

# **Dorchester Bay Economic Development Corporation 2021 Strategic Plan**

**Prepared for the Dorchester Bay Economic Development Corporation  
by the Metropolitan Area Planning Council**

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## Executive Summary

Over the past 40 years, the Dorchester Bay Economic Development Corporation has been a pillar of community activity in the Upham's Corner neighborhood, and beyond. DBEDC provides safe and affordable housing, small business support, real estate / economic development planning, and various social services that provide critical lifelines to many of the most vulnerable populations in the City. Since the global pandemic began in March of 2020 there has been a seismic shift in many of the area's most critical to a CDC's function. Trends in real estate, demand for labor, and transportation have all been upended. The national awakening to issues of police violence, systemic racism, and the long-term implications of these issues have stirred communities, both Black and White, to a fever pitch.

To better inform the future work of the Dorchester Bay Economic Development Corporation, the organization's leadership and Board requested an assessment of current conditions and predictions of future conditions in Upham's Corner that will inform how the organization structures its programming in the COVID Recovery and Post COVID Economy.

As consultants to Dorchester Bay, the Metropolitan Area Planning Council (MAPC) followed a three part workplan, outlined below, that culminated in the development of an implementation plan for the organization to follow. Through the planning process MAPC created four interim deliverables that were submitted to Dorchester Bay:

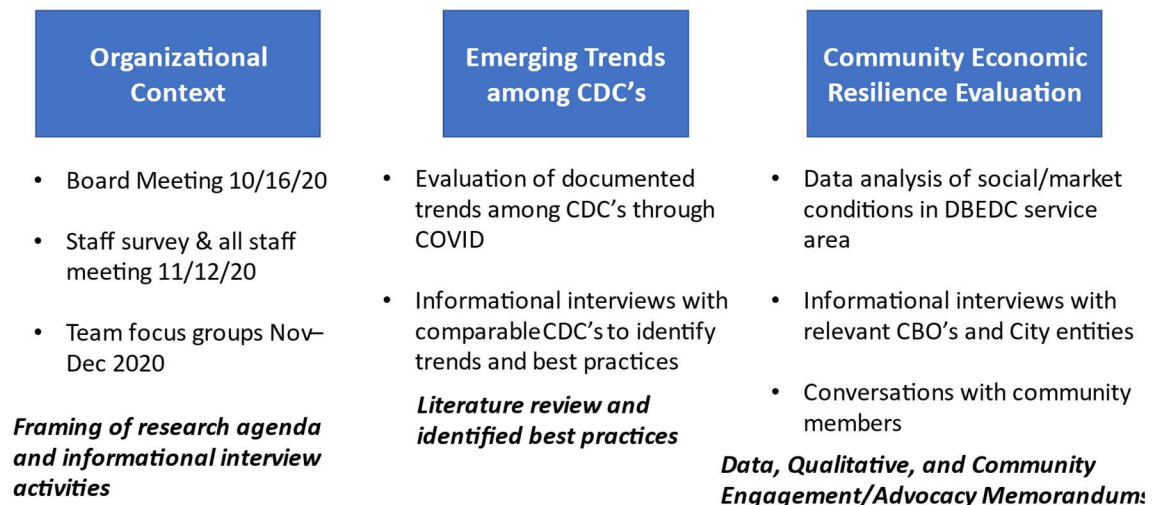
- Literature Review on CDC's Response to COVID 19
- Data Memorandum Regarding Key Market and Social Indicators

The group reviewed these events and then added to them based on the

- Qualitative Analysis Memorandum Regarding Best Practices in CDC Operations and Community Conditions
- Community Engagement and Advocacy Memorandum Capturing Community Member Priorities and Perspectives on Advancing Policy and Advocacy Work at Dorchester Bay

In addition to the activities outlined above, one of the key priorities of this Strategic Planning effort was to ground the plan in a recognition of how racial disparities impact the Upham's Corner community, and therefore shapes Dorchester Bay's work. At a joint Board/Staff retreat, held on April 9<sup>th</sup>, 2020, the group discussed a timeline of how racially motivated policies or events have impacted the Upham's Corner community, which is overwhelmingly composed of people of color – Black, Latinx, Cape Verdean, and Vietnamese.

**Figure 1: DBEDC Strategic Plan Key Activities and Deliverables**



collective experience and history of the organizational community. The notes from these discussions can be found in Appendix A.

Through that discussion and process, there was a collective acknowledgment of the importance for Dorchester Bay to be able to more clearly articulate how its ongoing program efforts related to addressing issues of racial equity. Much of the conversation focused on the roots of Dorchester Bay and the CDC community growing out of the 1960's Civil Rights movement, and that within the context of the 2020 COVID Pandemic which has had disproportionate health and economic impact on communities of color, and the ongoing reckoning with police brutality and systemic racism brought to the national consciousness through the murders of George Floyd, Breonna Taylor, and many others. It is clear that this moment and this plan should elevate a connection with racial equity more explicitly for the organization going forward.

While the MAPC team uncovered a significant amount of relevant information for Dorchester Bay's activities, there are several key data points that stand out as highlights from this effort:

**Unemployment in Upham's Corner has been significant**, sustaining at around 10 – 12%<sup>1</sup> and disproportionately higher than the City of Boston as a whole. Assisting residents to access workforce training programs, connect with employers, and leverage nearby development for jobs will all be critical actions for an economic recovery.

