

Madison Park Development Corporation (MPDC)
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SECTION 1: Community to be served by the organization.

i. Community or Constituencies to be served by the organization.

Madison Park Development Corporation's service areas are Dudley Square, Roxbury and surrounding neighborhoods in the city of Boston. With a population of approximately 54,000, Roxbury is home to a community that is 44.6% African American; 31.9% Latino/a; 4.6% Asian-American; 13.5% white; 2.4% other ethnicity; and 2.8% bi-racial¹. 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 Latino/a families. These include approximately 300 elderly and/or residents with disabilities. MPDC affordable homes total 1285 units serving the 3000+ residents in Roxbury, the South End and Mattapan². Existing MPDC commercial properties at 2201 Washington Street, 184 Dudley Street and 951 Tremont Street are occupied by 10 businesses or agencies, 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. Key resident and stakeholder involvement is facilitated through three MPDC departments and their programs (Community Action, Hibernian Hall and Real Estate).

a. Description and evidence of resident and stakeholder engagement.

1) Governance Structure/Board of Directors: Representatives of our constituency are engaged in organizational oversight and decision-making at the Board level. 73% are residents of the MPDC service area and 55% of our BOD are low or moderate income persons. 73% of the BOD are African-American, 18% are Latino/a, 9% are White. The BOD is responsible for oversight of the organization including fiduciary duties, supervision of the CEO and approval of programs and policies.

2) Community Action: Other decision-making bodies led by and composed of residents and community stakeholders include the MPDC Organizing Committee, an eight member committee working with and advising the Community Action department regarding its goals, priorities and activities; the RoxVote Coalition, 13 member coalition working on civic engagement goals including voter education and GOTV activities; and, the Orchard Gardens and Madison Park Village Public Safety Committees, which work to stem gang activity and neighborhood violence and whose members are Roxbury residents and community stakeholders including Area-B2 of the Boston Police Department. Resident leaders from Orchard Gardens, Kenilworth, Madison Park Village III and IV, and Dudley Greenville are involved in other neighborhood projects led by Community Action. These include three active community gardens, a neighborhood block

¹ U.S. Census, 2010-2014 American Community Survey

² Orchard Gardens; Dudley Greenville: Madison Park Village III and IV; Haynes House; Smith House; Beryl Gardens; Ruggles Shawmut; Interfaith; Schoolhouse; St. Botolph Terrace.

captain program, and wellness classes - Zumba and Yoga held at our properties' community centers. In addition, we recruit and guide the involvement of six residents, trained as Peer Health Leaders at our affordable housing 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, six 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.

3) Real Estate: Real Estate staff meets bi-weekly with District 7 City Councilor and community activists to review compliance efforts on construction jobs on Parcel 10 projects. The Special Projects Committee at Madison Park Village is a resident-led committee whose members serve as liaisons to the MPDC Real Estate department. In addition, the Smith House Resident Advisory Committee was formed two years ago to help guide plans for the renovation of the Smith House, affordable housing for 132 residents ages 55+, and ensure resident input into a major project that will enable residents to age in place with coordinated program services. The Real Estate Department facilitates all public response and comment to planned and ongoing neighborhood re-development projects including community meetings of the Whittier Street Tenants Task Force and other stakeholders of a recently funded Whittier Choice Neighborhoods Initiative, a broad neighborhood development funded with 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>

4) 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 120.

b. Examples of resident/stakeholder involvement in updating of CIP:

(i), 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. meet bi-monthly to ensure community input to Melnea Cass re-design project; (iii) Smith House Resident Advisory monitors and advises the Smith House rehab; (iv) Block Captains for our Violence Intervention Program (VIP) who serve as liaisons to the community as a public safety resource 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 through its Open Doors to Health program receive stipends to engage and educate their neighbors about healthy living and disease prevention; and, (vi) MPDC organizing committee, which monitors and advises Community Action community engagement programs.

Strategic Planning Process

As mentioned, BOD 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)

During the winter of 2015, the American City Coalition (TACC) developed and implemented a comprehensive survey 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 ensure that MPDC can 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 place will be 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 age-appropriate modifications to units 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 is addressing the opportunities and challenges of older residents.

Community Impact Measurement Project. In 2013, in collaboration with NeighborWorks America, MPDC conducted surveys to gather perspectives on community issues from a randomly selected group of residents living in our portfolio. We engaged 202 residents to gain their perspectives safety considerations, community engagement, and public services. Given our focus on arts and culture in Roxbury we crafted questions to learn about residents' interest in arts and culture. We conducted 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 Community Investment Plan. Resident input from the 2013's survey formed a baseline and remains useful in updating the CIP. In 2017, building on the original 2013 Community Impact Measure (CIM), the resident survey will be repeated, and working in partnership with NeighborWorks America, we will complete 2017's 2nd CIM in August, 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; and, the findings that residents have confidence they can make a positive difference in their community. We will capitalize 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 CIP. The 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, in particular those who serve on the BOD and 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 plan range from 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; participation on the BOD 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 committees³ serving as the framework for engagement, residents and stakeholders identify areas of concern and focus for Hibernian Hall, Community Action and within the framework of MPDC's business model, the Real Estate department's ongoing projects and projects in the pipeline. Further, a revitalized fundraising committee and its focus on CITC 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 the planning reflected in the CIP in particular around workforce development for Roxbury youth and young adults. Boston Public Health Commission, Dana Farber and CHERS help to inform the planning reflected in the CIP in particular around health equity and community wellness. Key stakeholders help to inform the planning reflected in the CIP in particular around the development of the Roxbury Cultural District (e.g. Haley House, The American City Coalition, Historic Boston Inc. and JazzBoston), which is led by MPDC.

