community Investment Plan. We have a list of factors we track, including:

- Number of housing units produced and the level of affordability of that housing;
- Number of applicants for existing housing;
- Amount of money raised dedicated to our priority issues;
- Number of people who participate in our programs and activities, as well as who take part in city public hearings and meetings as a result of their participation with WESCDC;
- Number of participants who go on to take leadership roles;
- Number of people who reach asset building goals, such as buying a home, increasing savings, reducing debt and improving credit scores.

To make sure we are connecting our numeric accomplishments with our overarching goals and intended impact to minimize displacement, it is important to connect our goals with those of the City and other partners. Our involvement with the city dates back to our inception and has only deepened through the years.

Finally, WESCDC engages its base of constituents and leaders to evaluate our work on an ongoing basis. The Executive Director is charged with annual review of the Strategic Plan to track our progress as we go. We ask participants to evaluate all our efforts and use this feedback to modify and improve our subsequent work, which helps us be more effective in working with our constituents to achieve our goals. WESCDC has several working committees in charge of moving our work forward, including Real Estate Development Committee; Finance Committee and Human Resources Committee. In this way, we continue to work in a dynamic environment, while still being guided by our overarching goals towards reaching our intended impact. As the 2014 year Strategic Plan comes to a close at the end of 2017, we will set into motion a community process by establishing focus groups from different sectors of the community to evaluate our work, and to begin to assess community needs relevant to the following years of WESCDC's work.

Section 6: Collaborative efforts to support implementation

In 2006 with the completion of the development of 149 Belmont Street WESCDC entered into a long-term agreement with Genesis Club House. The successful management of the project is a collaborative effort. While WESCDC manages the building, Genesis provides the supportive services necessary for the clients to continue to live an independent and to avoid homelessness. The success of this collaboration was one of the motivating factors in, WESCDC's effort to develop the Forbes Street Project; which will be similar in both scope and nature to the 149 Belmont Street Project.

In 2015, Worcester East Side entered into a long-term lease with The Guild of St. Agnes, a local daycare provider. WESCDC, in collaboration with The Guild of St. Agnes applied for and obtained grants that helped transform a former dance studio into a building suited for after school programs.

WESCDC is part of the Continuum of Care Coalition sponsored by Central Mass Housing Alliance. Annually, the members of the coalition, working through Central Mass Housing Alliance apply for Federal funds to help support various homelessness initiatives. For WESCDC, that means funds to help support the operations and the supportive services provided to the residents of 149 Belmont Street.

The organization also tries to work with local neighborhood associations. The organization has offered its grant writing services to any of the neighborhood associations serving its service area. The association is urged to bring forward an initiative and WESCDC will help them seek funding to bring that initiative to life. Our first initiative will be the conversion of one of our vacant lots into a community Garden. We will work with the Greenhill Neighborhood Association to seek funding for raised beds, soil plants and fencing. We hope other neighborhood associations will join us in our offer to help seek the funds for new neighborhood initiatives.

In 2016, WESCDC entered into a partnership with Axuda. Axuda is a non-profit 501 (c) (3) created in conjunction with Digital Federal Credit Union. The non-profit corporation was created to provide financial resources to individuals who are struggling to meet short-term financial needs. The web-based

corporation provides Borrowers a forum to tell their stories and crowd-fund loans from a variety of donors and lenders. WESCDC feels that this is a much needed, tool for the population it serves and has pledge an annual donation to their general fund.

WESCDC has a deserved reputation as a collaborative organization, as well as a leader of collaborative efforts in the community. As an organization we work hard to (a) find those areas related to our impact of combating displacement pressures and working to sustain a vibrant, economically diverse community. The areas of (1) affordable housing development and policy; (2) advocating for jobs and access to jobs for low and moderate income people; and (3) advocating for equitable outcomes in all physical and economic development, programs and policies in Worcester, and (4) grassroots organizing, participatory planning.

WESCDC's helps us to form, lead, and participate in a range of collaborative efforts where the collaborators share a common goal and can divide up roles appropriately. WESCDC is not seeking to replicate the career counseling and job development services, or the adult education, ESOL and GED preparation provided by other worthy community agencies. Instead, WESCDC's model is to collaborate with agencies already providing these services and provide the coordination needed to provide the services they are better equipped to provide.

Other current collaborative efforts include:

- The Guild of St Agnes
- Central Mass Housing Alliance
- City of Worcester
- Department of Mental Health
- Genesis Club House

Finally, WESCDC collaborates in a number of ways on a regional basis, in addition to our local collaboration work. WESCDC is an active participant in Massachusetts Association of CDC programs.