**Upham's Corner residents are discouraged by the physical conditions of the community** and see a direct connection between these physical conditions and social, economic, and health outcomes of residents. The upcoming redevelopment of Columbia Road offers a unique opportunity to address these issues and Dorchester Bay may be well positioned to work with the City and partner organizations to ensure an equitable redevelopment process.

**The housing market has shown no signs of cooling despite the pandemic.** Median sale prices and frequencies have sustained pre-COVID rates, continuing to put pressure on the many low income homeowners in the community, many of which are elderly. Working with these families and individuals to maintain their housing, or convert it to permanently affordable housing will be an important strategy to address the ongoing challenge of displacement.

While the housing market has sustained its trajectory, **the commercial real estate market in Upham's Corner has been jump started** with more commercial transactions occurring in 2020 than the previous decade combined. This movement in the market is likely to continue and presents an opportunity for Dorchester Bay and other organizations to secure these properties, if, and when, financially viable.

**The dual challenges of linguistic and digital isolation have had serious impacts on Upham's Corners immigrant and non-English speaking community.** The Upham's Corner Health Center has cited ongoing challenges providing care for individuals and families that don't speak English, an issue that is manifesting in higher rates of clinical outcomes. Further, about 20% of Upham's Corner households lack internet access which has had an impact on health, education, and ongoing communication with the community. Bridging these communication barriers will be an important step towards building resilient networks within the community.

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<sup>1</sup> Catalyst Inc DEEP Maps



In that context, the 2021 Dorchester Bay strategic plan has been designed to inform future initiatives and operational activities that support the Upham's Corner community in a sustainable, and equitable recovery process. This plan provides information for Dorchester Bay to draw on in anticipation of an organizational work planning process that will set the specific conditions and tasks that Dorchester Bay will use to approach their future work and more broadly the future of the organization. This Strategic Plan culminates with an Implementation Process that is intended to be used to build out that operational workplan.

The critical components of the Implementation Process are a set of six Outcomes and Conditions that were developed through a joint Staff/Board retreat on 4/9/21, and further refined through the lens of supporting research conducted by MAPC, documented in the body of this plan. Those Outcomes and Conditions are as follows:

**Outcome I: Residents find employment at living wages and retain it or progress to higher-paying positions**

**CONDITIONS:**

1. Future development projects create opportunities for local employment through building trades, and within the businesses that establish in any future developments.
2. Workforce development programs are connected to Upham's Corner residents through Dorchester Bay or other community organizations and scaled to meet the specific needs of residents and in-demand positions.
3. Residents are computer literate and have access to computing devices that are adequate to meet the needs of modern technology with high speed, affordable, and reliable internet connections.

**Outcome II: Local entrepreneurs successfully open and/or sustain small businesses**

**CONDITIONS**

1. Financial literacy and business development training exist for prospective and current entrepreneurs in multiple languages and culturally appropriate contexts.
2. Small businesses have trust and strong relationships with small business service providers
3. Affordable commercial space exists for local entrepreneurs

**Outcome III: Affordable homeownership and rental opportunities exist in the community**

**CONDITIONS:**

1. Local leaders and constituents collaborate on advocating and organizing around affordable housing policies.
2. Dorchester Bay residents are able to access gainful employment that allows them to maintain housing stability.
3. Residents have credit scores that allow them to borrow what they need to purchase homes.
4. Programs that support current homeowners to keep their homes exist and are useful.

5. Dorchester Bay plays a leadership role in the development and supporting the development of affordable housing in the community.

**Outcome IV: Public spaces for recreation and community are available and safe**

**CONDITIONS:**

1. All developments and redevelopments (including Columbia road) are redeveloped to include provisions for accessible public/open space
2. Artists and placemakers are given land and/space to make more welcoming
3. Infrastructure supports safe walking and biking including improved stoplights, crosswalks, and bike lanes

**Outcome V: Childcare is accessible and affordable**

**CONDITIONS:**

1. Programming exists that meets the need of all ages, from early childhood to teens, is affordable and accessible
2. Commercial space is available at affordable rates to childcare providers
3. Funding to childcare providers increases and vouchers for residents exist so that residents can afford childcare
4. Small business support networks exist for childcare providers

**Outcome VI: Youth are safe and have all the opportunity and support necessary to succeed**

**CONDITIONS:**

1. Programming and support for youth exist that build skills and give them joy
2. Mental, behavioral, and trauma support is available for youths and adults
3. The built environment is designed to deter violence and there's a role for youth to play in designing and building it.

Having clearly identified Outcomes and Conditions impart a variety of positive effects on an organization. A well-constructed Outcome will result in a targeted list of actions that must occur to achieve the stated Outcome, which keeps a team or organization focused on what is most important. Understanding the necessary Conditions to achieve an Outcome will similarly help an organization develop the specific strategies required to accomplish its goals. Building off this set of Outcomes and Conditions, along with Board input on priorities, Dorchester Bay Staff and Leadership should be well equipped to create an operational workplan for the next five years that will advance the organization's work towards a clear set of goals. MAPC recommends convening interdepartmental working groups that leverage the collective expertise of the Real Estate, Strategy and Development, RICO, Administration, and Economic Development perspectives as all of the Outcome areas will require intersectional efforts to fully address.

