

**DORCHESTER BAY  
ECONOMIC  
DEVELOPMENT  
CORPORATION,  
Boston, MA**



**Dorchester Bay Economic Development Corporation**

# ***DBEDC History***

- **Founded in 1979 by local civic groups**
- **Addresses problems of economic disinvestment, quality and affordable housing, unemployment, crime, and community tensions resulting from prejudice, discrimination, and language barriers.**
- **Geographically includes 51 %African American & Cape Verdean, 15% Latino, 30% Caucasian. 4% Asian; Three commercial districts; a high percentage of distressed but owner-occupied housing; and two of Boston's old major manufacturing areas.**

# ***DBEDC Mission***

*Dorchester Bay Economic Development Corporation acts to build a strong, thriving and diverse community in Boston's north Dorchester neighborhoods. Working closely with neighborhood residents and partners, we access resources to:*

- Develop and preserve affordable homeownership and rental housing*
- Create and sustain commercial and economic development opportunities*
- Build community power through organizing and leadership development*

# *Housing Development*

- 149 Home ownership units
- 575 rental or coop ownership units
- \$1.4 million in home improvement loans to unbankable home owners



# Home Ownership rehab- 70 units

- Acquire, renovate, and sell homes to first time home buyers
- New construction of single and 2-3 families
- Two housing cooperatives



# *Home ownership, new construction*



*79 Home ownership  
Units. New construction*

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# ***Multi-family housing, 575 Housing units***



- Transit oriented development*
- Mixed use properties*
- Rehab and new construction*
- 10% homeless*
- Strong tenant associations*
- Services, skill centers*

# *Multi-family housing, current project*

- Sr. Clara Muhammed Cooperative-2002
- 25 units, 5 homeless; residents, ownership in one year.



# *Industrial development, 65 Bay St.*

- 1994- bought site
- 1995- demolition
- 1997- 1<sup>st</sup> end user
- 1997- back taxes
- 1998- remediation
- 1999- 2<sup>nd</sup> end user



# ***Industrial Development- 65 Bay St.***

- 2000-financing \$14 M
- \$4 M equity, \$10M debt
- 2001- construction
- 2002- move in company, 100 jobs (+80 future)



# Commercial Development, 190,000 sq ft.

Completed 5 buildings

-2 Mixed use

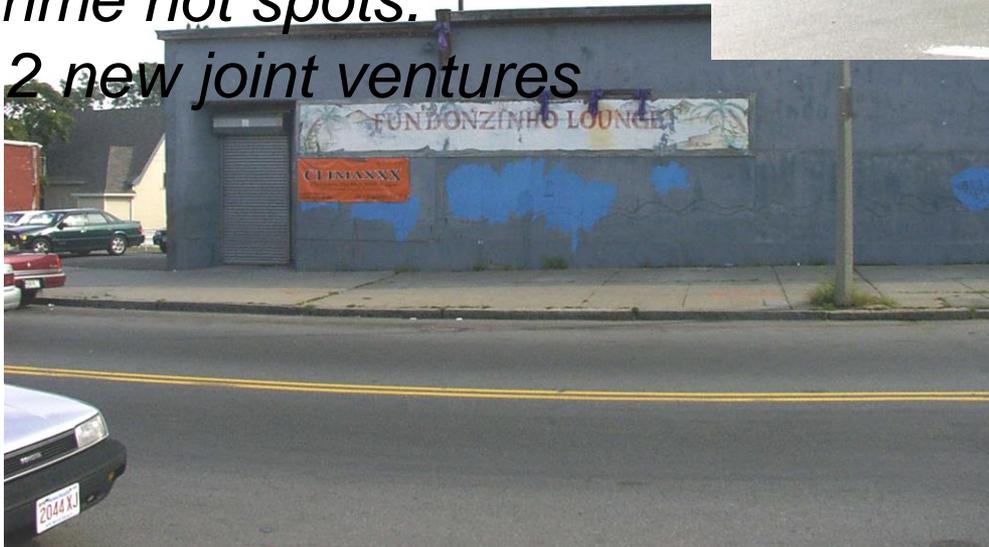
-Supermarket

-Video store  
restaurant

-drycleaner building

-2 new projects in  
crime hot spots.