d. Description of the role of residents and stakeholders in monitoring and implementing Plan activities.

1) MPDC standing 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 the 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 Health Equity & Community Wellness meetings; the Smith House Resident Advisory Committee (SRAC) convenes quarterly helping guide renovation and elder care service delivery plans; Friends of Melnea Cass meet bi-monthly to review and make recommendations on latest Boston Transportation

³ BOD, Organizing Committee, Special Projects, Senior Resident Advisory, Public Safety, RoxVote Coalition.

⁴ Nuestra CDC, DSNi, Haley House, Dudley Square Main Streets, The American City Coalition, ABCD, BEST Corp.

Department/Melnea Cass Boulevard re-design plans; Orchard Gardens Resident Association attends quarterly meetings, working to address a broad range of problems and opportunities at that 331-unit, former public housing development; the Special Projects committee works with real estate and asset management to assess resident issues and implement solutions to emerging problems, which are incorporated into the plan.

SECTION 3 GOALS

Real Estate Development

1. Madison Park Village III:

Complete LIHC refinancing energy retro-fit and substantial renovation of the 120 townhouses within budget, including new construction of two units, by May 1, 2017

2. 2101 Washington Street:

Complete LIHTC and historic tax credit financing and new construction of 30 mixed-income rental units and ground floor commercial space by March 2018 with initial occupancy commencing December 31, 2017

3. DeWitt Community Center:

Complete construction of this new 21,000 SF community facility by March 2018, close to or within budget. Open building with all key service vendors in place. Coordinate occupancy of office space by Winn Residential, achieve 80% completion by December 2017

4. Smith House:

Complete LIHTC financing, energy retro-fit and substantial renovation of this 132-unit senior building by March 2018; achieve 60% completion by December 2017

5. Madison-Melnea Apartments:

Commence construction of four-story, 16-unit affordable rental development at 40 Raynor Circle and a 5-story, 60-unit affordable rental development at Melnea Cass Boulevard and Brooke Marshall Field by December 2017

6. Guild Row/2451 Washington Street

Complete Article 80 Small Project Review for new mixed income condominium development by June 2017 and commence construction by June 2018

7. Haynes House Modernization

Assemble LIHTC financing commitments to commence modernization and preservation of 131-unit affordable rental property by December 2017. Complete renovation plans and pricing sufficient to secure all financing and commence construction in 2018

8. New Maintenance Building:

Complete construction of 4800 square foot building with maintenance offices and storage at Madison Park Village and take occupancy by May 2017

9. Whittier CNI

Commence two elements of phase 1 of Whittier redevelopment by December 2017. Complete design approvals and secure resources for remaining phases (approximately 320 units) on the current Whittier Street site by December 2017. Also in 2017, complete design plans for Ruggles Corridor improvements, and commence homeownership and small business initiatives with the City of Boston's Department of Neighborhood Development

Asset Management

Commercial Portfolio

1. Maintain an occupancy rate in commercial properties of at least 85%.

2. Achieve occupancy of 7,500 SF of ground floor commercial space at 2101 Washington by Daily Table by June 2017

3. Maximize use of minority sub-contractors and minority and local labor on tenant work construction
4. Position 2201 Washington Street to provide positive cash flow
5. Complete capital improvements and tenant fit out projects

Residential Portfolio

1. Finalize plan to rehabilitate Orchard Gardens by December 2017
2. Commence capital improvements at Orchard Gardens by December 2018
3. Develop plan to address capital improvements for Beryl Gardens by 2018
4. Portfolio wide, install new security equipment and assess options for security contractors and monitoring of public safety concerns
5. Review property management contract and operations at St. Botolph Terrace Apartments and implement new resident services programs by September 2017
6. Implement energy savings measures at properties that have not undergone recent energy retro-fit
7. Transition all properties to smoke-free by December 2019

Community Action (Community Action Department (provides comprehensive programming to residents to help them mobilize, empower themselves, and address quality-of-life issues in the Dudley Square area such as the social determinants of health)