## Introduction

### Background

Over the past 40 years, the Dorchester Bay Economic Development Corporation has been a pillar of community activity in the Uphams Corner neighborhood, and beyond. Dorchester Bay provides safe and affordable housing, small business support, real estate / economic development planning, and various social services that provide critical lifelines to many of the most vulnerable populations in the City. Since the global pandemic began in March of 2020 there has been a seismic shift in many of the area's most critical to a CDC's function. Trends in real estate, demand for labor, and transportation have all been upended. The national awakening to issues of police violence, systemic racism, and the long-term implications of these issues have stirred communities, both Black and White, to a fever pitch.

Upham's Corner itself has been one of the hardest-hit areas of Boston in terms of both infection rates and unemployment, illustrating the disproportionate impact of COVID 19 on Black, Latinx, and other Communities of Color. This impact has caused a surge in the need for social service supports of all kinds and brought into question what community resilience looks like in a post COVID world.

If there ever was a moment to review strategy and adapt to a changing set of conditions, this is it.

To better inform the future work of the Dorchester Bay Economic Development Corporation, the organization's leadership and board requested an assessment of current conditions and predictions of future conditions in Upham's Corner that will inform how the organization structures its programming in the COVID Recovery and Post COVID Economy. These conditions include:

- Market and social dynamics like housing, health, and wealth generation
- Local social service quality and availability
- Programs and services offered by DBEDC

In that context, the 2021 Dorchester Bay strategic plan has been designed to inform future initiatives and operational activities that support the Upham's Corner community in a sustainable, and equitable recovery process. This plan provides information for Dorchester Bay to draw on in anticipation of an organizational work planning process that will set the specific conditions and tasks that Dorchester Bay will use to approach their future work and more broadly the future of the organization.

This plan itself does not aim to provide any specific tasks, rather the context to inform the development of future tasks and the identified outcomes that the organization seeks to achieve through its work. This plan culminates with an Implementation Process that will guide Dorchester Bay in taking the next step out of this planning document towards an operational workplan.

### Plan Elements

#### Organizational Context

The foundational element of the Dorchester Bay Strategic Plan is an overview Organizational Context of Dorchester Bay designed to set the frame and baseline understanding of the organization's existing programs, services and priorities. This process was guided by input from Dorchester Bay Staff, Board and Leadership, and gathered through a series of surveys, department based focus groups, individual interviews, and facilitative discussion at all staff and board meetings. MAPC also engaged in conversations with outside organizations identified as existing or potential partners, to better understand how these entities have shifted their work in the past year. These conversations were used to evaluate potential areas of opportunity for Dorchester Bay to engage in that would either augment or support partners' priority efforts.

Further, to ground this strategic planning process in the context of the large and emerging body of work documenting the impacts of the COVID

19 pandemic within the CDC community, MAPC conducted a literature review of recently published articles, reports, and journal submissions that document how the shift occurring in the social and economic landscapes that CDC's operate within.

### Community Economic Resilience Framework

Building on the information gathered through the Organizational Context plan element, MAPC structured a deep dive evaluation of the many economic and social conditions that relate to the health and resilience of the Upham's Corner community. This analysis is framed within the concept of Community Economic Resilience, which MAPC defines as a given community's ability to withstand, rebound, adapt, and bounce forward from shocks to the economic system.

MAPC approached the Community Economic Resilience Evaluation by engaging in a review of the shifting trends caused by the COVID 19 Pandemic, and how they have and will continue to impact the communities and constituents that DBEDC aims to serve. This evaluation was grounded in a dual qualitative and quantitative approach. In addition to reviewing key indicators related to small business and unemployment; housing and real estate; and access to necessities, MAPC engaged in a series of structured interviews with outside organizations identified as entities that share the geographic service area of DBEDC, are active in similar areas of work, currently work or contract with Dorchester Bay, or who were identified as comparable CDC's that could share best practices with Dorchester Bay. MAPC selected the organizations based on the recommendations of DBEDC staff, as well as MAPC's existing relationships and regional knowledge.

These structured interviews were conducted to better understand how a range of organizations have shifted priorities, resources, and operations in response to the COVID 19 pandemic. MAPC also sought to uncover potential partnership opportunities with these outside entities and to identify gaps in service programming that could either augment or support partners' priority efforts.

Finally, as part of the Community Economic Resilience Evaluation, MAPC worked to engage directly with stakeholders who live, work, or operate businesses within DBEDC's service area. MAPC conducted several focus groups with community stakeholders, as well as informational interviews with board members and outside stakeholders knowledgeable on the topic of community advocacy. Within the context of COVID 19, MAPC worked to ensure that the stakeholder engagement process accounted for gaps in digital access along with language barriers.

### Implementation Process

The final element of the Dorchester Bay Strategic Plan is an implementation strategy that the organization can use to develop an operational workplan. The implementation strategy is designed to leverage the sum of research outlined in the previous sections into a clear set of directives that the Board, Leadership, and Staff can collectively work towards.

MAPC has adopted a Driver Diagram process to inform the development of the implementation strategy. As described earlier in this document, the goal of this strategic plan is to provide the framework for Dorchester Bay to use in developing an operational workplan. As such, this implementation strategy provides the foundational components, along with instructions for completion, of a Driver Diagram process.