- 2 new joint ventures



# **Commercial development, learnings**

- *The building is always too expensive*
- *The development numbers don't work*
- *The site is probably contaminated*
- *Be ready to test and test again*
- *Be ready to demolish the building*
- *There's not just one model for commercial projects*
- *Wait for the right tenant that fits neighborhood plans*
- *If enough people want something to happen, it will.*
- *Organize before, during, and after development.*
- *All of life is one big fundraiser*
- *Build from the bottom up*
- *Businesses need access to capital*
- *Business interests are not always yours*
- *Just do it!*

# *Small Business loan fund*

- Grow financial assets to increase independence and capacity to support economic development
- Strengthen local businesses and produce jobs
- Bring new businesses and more jobs into the neighborhood



*George Wilson, Reel Vision*

# ***Small Business***

***Development Program, \$3 M in loans,  
700 merchants, 75/year***

- Loan packaging services including one-on-one pre-loan and post-loan technical assistance
- Character-based lending
- Strengthening local businesses and producing jobs by increasing the volume of small business lending



# ***America's Food Basket***

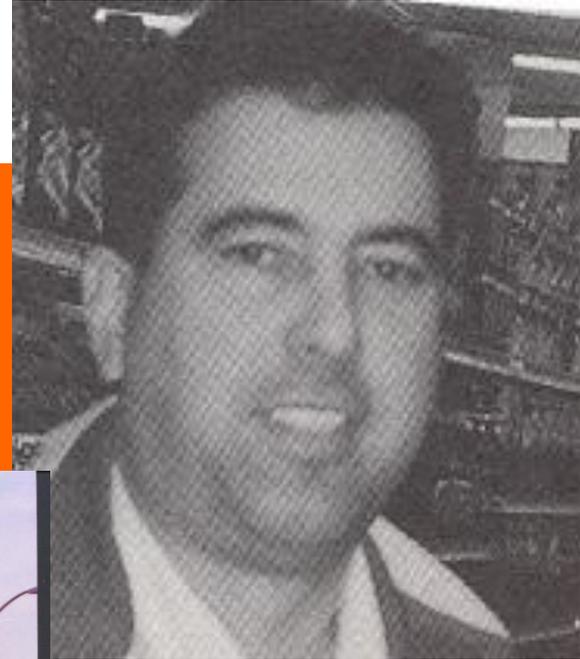
1990- DB owned, former pharmacy

1992- AFB in after 2 failures

16,000 shoppers/week

1997- second store, 130 employees

2003- trying 3<sup>rd</sup> store



*Andre Medina*



# *History of America's Food Basket*

**1980**

DBEDC bought former 5&10

**1992**

DBEDC helped bring America's Food Basket to Upham's Corner

**1997-99**

Opened 2<sup>nd</sup> store. DB Helped organize a refinancing packaging. AFB received financial assistance from the City of Boston

**2000**

Attracts 16,000 shoppers and employees 150 people

**2002**

Proposal for 3<sup>rd</sup> store.

# ***The Dorchester Bay Difference***

- Ethnically diverse produce and product
- Clean, convenient shopping
- Anchor Store that attracts new shoppers, businesses



# ***Hellas Video & Restaurant***

*Long empty and shuttered, DBEDC bought a decayed building in 1999 and worked with Upham's Corner Main Streets to find the right kind of retail tenant that will attract more shoppers and build on the current anchors in the business district.*



# History of Hellas Video & Restaurant

**1999**

DBEDC buys Jerusalem II

**2001**

DBEDC sells the property to the Kostopoulos family, with the help of the Cooperative Bank in Roslindale, the CDC Business Loan & Equity Fund, and Equity from DBEDC

**date?**

Main Streets market research finds that the Upham's Corner community want a sit down restaurant and video store

**2002**

Hellas Video & Restaurant Celebrates Grand Opening

**2003**

Possibly 40 employees hired, all local

# *The Dorchester Bay Difference*

- DBEDC sold property and provided financial assistance
- Economic gardening
- Neighborhood franchise



# ***DBEDC Organizing Mission:***

- To build community power by sustaining broad-based community organizing and promoting leadership development;
- to get individuals (adults and youth) out of poverty
- to advance access to technology by neighborhood residents, raise educational levels, increase skill levels and develop job readiness.
- to promote life skills and emotional intelligence;