Youth Development

1. Support 20 youth each year in the Opportunity Youth Employment Program (OYEP), a two-year youth workforce program where participants complete their primary education and/or their high school equivalence degree (Hi-Set) as well as gain exposure to professional work
2. Develop post-program mentoring that supports participants with access either to college (post-secondary education), employment, or vocational training, and services that address their social service needs
3. Enroll at least sixty-five youth each year in our Summer Youth Employment Program (SYEP)
4. Enroll at least 15 youth each year in After School Youth Employment Program (AYEP)
5. Launch My Brother's Keeper Initiative/Next-Up Mentoring by recruiting volunteer mentors as volunteers and matching them with youth enrolled in our programs.
6. Provide SYEP and AYEP participants access to technology training through Public Internet Center and Roxbury Innovation Center
7. Provide access to after school and summer programming to elementary and middle school residents at a discounted rate through Ellis Memorial's academic and enrichment programs at Madison Park Village

Leadership and Engagement:

1. Support and/or develop at least three (3) resident associations at our properties, Madison Park Village, Orchard Gardens, & St. Botolph Terrace Apartments, that have approximately 10 meetings throughout the year and host special events
2. Hold two annual events that attract over 100 attendees focused on promoting social cohesion among residents living in our property
3. Send at least six (6) residents to the NeighborWorks America's Community Leadership Institute annual training when available
4. Manage the Organizing Committee that consistently engages at least 10-12 residents in the planning and oversight of Community Action programs, over the next three years

Public Safety

1. Plan and host six intergenerational events focused on bringing residents in the community together
2. Plan and host one annual event with ties into the citywide initiative to promote public safety
3. Recruit five out-of-school, out-of-work, unemployed youth for OYEP
4. Provide six annual training events for residents seeking employment

5. Hold at least two annual place making events that attract 100 participants in area hot spots to reclaim crime hot spots identified in our property

Health Equity & Community Wellness

1. Recruit at least eight Peer Health Leaders for the Open Doors to Health Initiative who are trained to work on increasing resident access to healthy food, physical fitness options and the benefit of disease prevention behaviors
2. Provide annual training to residents about the social determinants of health
3. Increase access to healthy foods for at least 50 families living in our properties
4. Recruit at least six Garden Leaders to manage a minimum of 80% garden plot usage
5. Hold at least five healthy eating annual events and activities that engage a total of 200 Roxbury residents
6. Participate in the Neighborworks' Health Outcomes Measurement initiative by attending trainings to learn data collection and analysis methodologies and work with a cohort of 100 households to measure increased access to healthy food and changes in eating behaviors

Civic Engagement

1. Hold at least two candidates forums for the Mayor and City Council elections by November 2017 attended by 100 residents each
2. Increase voter turnout with Roxbury residents voting at or above citywide average for September and November elections
3. Hold six annual civic engagement events with average attendance of 40 residents.
4. Create new RoxVote website
5. Secure 75 super voter pledges and 25% rate of attendance at RoxVote events.
6. Conduct four meetings with elected officials

Hibernian Hall

1. Make further capital upgrade investments to Hibernian Hall to make it a more attractive and better functioning space for theatre and other arts and community events
2. Successfully present 85 productions per year through visiting playwright program, collaboration with sister arts organizations, civic events, and in-house programs that draw diverse audiences of 5,000 per year
3. Develop Arts and Culture programming for the new community center opening in 2018
4. Achieve Roxbury Cultural District designation by Massachusetts Cultural Council by March 2017 and support the development of the Roxbury Cultural District
5. Present annual music and arts festivals by working with the Roxbury Cultural District

Resource Development

1. Raise \$950,000 in grant and contract revenue by December 2017
2. Raise \$300,000 from major donors through the CITC program by December 2017
3. Raise \$30,000 for Hibernian Hall in individual contributions, membership and annual event (non-CITC).
4. Identify new grants and/or contributions to replace Barr/Klarman Foundations' grant of \$150,000, which will end in April 2017
5. Increase visibility of Hibernian Hall through Friends of Hibernian Hall membership program with an increase in membership by 10% per year

Board Governance

1. Recruit at least two new Board members by June 2017
2. Achieve 100% Board giving by December 2017, with 40% giving at the Community Investment Tax Credit (CITC) level Facilitate Board participation in two leadership training sessions by December 2017

b. Identify how low and moderate income households and other constituencies will benefit from achieving the goals. Department goals delineate the agency's comprehensive goal of community well-being and far-reaching economic improvement for low and moderate income Roxbury households and individual residents. Each department

operates within our strategic plan's *Healthy Neighborhoods Framework*, addressing the areas that are essential components for a healthy Roxbury: i. Affordable housing where new and preserved affordable and mixed-income rental units address the acute need for affordable rental homes, providing a stable platform for residents to lead healthy lives, succeed in school and achieve economic mobility. ii. New homeownership opportunities that will allow residents to build equity and wealth. iii. Resident leadership and engagement where low and moderate income households develop collective political and social power through utilization of leadership skills to effectively and publicly address community challenges including public safety. iv. Civic engagement so that Roxbury's voice is heard at the ballot box and all levels of government. v. Arts programming that supports the cultural heritage of Roxbury's residents and provides an anchor for Dudley Square nightlife and neighborhood cultural economic development. vi. Youth development and employment programs that support Roxbury youth in creating a positive future through educational support, job readiness, internships that provide income and, community leadership opportunities.