It is important to note and acknowledge the roles that different Dorchester Bay Stakeholders will play in the implementation strategy process. The Dorchester Bay Board has been identified as the entity that will be making final decisions regarding organizational priorities, an activity that is reflected in this section. Dorchester Bay Staff and Leadership will be responsible for taking the Board's direction and building out a set of strategies and actions that will set the course of work at the organization over the coming years. Dorchester Bay Leadership will be responsible for making sure that the strategies and actions are carried out in a way that is reflective of organizational priorities, as well as ensuring that there is an opportunity to add and update the operational workplan if conditions change or the Board directs different priorities.

## Organizational Context

The foundational element of the Dorchester Bay Strategic Plan is an overview Organizational Context of Dorchester Bay designed to set the frame and baseline understanding of the organization's existing programs, services, and priorities. This process was guided by input from Dorchester Bay Staff, Board, and Leadership, and gathered through a series of surveys, department-based focus groups, individual interviews, and facilitative discussion at all staff and board meetings.

Within this section of the Strategic Plan is a summary of the information gained through the various staff and board engagement activities as well as a literature review, and informational interviews with comparable CDCs in the Boston area.

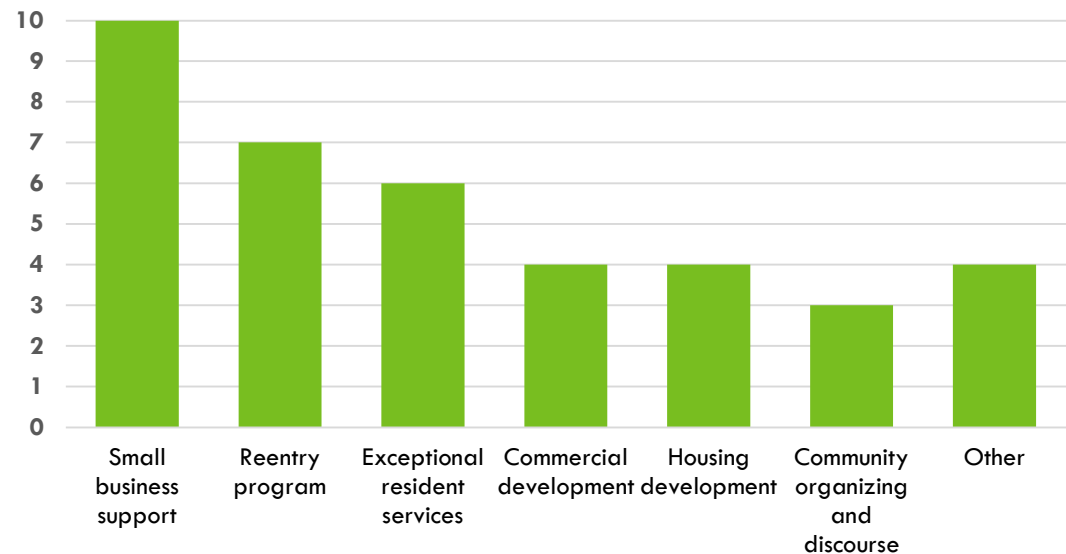
Within this context, it is clear that much of Dorchester Bay's current work and perspective fits squarely within the context of many CDCs locally and nationally. The priorities identified by staff reflect the conditions and experiences of other CDC's. However, there are areas of opportunity for DBEDC to learn from other organizations. Some of the best practices identified in the literature review and emerging best practices research could be adopted by Dorchester Bay to great success. Further, creating more structured partnerships with organizations like Upham's Corner Health Center and MAPS will be essential if Dorchester Bay seeks to expand its service offerings in the community.

## Working with Dorchester Bay Staff to Better Understand the Neighborhood and the Organization

To kick start the strategic planning process, MAPC surveyed Dorchester Bay staff with two objectives:

1. Identify what Dorchester Bay is currently doing well and how necessary is it to the well-being of the neighborhood
2. Discuss what staff see as the greatest needs within the neighborhood, and what role they can play in meeting those needs

**Figure 2: Dorchester Bay Staff Response to question "What does Dorchester Bay do well that no one else is doing in the community?"**



In response to the first survey question (see Figure 2), “What does Dorchester Bay do well that no one else is doing in the community?” staff believed that the organization was successfully providing small business support, reentry support for those touched by the criminal justice system, and resident services and these services were otherwise not locally available. That was a strong indication that these services should continue, but that there might be opportunities to reframe Dorchester Bay’s role and responsibilities in these areas and to seek out collaborations with outside partners.

The survey also asked, “Think of the most pressing issues that residents/businesses seek your support on, what is the issue that you feel the least able to support them on?” and “What will be the most important issue the neighborhood faces over the next five years?” The top three answers to both questions were, in order, “housing”, “wealth”, and “local business support”. These responses are in line with the priorities of the Board as described in the following sections, and also in line with Dorchester Bay’s current areas of program.

### Working with Dorchester Bay Staff to Identify Target Populations

After presenting and discussing the survey responses mentioned in the previous section, MAPC facilitated break-out groups to better understand target populations. The following is a summary of the feedback that Dorchester Bay staff provided to MAPC during the 11/20/20 all-staff meeting.