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

As described in Section 5, WESCDC is working with community partners to collaborate on a set of goals. WESCDC has a collective vision of making sure Worcester grows and thrives in a way that is consistent with community values of environmental justice, diversity, affordability, access to good jobs, transportation, and open space. Because no single entity can tackle all of these priorities, we understand the value of sharing a collective agenda that each of the partners can reinforce. While each organization takes a leadership role in specific issue areas, partnering organizations support the work by engaging their own constituents and Board members to attend important public meetings, hearings or rallies, join in letter writing campaigns to public entities, sharing resources, and keeping our organizations and constituencies informed. In some cases, partnering organizations have opportunities to work together on specific projects, such as building affordable housing with a plan for green space programming.

This collective work also feeds well into the City of Worcester's approach to comprehensive planning. We continue to work together and with the City to push for implementation of practices and policies that move the City closer to realizing affordable housing goals.

Section 8: Financing strategy

WESCDC seeks a mix of revenues to support its annual and ongoing operations. Our mix of funding support includes (a) private grants; (b) earned income, principally from real estate development and asset management fees; (c) public contracts and grants; and (d) corporate and individual contributions. Following a period of financial difficulty in 2012, coinciding with the dramatic downturn in the economy, especially for real estate, WESCDC began a series of measures to establish greater financial stability for the organization:

- Implementing a rigorous and closely managed monthly cash flow projection going out 2- 3 years;
- Implementing a board-adopted measure to dedicate 10% of all earned developers fees, into a reserve fund;
- Revising our tracking and staff assignments for grant fund raising; and
- Implementing, through attrition and layoff, a reduced staffing level, supportable by our financial projections.

As a result of these measures, and our ongoing efforts to implement them, WESCDC's financial condition has steadily improved, and our financial performance has increasingly matched projections.

WESCDC has been able to successfully achieve a regular enough pipeline of real estate development activity over the past several years that we can rely on a regular, specific level of revenue from that business line. Our current projections include working with the City of Worcester and CEDAC to acquire lots on Armory St. and Burns Court. This lot is presently owned by the South Worcester Neighborhood Center, who is unable to develop them. WESCDC will work with the City to acquire these lots for the development of affordable housing.

WESCDC continue to work to acquire the property located at 147 Belmont Street, adjacent to our property located at 149 Belmont St. The 149 Belmont St. property was developed by WESCDC in 2006, the acquisition of 147 Belmont St. will stabilize the 149 Belmont St project while providing additional parking and green space for the existing tenants.

WESCDC continues to own 4 lots of lower Lincoln St and looks for the right development opportunities that will enhance the neighborhood.

WESCDC is currently working with the City and CEDAC to acquire from CEDAC to lots located at 104 Armory St. and 3 Burns Ct. These lots are owned by the South Worcester Neighborhood Center who has found themselves unable to complete development at this time. Working with the City, WESCDC will complete the development of these lots in a way that enhances the neighborhood and fits with the City's vision.

On the grants side, WESCDC has been able to match projections with actual revenues generated by pursuing an aggressive solicitation effort and growing the number of funders from whom we seek grants, and achieving several multi-year grants that help give us a secure base of grant- funding at the outset of WESCDC's fiscal year. Our grant revenue has doubled over the last three years alone.

Having secured stable funding streams in our other revenue lines, WESCDC is now seeking to grow the revenue we raise from corporate and individual donors.

Our future plans include:

- Launching a donor campaign among the many Worcester corporate business,
- Building upon our successful work in recent years to generate grant contributions from local banks, realtors, and others in support of our programs;

Section 9: History, track record and Sustainable Development

Founded in 1987, Worcester East Side Community Development Corporation is a mission driven organization that works to develop and preserve affordable housing, and builds a collective voice through community organizing and planning in order to realize a stable, diverse, and affordable community. WESCDC has:

- Completed over 50 affordable housing projects, and 3 commercial offices, resulting in more than 75 ownership units and 15 rental units owned by WESCDC. We have done this through the preservation of housing stock, reclamation of vacant lots, and aesthetic improvements of the East Side neighborhoods.
- Mobilized hundreds of residents to win policy campaigns around affordable housing, jobs, neighborhood equity, and access to city amenities.
- Created a neighborhood garden;
- Provided first-time homebuyer & foreclosure prevention counseling;
- Served as a catalyst for low-income families to access to health insurance & health care services for school children & families;
- Partnered with community agencies to deliver employment training programs with entry level positions for neighborhood residents;
- Created after school & summer programming for local youth; and
- Fostered individual empowerment & community spirit.

The WESCDC has 'returned' \$6 million worth of property to the tax rolls, generating \$81,000 in tax revenue annually.