c. 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. Madison Park III Refinance and renovate 120 townhouse units within 19 neighboring buildings in Roxbury, focusing on the exterior building envelope, site and foundation work, life safety upgrades, selective interior renovation, and modernization for energy upgrades.
2. 2101 Washington Street Complete adaptive reuse of building into a 30-unit mixed income rental project with ground floor retail. Complete lease up by April 1, 2018. Work with finance department to complete the cost certification by June 15, 2018. Receive final equity installment by December 31, 2018. 50% retail occupancy by June 1, 2018. Hold ribbon cutting ceremony with elected officials and other stakeholders
3. DeWitt Community Center Construct 21,374 square foot building that will serve as a community resource. Create expanded, enhanced services for all, including afterschool, wellness and vocational training programs. Hold grand opening/ribbon cutting ceremony with elected officials, community residents and other stakeholders. Establish ongoing system for resident engagement in program planning

4. Smith House 1) Complete renovation including upgrade of building systems, modernization of units, redesign of common areas, and utilization of universal design features. Along with enhanced services and programs for seniors, this will further enable residents to age at home in the community. 2) Manage construction to achieve a total developer fee/overhead of \$3,300,000 of which \$2,000,000 is payable in cash with development (collected in 2018)
5. Madison Melnea Apartments Demolish existing structure and construct 4-story, 16-unit building at 40 Raynor Circle and new construction of a 5-story, 60-unit building at Melnea Cass Boulevard and Brooke Marshall Field. Commence construction with cash development fee of 75 percent of maximum allowable. Secure consensus among residents, neighbors and City regarding project objectives and treatment of roads, public spaces and right-of-ways adjoining property. Advance planning for adjacent Melnea Cass Blvd. that is consistent with property plans
6. Guild Row/2451 Washington Street. Construct 15 to 20 mixed-income townhouse and/or row house units to consist of 1, 2 and 3 bedroom floor plans, featuring contemporary designs. Assemble necessary private and public resources to commence construction by spring 2018. Secure approvals and consensus with neighborhood groups and City as to project permits and objectives
7. Haynes House Modernization. Refinance and modernize a 131-unit apartment building at Madison Park Village by renovating building exterior, remodeling interior of units and common areas, and upgrading building systems. The proposed plans include construction of accessible units to meet needs of residents with disabilities. Commence preparatory work for rehab by December 2017, in anticipation of full renovations by July, 2018
8. Whittier CNI In December 2016, HUD awarded the Boston Housing Authority and City of Boston a \$30 million Choice Neighborhoods implementation grant. Preservation of Affordable Housing and Madison Park Development Corporation are the designated housing developers. The project includes the redevelopment of the Whittier Street public housing community plus important improvements to neighborhood spaces and economic development initiatives. Private and public funds will be leveraged by the HUD grant to transform Whittier Street and surrounding community by providing educational and economic opportunities for low income residents and investment in community amenities and infrastructure

ASSET MANAGEMENT

1. Commercial Portfolio: Maintain an occupancy rate of at least 85%. Maximize the use of minority sub-contractors and minority and local labor on tenant fit-out and capital expenditure projects. Position 2201 Washington Street to provide cash flow and complete capital improvements and tenant fit-out projects
2. Residential Portfolio a. Finalize plan to rehabilitate Orchard Gardens by December 2017 and commence capital improvements by December 2018. b. Develop plan to address capital improvements for Beryl Gardens by 2018. c. Portfolio wide, install new security equipment and assess options for security contractors and monitoring of public safety concerns. d. Review property management contract and operations at St. Botolph Terrace Apartments and implement new resident services programs by September 2017. e. Implement energy savings measures at properties. f. Transition all properties to smoke-free by December 2019. g. Work with Real Estate, CA and Finance to advance Community Center planning (programming, operations, budgeting, and billing). h. Work with management companies to implement energy savings measures, while maximizing LEAN and other public and private resources

COMMUNITY ACTION

1. Public Safety/Violence Prevention
 - a. Hold monthly public safety meetings with properties.
 - b. Recruit youth for OYEP, provide training support for youth workforce program, National Night Out Against Violence event at Orchard Gardens.