MAPC first asked staff to identify the various populations <sup>2</sup>within the neighborhood. This was an intentionally broad question asked to solicit wide-ranging answers of inclusive groups of people. Some examples that staff provided that MAPC found helpful were:

- Low income
- Unemployed/underemployed
- Multi-child families
- Residents on public assistance
- Business owners
- Residents in income restricted housing
- Multigenerational households
- Seniors
- Youth

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<sup>2</sup> We defined “populations” as local groups of people whose behavior, opinions, and trends we need to understand for a successful strategic planning process.

Next, we asked Dorchester Bay staff to identify local “trends” or any change in population, economic activity, housing supply, etc, that will affect Dorchester Bay’s execution of their mission. MAPC used these suggestions to assist in organizing our research agenda. Here are the trends staff suggested. Numbers in parentheses after a trend indicate how many times it was referenced. MAPC incorporated the trends in black into the research agenda.

- How happy or satisfied are residents in our properties
- Real estate deals becoming too risky
- Need more grants to support small business development
- Challenges of everything going virtual
- How does Dorchester Bay maintain a sense of togetherness
- Construction costs going up
- How to build relationships with residents
- Seniors lack affordable housing/Aging in place (4)
- Ability to move to take advantage of opportunity (2)
- Public Safety/Violence (3)
- Reentry trends and services (2)
- Raising funds to keep and funds to give out (2)
- COVID-19's effect on local businesses
- Success of Payment Protection Program
- Illegal activities
- Lack of local programming for youth/seniors (2)
- Crimes going unreported
- Seniors feel isolated
- Gentrification/Displacement
- What is being built where? For who?
- Will rents rise?
- Local employment opportunities
- Demographics of our lending programs

### Stakeholders

We also asked staff to identify, stakeholders, groups who share a role in building a safe, healthy, and prosperous Dorchester. This list helped to identify participants for MAPC focus groups and interviews, but also helped MAPC better understand potential partners and who is providing what in the neighborhood.

**Table 1: Groups that Dorchester Bay Identified as Stakeholders**

Advocacy Groups	
<b>Amado Enterprises</b>	N/A
<b>Architects</b>	N/A
<b>BlueHub Capital</b>	N/A
<b>Boston Medical Center (BMC)</b>	N/A
<b>Boston Police</b>	N/A
<b>Bowdoin Health Center</b>	Improve
<b>Brighter Boston</b>	N/A

Advocacy Groups	
<b>Business owners</b>	Strong
<b>Churches</b>	Strong
<b>City Life/Vida Urbana</b>	Improve
<b>City of Boston</b>	N/A
<b>City of Boston's Economic Development Department</b>	N/A
<b>Commonwealth Kitchen</b>	N/A

<b>Advocacy Groups</b>	
<b>Community Economic Development Assistance Corporation (CEDAC)</b>	N/A
<b>Contractors</b>	N/A
<b>Corporation for Supportive Housing (CSH)</b>	N/A
<b>Design Studio for Social Intervention</b>	N/A
<b>District Attorney's Office</b>	N/A
<b>Donor Community</b>	N/A
<b>Dudley Street Neighborhood Initiative (DSNI)</b>	N/A
<b>ELAHP (Elders Living at Home Program) Smith House Partnership</b>	
<b>Fairmount CDC</b>	N/A
<b>Fairmount Innovation Lab</b>	N/A
<b>Financial Institutions and Lenders</b>	Strong/Improve
<b>Heading Home</b>	N/A
<b>Home Start</b>	N/A
<b>Humphreys Street Arts Studios</b>	N/A
<b>Jewish Vocational Center</b>	Improve
<b>Kroc Center</b>	Improve
<b>Local CDCs</b>	Strong
<b>Local Community Organizers</b>	Improve

<b>Advocacy Groups</b>	
<b>Local Schools</b>	Strong
<b>MA Alliance of Portuguese Speakers</b>	N/A
<b>Main Streets Boston</b>	Strong
<b>NECAT</b>	N/A
<b>New England Center for Arts and Technology</b>	N/A
<b>PACE (Program for All-Inclusive Care for the Elderly)</b>	N/A
<b>Pine Street Inn</b>	N/A
<b>Property Management Firms (Winn Development)</b>	Strong
<b>Residents outside of Dorchester</b>	N/A
<b>Senior service providers</b>	Improve
<b>Small business owners</b>	N/A
<b>Tufts University - My Tune Program</b>	N/A
<b>Upham's Corner Health Center</b>	Improve
<b>Upham's Corner main Street</b>	N/A
<b>Workforce Development Organizations</b>	Improve
<b>Youth Build Boston</b>	N/A
<b>Residents who've been part of the criminal justice system</b>	N/A



## Engagement Methods

Finally, we asked Dorchester Bay staff to identify methods of engagement that they've found successful in the past. Staff members suggested that it was possible residents were feeling over-engaged. Staff suggested and identified previous engagement efforts to minimize MAPC's ask of residents and stakeholders. They also highlighted the relationships Dorchester Bay already has with residents, primarily through Denise and Resident Services.

- Texts (2)
- Phone calls (3)
- Churches
- Denise (2)
- Surveys
- Door to Door with local businesses
- Flyers (via Food Distribution services)
- Past engagement opportunities (surveys, charettes, strategic planning processes)
- Incentives
- Newsletters in multiple languages (2)
- Reentry facilities
- Community centers

## Department Focus Groups: November 2020 – January 2021

MAPC conducted focus groups with Dorchester Bay departments to better understand their current work and perspectives on the challenges and opportunities facing the community. MAPC used the information gathered through these focus groups as the key baseline information to build further research upon.