WESCDC's initial project was the acquisition of four properties (121 Eastern Ave, 116 Eastern Ave, 57 Catherine Street and 22-24 Northampton St.) known as Bell Hill Phase I. This project consisted of the rehab of four properties 13 units of affordable housing. Rehab of these properties started in 1999 and the last house was finished and put on the market in 2002.

As Bell Hill Phase I was being completed WESCDC started Bell Hill Phase II (2000-2003) with the purchase of four additional properties. Three were scheduled for rehab with the fourth building being demolished and a new multi-unit property built in its place. The subsequent rehab and development resulted in 9 units of safe and affordable housing being brought on line.

Bell Hill Phase III (2004-2007) included 7 building (14 units). Four of the buildings were new construction of multi-unit buildings. These building included a 3-bedroom owner occupied unit and a one-bedroom income producing unit. The three remaining buildings were all rehabbed to fit the model of a 2-3 bedroom owner-occupied unit with a smaller one-bedroom income-producing unit.

WESCDC completed the Bell 4 Homeownership Project in March 2010. The project consisted of four-

(4) newly constructed two family homes at 10 Hooper Street, 22 Catharine Street, 30 Catharine Street and 119 Eastern Avenue. Each property was sold to qualified first-time homebuyers. The project was a great success for WESCDC and the community.

WESCDC completed the full renovation of a three-family property at 67 Catharine Street in February 2011. The property was sold to a first-time homebuyer in June 2011. WESCDC utilized funding from the NSP program for this project in addition to City of Worcester HOME and Lead Paint Abatement funds.

In October 2009, WESCDC entered into a Receivership Agreement for a seven (7) unit rental property at 117 Eastern Avenue. Throughout 2010 code violations were addressed and the property was stabilized and made clean and safe. Unfortunately, several tenants refused to pay rent and others left of their own accord. The property was vacated in late 2010 and the property was auctioned to a private developer in January 2011 to satisfy all monies owed. After additional repairs and improvements, the developer is renting units and managing the property responsibly.

In 2013, WESCDC began to purchase blighted properties and rehabilitate them into vibrant homes either to be sold or managed and rented by WESCDC. WESCDC purchased, rehabilitated and sold four (4) of the properties: 7 Gloucester Street, 39 Edward Street, 216 Holden Street and 14 Lawnfair Street. Additionally, we purchased and rehabilitated 43 Huntington Avenue and 40 Harold Street and 336 Hamilton Street and added these properties to our rental portfolio allowing us to increase our monthly rental earnings.

WESCDC also owns six (6) parcels of land 45 and 47 Westminster Street, 17 Perkins Street, 12 Forbes Street and two contiguous lots at 5 and 7 Forbes Street.

Rental Projects

In 1999 WESCDC acquired the property located at 21-23 Rodney St. a duplex each with three bedrooms. Using monies from the City and State the organization rehabbed the property and placed it into our rental portfolio. In 2013, WESCDC sold the property.

The properties at 409 and 413 Shrewsbury were acquired in 2005 and 2007 respectively. The property at 409 Shrewsbury St served as the organization's headquarters until 2014 at which time it was sold to a local business that was looking to expand. The property at 413 Shrewsbury St. is still owned by the organization and the two units are rented to low-income families.

In 2006 Worcester East Side CDC completed the renovation of a three family property into 10 studio apartments. The property located at 149 Belmont St. is home to 9 homeless adults with mental and/or emotional disabilities. Working with DHCD, MassHousing, the City of Worcester, the Department of Mental Health and CEDAC, the CDC obtained the \$1.2MM in funding needed to complete the renovations. WESCDC continues to manage this property and supportive services are provided to the residents by Genesis Club House. This project allows individuals to take their first steps towards independent living.

In fiscal 2014-2015 Worcester East Side, using its own capital purchased 7 properties. The original plan had been to rehab all seven properties and to sell them to First Time Homebuyers. In the end the organization sold four of the properties and placing the remaining three into the organization's rental

portfolio increasing rental revenue by 40%.

Present Development Projects

In 2016, WESCDC secured \$2.3MM in City, State and Federal funding to begin development of a project located at 5-7 Forbes Street. The organization had owned the lots for a number of years having purchased the abandoned properties from the City. The development will consist of eight (8) One-Bedroom units in a One-Story/Lower-Upper level building. The proposed building makes excellent use of a difficult site while meeting the needs of the City for housing to accommodate adult clients of the Department of Mental Health (DMH) with mental and/or physical disabilities. With supportive services, provided by DMH, these clients are able to live independently and without this proposed housing could either be homeless or at risk of being homeless. Construction is scheduled to begin in Fall 2016 with completion in early Spring 2017.

WESCDC continues to own 4 lots off lower Lincoln St. The buildings on these lots have been demolished in anticipation of future development.