- c. Assist with mentoring program.
 - d. Provide mini-employment workshops for youth who are residents that do not qualify for in-house programs.
 - e. Provide support for holiday parties, and manage intergenerational events
2. Youth Development: AYEP (64 youth), OYEP (10 youth), SYEP (15 youth)
- a. Manage each youth employment program as a discrete project: school-year (AYEP); out of school (OYEP); and summer (SYEP).
 - b. Place youth in internships at community partner job sites, paying \$11 an hour each week of the program (AYEP-10 hours; OYEP-10 hours; SYEP-25 hours).
 - c. Provide weekly tutoring to help participants work towards academic engagement.
 - d. Incorporate new weekly mentoring component in 2017 into each program to help participants develop healthy social outlets and skills to help planning for the future.
 - e. Plan and implement field trips for all program participants to provide exposure to new environments and ideas. Plan and implement activities to strengthen participants' professional and personal development
3. Resident Leadership Activities
- a. Host at least six events and activities to support social cohesion among residents.
 - b. Coordinate monthly meetings with resident services coordinators focused on streamlining resident services at MPDC properties and supporting productive owner-management relationships.
 - c. Build-out Resident Associations at three MPDC properties
 - d. provide at least three leadership trainings for residents and RSC's to increase knowledge of specific community issues.
 - e. Develop and oversee partnerships with community agencies to bring resources and trainings to MPDC residents.
 - f. Provide technology access for residents in MPV and the broader community by conducting at least 2 training workshops for residents.
 - g. Provide homework support for youth living in our property on a weekly basis
4. Health Equity and Community Wellness
- a. Host regularly scheduled trainings in partnership with Dana Farber for 8 Peer Health Leaders (Open Doors to Health).
 - b. Organize and implement nutrition tours and smoothie and cooking demonstrations in partnership with Cooking Matters and Tropical Foods International.
 - c. Coordinate and help resident garden leaders manage community garden plots at three garden sites.
 - d. Coordinate access to fitness classes for residents at Whittier Street Health Center. Manage two bicycle giveaway events.
 - e. Hold coffee hours at five MPDC apartment buildings once a month to engage at least 20 residents at each. f. Manage Roxbury in Motion Coalition (Systems, Policy + Environment) in partnership with Boston Public Health Commission.
 - f. Participate in NeighborWorks Health Outcomes Measurement project by working with cohort of 100 households, providing access to healthy food through a variety of activities including above mentioned nutrition tours, community gardening, smoothie demonstrations, Peer Health Leaders and monthly discussion meetings; and receive training to acquire and strengthen data collection and analysis skills
5. Civic Engagement
- a. Host at least six civic engagement events with average participation of 25 residents by November 2017 including: Doughnuts with Delegates in March 2017; MACDC Lobby Day in spring 2017; City Council Forum in August 2017; Mayor's Forum in October 2017; "Candi-dating" event in fall 2017; *Stuck On Replay*, Criminal Justice Forum for residents; and EMK Institute's *Be a Senator for a Day*

- b. Register Roxbury residents to vote utilizing National Voter Registration Day as engagement tool;
- c. Develop new civic engagement website.
- d. Coordinate volunteers to collect 75 super voter pledges by December 2017
- e. Hold four meetings annually with City and State elected officials, one meeting annually with each At-Large City Councilor, and one meeting annually with federally elected officials or their representatives by December 2017

HIBERNIAN HALL

1. Grants and Contributions. Raise \$330,000 through \$150,000 in grants and contracts, \$150,000 in corporate contributions (CITC distribution plan) and \$30,000 from Sparks for Arts Gala (non-CITC), Friends of Hibernian Hall membership dues and other individual giving such as Giving Tuesday and annual anonymous gift of \$5000
2. Capital Improvements: Complete conversion of theatrical lighting from analog to digital by 2018; install electronic announcement signs as well as a vertical blade to the marquee by December 2017; install fobbed access-control system, install tread-stair and catwalk in the backstage area and upgrade sound system
3. Programming: Schedule major theatrical engagements annually; 2017 engagements include *Wrestling with Freedom* in February, *Bold Moves* in April, *Kabnis* in June, *Roxbury Strong* in August, *Spreading the News* in September, a premiere play by Tricia Elam Walker in October, and *Unto this House* in December
4. Community Arts: Develop arts and cultural options for the community center by Fall 2017 and a Roxbury Cultural District annual music festival beginning Summer 2017
5. Roxbury Cultural District: The Artistic Director continues to serve as liaison to the public and continues networking with established community cultural groups, attending monthly meetings off-site that address the cultural district project and other cultural development issues in Dudley Square/Lower Roxbury

BOARD GOVERNANCE

1. With a current eleven member Board of Directors we will seek additional Board members to help with expertise that can enhance the overall skill set of the BOD, those with Real Estate, Legal, and Financial experience. We will work with The Partnership, which specializes in developing multi-cultural executives, to help identify appropriate individuals for our BOD while maintaining racial, ethnic, gender, and economic diversity
2. We will realize full participation of our Board for annual giving. Board members have an opportunity to participate at two levels: through CITC or gifts at any level
3. BOD members will receive additional training for effective, transformational governance. We invest annually in Board and Staff development, and encourage all to participate in formal training sessions. We offer opportunities for individual training with the NeighborWorks Training Institute and group-training through the Mel King Institute