MAPC structured focus group conversations with Dorchester Bays Resident Initiatives and Community Organizing (RICO), Real Estate, Economic Development, and Strategy and Development around the following questions:

1. Regarding how the organization operates:
  - a. What is the extent to which departments are collaborating to increase their effectiveness in the face of complex problems?
  - b. To what extent have departments identified the changes in people and place that they hope to accomplish? On a scale from upstream/systemic problems (poverty, unemployment, housing affordability) from downstream (behind on rent, applying to jobs, renting a commercial space), where do these outcomes land?
2. Regarding issues the neighborhood is facing:
  - a. Staff report mental health concerns being further exacerbated by the COVID-19 pandemic and wonder how to best support residents through engagement and the built environment. What is Dorchester's Bay role in offering support related to physical and mental well-being?
  - b. What are the factors contributing to and the trends around displacement and gentrification? What efforts have Dorchester Bay individually and collectively made to minimize displacement?
3. Related to advocacy and organizing efforts:
  - a. What is the most effective type of organizing and advocacy efforts for Dorchester Bay to pursue? What change does the organization want to focus that effort on and who is responsible for changing it?

### **RICO Team Focus Group Summary**

The RICO Team Focus Group took place on December 14<sup>th</sup>, 2020.

Dorchester Bay staff report that the COVID-19 pandemic has amplified many needs among residents. Falling behind on rent, mental health due to isolation, unemployment, reliability of internet, and food insecurity were all social/health related issues that staff cited through the focus group process. The most pressing concern RICO staff cited for residents is their mental health. Staff described how residents feel alone and overwhelmed, and that there is a concern about rising rates of substance abuse and domestic violence in the community.

Dorchester Bay staff reported on the lack of open spaces available for community gatherings and activities, and that this has impacted social cohesion within Upham's Corner. Staff reported that residents feel that the environment of the neighborhood is oppressive and that there is not a shared sense of care for the existing public spaces. There was also a concern raised that when the City engages the community about local projects Dorchester Bay constituents don't feel like they've been meaningfully engaged and also feel like their voice won't be heard or acted on.

Additionally, many Staffs described the role that race places in impacting residents' well-being and that racial disparity has become even more exaggerated through the pandemic. They wonder how an emphasis on economic justice might give way to health justice and equity.

### **Real Estate Focus Group Summary**

The Real Estate Focus Group took place December 15<sup>th</sup>, 2020

A major theme that the Real Estate team highlighted was the fight against displacement and gentrification in the community. Staff discussed the shrinking opportunities for large-scale affordable housing development due to the dwindling supply of City-owned real estate that can be made available at below-market price. The team identified the deep subsidies necessary to make homes truly affordable when competing for land on the open market, and how hard it is to come up with those subsidies.

Additionally, staff highlighted the connection between health and housing - that stable housing is an important component of being healthy along with a healthy living environment. Staff wondered how to more deliberately integrate health equity into their work. The RICO team also described how meeting rent payments is becoming a challenge for many families as they may have lost employment due to the pandemic.

Staff described the various housing needs facing different populations in the community. Formerly incarcerated individuals face higher barriers to housing than other populations as they are ineligible to receive or reside in Section 8 housing. This was cited as a critical issue for Dorchester Bay as much of DBEDC's housing is supported through Section 8 vouchers.

### **Economic Development Focus Group Summary**

The Economic Development Focus Group took place December 23<sup>rd</sup>, 2020

Dorchester Bay Economic Development Staff noted the difference in the kinds of services they were providing before and during the pandemic. Staff highlighted that before the pandemic they were mostly focused on assisting clients with loan applications and that now they are doing much more technical assistance since businesses now do not want to take on additional debt. Staff noted that they are providing the kind of technical assistance that should be built into a good microloan program, and that the businesses will continue to need that level of assistance as the recovery continues.

Staff also described how the lack of childcare is impacting working adults and young people. Teens are being asked to help with childcare in a way that is more pressing than before the pandemic. This limits the number of times teens have to focus on school, work, or participate in social activities. Staff did identify that Dorchester Bay does a great job engaging youth, but that a lot of issues facing youth are upstream (education, housing instability, etc) that may impact their long-term employment prospects.

Reentry program staff reported providing a range of services to meet the needs of the whole person. Currently, clients receive job placement support, but without upskilling and without additional interventions.

Program staff noted that it is very challenging to track clients given the transient nature of the population. Question: What were your goals pre-COVID, what are they now and what do you think they might be?

## Literature Review

To ground this strategic planning process in the context of the large and emerging body of work documenting the impacts of the COVID 19 pandemic within the CDC community, MAPC conducted a literature review of recently published articles, reports, and journal submissions that document how the shift occurring in the social and economic landscapes that CDC's operate within. This literature review focuses on three primary areas:

1. CDC's Response to COVID 19
2. CDC's and Health
3. Population Specific Issues

MAPC has also included a list of relevant resources that were not included in this literature review in Appendix D of this document.