# ***Basic Steps of Organizing***

- One-on-one relationship building
- Hold small group meetings
- Larger group meetings
- Research
- Action
  
- Iron Rule: "*Never do for others what they can do for themselves.*"



# ***Organizing Department Programs***

- **Resident Services**
- **Community Organizing**
- **Parent/school Organizing**
- **Youth Programs**
- **Computer programs/Job Linkage**



# ***Organizing Accomplishments (1992 – 2002)***

- DBEDC housing units increased from 195 – 575
- Worked with over 1,000 families
- Five active resident associations & LUFA (umbrella organization)
- 45 resident leaders graduated from MBHP leadership training program
- 1995 DBEDC receives award for largest and most active group graduating from leadership training
- Resident board members increased from 2 – 5
- 1996 CBATO receives “Top 10 Crime Watch Award”

# *1st CBATO Pride Day Event*



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# ***Accomplishments Cont.***

- 1995 1st CBATO Pride Day & Vigil – 150 attendees
- First Child Safety Awareness Day (300 participants)
- DBEDC/Maloney resident's festival average 300-400 participants for the last 4 years
- 1999 National Night Out - 300 participants
- New seniors program with 17 participants



# ***DBEDC/Maloney Residents Block Party***



# *Child Safety Awareness Day*



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# Accomplishments Cont.

## Youth Programs:

- Summer Camp increased from 28 - 95 participants (ages 6-12)
- Team Expeditions 95 teens in educational and recreational activities (ages 13-21)



# ***DBEDC Campers & Mayor supporting local police patrol***



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# *Accomplishments Cont.*

- 125 youth in sports program (basketball, soccer, flag football)
- 23 youth in Miami tournament
- 6 youth in college, 2 graduated, 7 going
- New Playground at Leyland Street



**DBEDC Blue Soccer Team**

# *Team Expeditions at Mount Chocorua, NH*



# Community Organizing

- 1997 Groom & Humphreys organization was founded
- Monthly meetings attendance average 30 – 40 participants
- 25 more new leaders 1st Block Party (250 people)
- Leadership & Top 10 Crime Watch Awards
- Over 150 participants in Greater Boston Interfaith Organization Campaigns



# Community Organizing

- South Bay Mall Campaign
- RHICO Development Award for excellence in community organizing

## Parent/School:

- Worked with 200 families within 3 schools (Winthrop Russell, Everett)
- 30 parents active in school activities
- 2 active immigrant groups



**Parents'/school mtg.**

# ***Accomplishments Cont.***

## **Job Linkage:**

- 67 WtW program
- 126 CNET graduates
- 22 GED graduates
- 131 job placements
- 70 TGH families graduated
- 89 people trained through Fleet Community Link Program



# 1st TGH Graduates



**1st TGH Graduates**

# ***CNET/Job Linkage Graduates***



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# ***Organizing Challenges***

- Fighting crime activities in and around our properties
- Increased drug trafficking
- Lost a few of our own youth due to violent crime
- Lack of funding, space, and staff capacity
- Parents' involvement was a slow process & challenge working with 3 different schools
- Always have to organize and reorganize to increase leadership capacity
- Barriers of employment and lack of commitment from participants

# ***Organizing Challenges Cont.***

- Impact of economy- cuts, lay-offs
- Lack of resources within low-income communities is frustrating
- Lack of role models for our youngsters
- Dealing with many female heads of household
- Mobilize & keep individuals motivated