RESOURCE DEVELOPMENT

1. Upon being awarded a tax credit allocation in FY17, we will work to secure \$300,000 in donations from corporate, business, institutional and individual donors. By activating a team of BOD members, staff and community stakeholders (Fundraising Committee), we will collectively update an effective plan to increase our pool of current and potential donors and we will raise new money from individual donors. We will hold a minimum of three donor cultivation events in 2017. We will continue our partnership with United Way who will assist in effectively raising CITC donations on behalf of MPDC
2. The Fundraising Department will maintain focus on existing and new sources of grants and contracts as the primary source of revenue for Community Action and Hibernian Hall. Simultaneously, we seek funding for general overhead and administrative costs as well as real estate development. The Resource Development Manager prepares a detailed work plan identifying potential grants and contracts. We continue to hold the annual fundraising gala – Sparks for Arts - to support arts programming at Hibernian Hall and nurture individual giving through the Hibernian Hall membership campaign and special events. We will hold three members' receptions in 2017 that are connected to a

performance at Hibernian Hall and coordinate two semi-annual appeals. We will secure new funding sources for Hibernian Hall and Community Action

b. Clearly identify the expected impact 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. Describe the tools and methodologies to be used to measure the impact of undertaking programs, policies and activities in the Plan. 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 the CEO, CFO, Vice President for Programs, Director of Community Action, 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, in particular, the NeighborWorks America Community Impact Measurement Project. 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. Hibernian Hall utilizes the services of outside consulting groups, e.g. Nonprofit Finance Fund and TDC (through the Barr/Klarman grant) to assess and 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 is in the process of integrating and synthesizing data that has been submitted into our robust database software (Salesforce). MPDC has used Salesforce for two years and is actively working on creating clear benchmarks to determine effectiveness of program activities.

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

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), Timothy Smith Technology Network, Ellis Memorial After School Program; the DREAM After School Program; Haley House, Dudley Street Neighborhood Initiative, Project Right, 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, Walk Boston, Boston Bicyclist Union, Hubway 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 recently awarded a grant specific to creation of neighborhood trauma response teams. BPHC also manages the state-funded Roxbury in Motion initiative which addresses systems, policy and environmental change in Roxbury, with MPDC as lead agency.

HIBERNIAN HALL Thriving partnership exists with The American City Coalition and Haley House as key players in support of the Roxbury Cultural District effort. It also works in partnership with Roxbury Cultural Network; Dudley Square Main Streets; and local theater groups such as Theater Offensive and Our Place Theater Company. Hibernian Hall partners with individual artists and composers throughout the year (e.g. musician-composer William Lowe, playwright and oral historian Ron Jones, musician-composer Milton Wright) and local playwrights Jacqui Parker, Peter Snoad and Tricia Elam Walker, 2017 playwright-in-residence.

a. 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 Real Estate's Parcel 10 partnership with Tropical Foods International, helping to realize greater access to healthy foods for the community; the BEST Corps Hospitality Training venture at 2201 Washington providing workforce development and job placement in the hotel industry; Community Action's violence prevention and health equity partnerships with Boston Public Health Commission 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 Theater Offensive and Our Place Theater, 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 recently funded Whittier CNI re-development partnership with Boston Housing Authority and Preservation of Affordable Housing is a strong relationship that will yield quality results by redeveloping and thus transforming an important part of Lower Roxbury.

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

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

COMMUNITY ACTION (CA): Through the Community Action department, MPDC links key activities with its other departments. CA provides support to the Real Estate department in several ways including by 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 Real Estate Department's Special Projects committee, whose members are Madison Park Village residents who advise and provide input into the preservation agenda. And, working with Hibernian Hall, Community Action is able to 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 – for example - cooperate with MPDC's Community Action Department in providing employed youth as event staff. Hibernian Hall is consulting with Real Estate in its planning around the activation of Ruggles Street corridor (Ruggles Station to Dudley Station) which will include a diversity of public art. Hibernian Hall introduced the Real Estate Department's project managers to the community staff of Artists for Humanity in a quest for public art installations as part of the renovation of Madison Park Village IV, one of MPDC's housing developments. It also recently worked with Real Estate on a proposal to create an outdoor art installation at Smith House at Ruggles and Shawmut.

REAL ESTATE interacts with other 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 BTDC's proposed re-design of Melnea Cass Boulevard.

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

RESOURCE DEVELOPMENT All MPDC staff and BOD support MPDC's resource development efforts especially the annual fundraising event, which benefits Hibernian Hall, by helping to raise between \$80 and \$110K 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. We also seek to employ Roxbury residents on these projects by tracking for workers for local zip codes.

b. Description of how the Plan fits into a larger vision or strategy for the entire community. Today's vision for the entire community is a result of decades of effort on the part of community members. 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. Description of 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 informed its recently completed strategic plan whose development employed community and stakeholder interviews, surveys, and focus groups. Assessments conducted with and shared by other community-based organizations also inform the Plan. These would include a. the Roxbury Strategic Master Plan and b. the BRA's Dudley Vision documents as well as, 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 community⁵. 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) Hibernian Hall has been supported by a large multiyear grant from the Barr Foundation and Klarman Family Foundation, and smaller grants from The Boston Foundation, National Endowment for the Arts and Sovereign Bank as well as donations from major corporate sponsors, individual donors and the Friends of Hibernian Hall membership program. Hibernian Hall has also received technical assistance opportunities from Barr, such as a strategic marketing project with public relations consultants Nicola Williams and Gail Jackson and community outreach associate, James Pierre. It is the beneficiary of an annual fundraising event, which raises approximately 12% 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 America⁶ local institutions such as 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). Community Action is also supported through revenue surpluses from Real Estate.