### CDC's Response to COVID 19

*The literature review identifies a number of common themes related to the kinds of services most in-demand of CDC's during a crises situation, such as the onset of COVID 19, and also how CDC's anticipate shifting work in the future.*

Much of the literature on this topic cited food security as an overwhelming priority during the pandemic. This is reflected in Dorchester Bay's work, via a survey it conducted of tenants in April 2020, and subsequent efforts by the RICO team to ensure food distribution. Other CDCs responded to food security issues in a number of ways, including mailing Stop & Shop gift cards to tenants, transitioning staff from programs that are not running during COVID to food distribution, and creating new food distribution locations.<sup>3</sup>

However, a clear gap identified in CDC's efforts to provide emergency services was for undocumented individuals living in communities. In response to this gap in federal and state service eligibility, many organizations participated in mutual aid groups to raise funds that could be provided to community members regardless of documentation<sup>4</sup>. In addition to being able to reach a larger population, the mutual aid fund work was also able to be a connection point to individuals who may not have known about programs they were eligible for. This was the case for the Asian Community Emergency Relief Fund, a mutual aid program initiated by the Asian Community Development Corporation<sup>5</sup>.

At the time of this research (October – November 2020) most CDCs were still engaged in direct response activities to ensure that constituents were able to access critical needs. However, the documented literature did document a potential challenge on the horizon for CDC's – budget

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<sup>3</sup> MACDC, CDC's Response to COVID-19. Brochin, August 2020. Available at <https://www.macdc.org/news/cdcs%E2%80%99-respond-covid-19>

<sup>4</sup> MACDC, How CDC's Are Responding to COVID 19 in Their Communities. Brochin, October 2020. Available at <https://www.youtube.com/watch?v=-kDHLAFdvUQ&feature=youtu.be>

<sup>5</sup> Ibid.

shortfalls due to expiring unemployment insurance<sup>6</sup>. Thankfully, the federal government extended and expanded unemployment benefits through the American Recovery Plan, but there have been growing signs that the damage done by COVID 19 to the sectors employing many residents of CDC housing will be the slowest to recover<sup>7</sup>, which may put CDCs in an undesirable position of working to stabilize budgets while losing income from tenants.

### CDC's and Health

Prior to the Pandemic, many CDCs were already moving towards providing more health related services. Two-thirds of respondents to MACDC's Growing Opportunities, Assets, and Leaders (GOALS) across the Commonwealth survey reported at least one type of health-related programming. Similarly, two-thirds engage in health-related advocacy, including being engaged in the local CHNA process and engaged with policymakers on issues related to healthcare<sup>8</sup>. These findings are consistent with national surveys and documentation as well<sup>9</sup>.

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<sup>6</sup> Harvard Joint Center for Housing, COVID 19 and the Changing Role of Boston's Community Development Corporations, October 2020. Available at [COVID-19 and the Changing Role of Boston's Community Development Corporations | Joint Center for Housing Studies \(harvard.edu\)](https://www.harvard.edu/joint-center-for-housing-studies/covid-19-and-the-changing-role-of-boston-s-community-development-corporations)

<sup>7</sup> PolicyLink, et al, Race, Risk, and Workforce Equity in the Coronavirus Economy. June 2020, Available at: <https://nationalequityatlas.org/our-work/economy/national-equity-atlas/COVID-workforce>

<sup>8</sup> MACDC, GOALS Report. July 2020, Available at [https://www.macdc.org/sites/default/files/documents/macdc\\_2020\\_goals\\_report.pdf](https://www.macdc.org/sites/default/files/documents/macdc_2020_goals_report.pdf)

<sup>9</sup> Build Healthy Places, Community Innovations Survey of CDCs. November 2020. Available at <https://buildhealthyplaces.org/sharing->

Through these resources, there were additional anecdotal information worth noting. The Neighborhood Developers in Chelsea shared that tenants of their housing have had much lower infection rates than the City at large, anecdotally supporting the connection between safe and reliable housing and public health<sup>10</sup>. Further, those in the CDC field have found that COVID-19 exposes the interconnections of housing, racism, and the social determinants of health and the need for an explicitly anti-racist approach in affordable housing and community development work<sup>11</sup>

Unsurprisingly, the COVID 19 Pandemic also appears to have shifted how CDC's currently, or desire, to engage in work with a "health-specific" lens. Many in the CDC field are now pursuing strategies designed to better align their work with public health, healthcare, and financial well-being activities. By doing so, it may be possible to more effectively create the conditions that foster healthy neighborhoods and support health and financial well-being<sup>12</sup>.

DotHouse Health in Dorchester has adopted this model and now serves as a "community quarterback," defined as "an entity that coordinates local interventions by articulating a unifying vision and then marshalling the

knowledge/publications/our-publications-and-reports/community-innovations\_survey\_cdc/

<sup>10</sup> MACDC, How CDC's Are Responding to COVID 19 in Their Communities. Brochin, October 2020. Available at <https://www.youtube.com/watch?v=-kDHLAFdvUQ&feature=youtu.be>

<sup>11</sup> Harvard Joint Center for Housing, COVID 19 and the Changing Role of Boston's Community Development Corporations, October 2020. Available at [COVID-19 and the Changing Role of Boston's Community Development Corporations | Joint Center for Housing Studies \(harvard.edu\)](https://www.harvard.edu/joint-center-for-housing-studies/covid-19-and-the-changing-role-of-boston-s-community-development-corporations)

<sup>12</sup> Build Healthy Places, Fostering Healthy Neighborhoods. March 2020. Available at <https://www.buildhealthyplaces.org/content/uploads/2020/04/Fostering-Healthy-Neighborhoods-Final.pdf>

financial resources and managing a diverse coalition of partners to achieve that vision,” by connecting people to a range of services and partnering with other neighborhood organizations. As part of their patient intake process, they screen for and then develop a care plan for factors including housing, legal issues, and finances<sup>13</sup>.