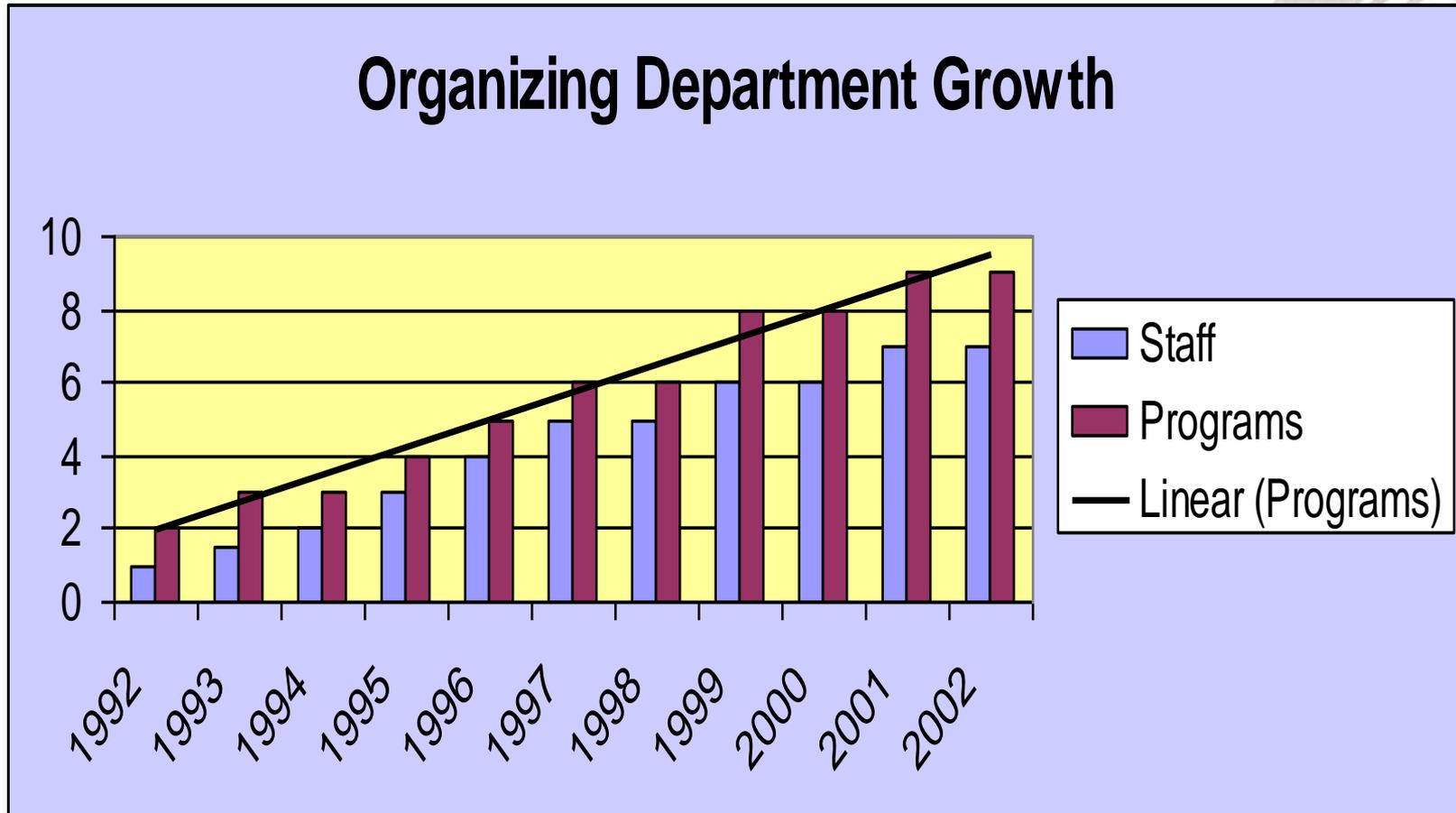
# ***Future Plans, Organizing***

- Stronger, cleaner, and safer neighborhoods
- Empowered and active community participation in decision making process
- Build stronger civic organizations and partnerships
- Quality schools & improved MCAS results in all 3 schools
- Stronger residents' leadership (100 NL)
- Stronger educational and recreational programs for youth & seniors
- Stronger youth leadership (50+)
- More youth entering higher education
- Increased life skills/emotional intelligence

# ***Future plans: Workforce Development***

- Enhanced training curriculum by expanding computer training, GED, Job readiness
- Increase/sharpen employers contact and increase linkage with colleges, community partners
- Stronger partnership with employers throughout Massachusetts
- 300 more people in jobs (3-5 yrs)
- 150 more people with computers skills and with computers at home
- Continue to support participants' educational and skill development
- Support families in achieving economic growth (financial literacy, IDA, SBA)

# Department Staff & Programs Growth



# ***Organizing Learnings***

- Love what you do
- Find leaders with a following
- Include everyone if you can
- Listen to people
- It takes years to build trust
- Organize and reorganize
- There is no change without tension
- Power is organized people & organized \$
- You always organize before, during, and after development
- Power, the “ability to act,” is like love. All people should have some.
- You can impact how your area improves