iii) Real Estate projects are supported by private equity, debt investment, publicly funded loans, and publicly funded grants such as NeighborWorks America and Boston LISC as well as other smaller grant sources such as MetLife (in support of energy efficiency projects at Dudley-Greenville), Santander Bank Foundation, Farnsworth Trust

⁵ On April 9, 2013, MAPC released the Orange Line Opportunity Corridor Report at Urban Edge in Roxbury's Jackson Square. The event highlighted key findings from the Orange Line Opportunity Study and recommended actions for securing continued investment in the corridor. Secretary of Housing and Economic Development Gregory Bialecki and MBTA General Manager Dr. Beverly Scott joined MAPC alongside the City of Boston and the Massachusetts Association of Community Development Corporations (MACDC) for this exciting report release.

⁶ Community Building and Engagement; Health Outcomes Measurement; NeighborWorks Week.

and Kuehn Charitable Foundation.

iv) Most MPDC rental properties are financed through federal and state low income housing tax credits and receive federal operating subsidies from HUD.

v) The Real Estate department will continue to use private equity and debt investment from a variety of sources, including: Bank of America, Eastern Bank, Boston Private Bank, Boston Capital Corporation, First Sterling Financial, Massachusetts Housing Partnership, Community Economic Development Assistance Corporation, The Life Initiative, Massachusetts Housing Investment Corporation, MassDevelopment, MassHousing, Property and Casualty Initiative, Inc., LISC, Neighborworks Capital, 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.

b. Response demonstrates an understanding of the availability of the financing sources and describes the organization's past experience using the proposed financing sources. MPDC continues to diversify its sources of revenue with the goal of becoming less reliant on annual developer fees to meet annual operating costs. With that said, 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. MPDC is therefore 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 and the Community Action Department annually, both 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 positive reputation in the affordable housing sector makes it a 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. An example of that was the receipt of a \$225,000 Grant from the State to support the build-out for a new mission based tenant at 2201 Washington Street, Boston Education and Skills Training (BEST Corp.).

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 1,285 affordable rental apartments, 113 affordable home ownership units and 85,000 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 20 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 choose to live in our housing. We have redeveloped over 85,000 square feet of retail and office space in Dudley Square. Our commercial space houses several

businesses and not-for-profit organizations that employ over 250 people. Projects such as the Schoolhouse development and Hibernian Hall, represent the preservation of important historic sites that contribute to the character and vitality of Roxbury. 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 (Funded in part by John Hancock, Citizens Bank Foundation, The Boston Foundation, Liberty Mutual, Eastern Bank Foundation and Boston State Community Trust) For the past seven years, MPDC has employed at-risk students and young adults 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. The three youth programs are: After School Employment Program, with 15 students engaged in a 30 week after school program; Opportunity Youth Employment Program, with 10 out of school/out of work young adults engaged throughout the year including a 7-week summer intensive; and Summer Youth Employment Program with 64 young people developing job readiness skills and earning stipends at neighborhood job sites. Participants work on projects at 30 neighborhood intern sites. Last summer through My Summer in the City (the Boston Foundation) five teens organized weekly outdoor recreational events for their peers. Youth assisted with activities related to MPDC's health equity and community wellness initiative's community gardens; youth also assisted with a bicycle give-away to local children and helped with coordination of National Night Out Against Violence at Orchard Gardens. 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 was 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 was formed at Madison Park Village. Through these committees, residents and stakeholders sit down with the police to develop strategies to respond to neighborhood issues. After decades of mistrust between community and police, the groups now work together to build public safety. In 2008, MPDC received national recognition for its community-police partnership between the Orchard Gardens Public Safety Committee and the local B-2 Boston Police Department and was awarded the MetLife Community-Policing Partnership Award. 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 500 residents. A new component of the program helps facilitate community response to individual trauma.

Civic Engagement: MPDC is lead partner of RoxVote, a non-partisan coalition of 13 community organizations working in Roxbury⁷ to increase voter participation and thus strengthen the political leverage of the neighborhood. MPDC is a recipient of support from MassVote's Community Engagement Initiative (CEI) which allows MPDC to use the momentum generated from recent past elections to advocate for positive community change year-round. 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 2016, RoxVote canvassed hundreds of residents, partnered with the Community Preservation Act committee to host phone banking, host a Presidential Watch party, host the official Massachusetts site for National Voter Registration Day, and it partnered with *Spark Boston*, a City initiative to help spur millennial civic leadership. On October 29, RoxVote conducted a successful GOTV event in Dudley Square to increase Early Voter participation. On November 5, we

⁷ Urban Edge CDC; Trinity Management ; Dudley Street Neighborhood Initiative; Nuestra CDC; MPDC; NAACP Boston; Boston Workers Alliance; Maloney Properties; Mothers for Justice and Equality; Orchard Gardens Resident Association; Winn Property Management; Rosie's Place; and MassVOTE.

commenced our Civic Engagement Series with a criminal justice reform program at the Smith House. RoxVote volunteers around passage of the Community Preservation Act through canvassing, phone banking, and engaging our local business and community leaders. In December, RoxVote hosted the Massachusetts Black and Latino Legislative Caucus's Communities of Color Listening Tour with over 220 community residents, and 20 current and former elected officials and candidates. RoxVote successfully worked with residents of Smith House to change their polling place from several blocks away to next door at Haynes House.

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. 2016 activities included: Affordable Housing Workshop in November; WalkBoston training, teaching advocacy for better walkability in neighborhoods; Computer literacy training; Outreach training led by CA staff; Social Determinants of Health training, led by CA staff; Smoking Cessation training led by Dana Farber Cancer Institute; Community Leadership training led by CA staff; Monthly Block Captain Trainings led by BPHC; and Monthly Peer Health Leader trainings led by Dana Farber Cancer Institute.

Health Equity and Community Wellness (HEW): (Funded in part by Boston Public Health Commission, Dana Farber Cancer Institute and Aetna Foundation) i. HEW partners with Boston Public Health Commission 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 is 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. HEW promotes resident access to healthy food through its partnership with Cooking Matters and tours of Tropical Foods Supermarket, nutrition, cooking and smoothie workshops. iii. HEW supports a cohort of eight resident Peer Health Leaders trained by Dana Farber to disseminate information to 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. A major campaign effort is to change the Melnea Cass Boulevard re-design. We are also working with the city's transportation department providing community input to the Dudley Square/Malcolm X Blvd. re-design.

CULTURAL ECONOMIC DEVELOPMENT (Hibernian Hall): (Funded by Barr Foundation, Klarman Family Foundation, the Boston Foundation and several corporate funders) Hibernian Hall provides affordable access to high quality arts productions and supports 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 as well as host its successful playwright-in-residence program (in its third year) featuring local guest playwrights whose original plays are produced during their tenure at Hibernian Hall. In 2017 Tricia Elam Walker will be guest playwright. In November 2016, Hibernian Hall presented the debut of the original play "Top Eye Open" by artistic director Dillon Bustin, which will be further developed in 2017 to tour locally and regionally. During a typical year, beyond dozens of community-based joint ventures, there are several major monthly featured engagements. We are proud of the Performance Series Hibernian Hall will present in 2017, these are: *Wrestling with Freedom* by Jacqui Parker in February; *Bold Moves* by Tricia Elam Walker in April; *Kabnis: A Gothic Detective Mystery* in June; *Roxbury Strong* by Ron Jones in August; *Spreading the News* in September; an original play by Tricia Elam Walker in October and *Unto this House* in December.

b. Narrative examples of the Plan's consistency with the Commonwealth's Sustainable Development Principles. In addition to creating much needed affordable housing, local jobs and a sense of community, MPDC works to ensure an environmentally sound neighborhood. 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 1,300 unit 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 partly a result of support from our high caliber staff, which in 2014 established MPDC's internal Green Committee to promote green and sustainable office practices. It continues its work to see all MPDC offices and properties utilize optimal greening practices, including going paper-free. There is also 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 sustainable development principles in our CIP:

- 1) Increase Job and Business Opportunities Parcel 10 partnership with Tropical Foods, 2201 Washington Street (partnership with BEST Corp hospitality industry training), Dewitt Community Center construction, Smith House energy-efficient retrofit, MPVIII energy efficient retro-fit, Haynes House retro-fit and Whittier CNI.
- 2) Concentrate Development and Mixed Uses (2101 Washington Street, Whittier CNI, Dudley-Greenville and Madison-Melnea projects)
- 3) Advancing Equity: the plan reflects MPDC's commitment to resident-led and resident advised projects and community goals
- 4) 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
- 5) Expanding Housing Opportunities – this item is our core mission, to provide quality affordable homes for extremely low, very low and low income families by developing and preserving green and sustainable multi-family housing
- 6) The MPDC CIP places emphasis on the sustainable development principle "Promotion of Clean Energy", underscoring MPDC's commitment to green its entire portfolio and the steps it has already taken to do so, listed here:
 - a) All appliances and systems equipment commissioned during new construction and renovations are Energy Star or better, and we require our property managers to use Energy Star-qualified appliances or better when replacements are needed. We use the WegoWise2 web based software to 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 receive renovations include roof and siding replacement; new exterior doors and windows; additional insulation; new high-efficiency heating and hot water systems; adding new fire alarm and security systems, as well as site work and interior finish improvements. Work includes 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: 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 proposed 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.