### Population Specific Issues

As identified in the Equity Forward Upham’s report, and further discussed in this report, there are several target populations that Dorchester Bay has identified as high needs members of the community. These are elderly homeowners, formerly incarcerated individuals, and family households. With these communities in mind, MAPC has identified several resources that may be useful to Dorchester Bay’s future programming in these areas.

The City of Boston’s Age-Friendly Action Plan echoes many of the priorities identified in the Equity Forward Upham’s Report and the following documentation of this plan. Ensuring that seniors can maintain their housing, particularly those that own homes, is a priority of the action plan. Aligning financial services to assist with renovations, mortgage payments, etc and other social service supports are key features of the plan<sup>14</sup>.

Dorchester Bay currently provides one of the few support programs designed to service individuals returning from the criminal justice system. The identified literature identified stable and long-term housing as one of the most important elements to preventing homelessness and recidivism. This was echoed in many conversations with Dorchester Bay staff, but also raised the issue of Section 8 vouchers being prohibited to those with a

criminal background. The literature cited instances of families deciding not to participate in a reentry program for fear that they will be evicted if a formerly incarcerated family member moves back home<sup>15</sup>.

When defining the scope and scale of support programs, the literature identified several questions to use to guide the development of any future program<sup>16</sup>:

- What are the goals of the program?
- What is the best way these program goals can be accomplished?
- Who is eligible for the program? (broad eligibility is encouraged, and support services should be matched to the participant's needs, such as drug treatment, education programming, etc. Also, some eligibility is based on length of time since release, types of family reunifications, etc.)
- What partners should be engaged in program design? In implementation? (e.g. Housing Authority, Department of Corrections, community-based organizations, etc.)
- What roles does each of the partners play?
- How will the program be funded?
- What is the program’s structure? (e.g. family reunification model to support moving back in with family, direct housing model to move participants into vacant units, or a hybrid?)

Much of the literature regarding supporting low-income families are now focusing on the “two-generation” or “whole family” approach. The two-generation approach holistically addresses the factors that challenge a family’s overall well-being, in comparison to the traditional paradigm of focusing on discrete issues through exclusive strategies and investments. The “service delivery” frame simplifies the work into a transfer of

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<sup>13</sup> Ibid

<sup>14</sup> City of Boston et al, Age Friendly Boston Action Plan. 2017. Available at <https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/action-plans/Boston-MA-Action%20Plan-2019.pdf>

<sup>15</sup> Vera Institute, Opening Doors: How to Develop Reentry Programs Using Examples from Public Housing Authorities. September 2017, Available at: <https://www.vera.org/downloads/publications/Opening-Doors-Full-Report.pdf>

<sup>16</sup> Ibid

resources: who gets what and why. Instead, human development” acknowledges the many phases of life and myriad factors that contribute to well-being<sup>17</sup>.

One of the goals of reframing is to encourage collective concern and to overcome the perception of social service as an aid to people in poverty

## Emerging Best Practices Among Community Development Corporations

As part of the Dorchester Bay Strategic Planning Process MAPC engaged in a series of structured interviews with outside organizations identified as entities that share the geographic service area of DBEDC, are active in similar areas of work, currently, work or contract with Dorchester Bay, or who were identified as comparable CDC’s that could share best practices with Dorchester Bay. MAPC selected the organizations based on the recommendations of DBEDC staff, as well as MAPC’s existing relationships and regional knowledge.

Through the interviews, several examples of potential new programs or service areas provided by DBEDC’s peers were identified, three of which are further described below. These programs are identified as best

In 2018/2019 Urban Edge engaged in a series of internal exercises focused on how the organization can better address the “Social Determinants of Health” (SDoH), upstream factors that may predicate a clinical health issue or outcome, of residents. Urban Edge found a critical

Through this process, Urban Edge identified that the organization’s Resident Service Coordinators may be the best vehicle to work on SDoH, with the specific goals of supporting residents to manage stress and

who have some deficiency and who are othered. Therefore, communication of the framing is important, and the following question should be used to review messaging: “Does this framing position human development as an issue that matters to all of us—or only to those families that are immediately affected?”<sup>18</sup>

practices for DBEDC because 1) they address problems similar to those facing Upham’s Corner and 2) they are feasible given DBEDC’s size, resources, and neighborhood context.

### Certification of Staff as Community Health Workers: Urban Edge – Roxbury

Urban Edge is a CDC that operates properties in the Roxbury, Jamaica Plain, and Mattapan communities. Urban Edge currently operates close to 1,400 units, making it comparable in size to DBEDC’s housing portfolio. In addition to developing affordable housing, Urban Edge has a robust resident services program and community financial stability program.

local partner on this issue in the local Community Health Center, the Dimock Center. The Dimock Center serves many of Urban Edge’s residents and has a vested interest in reducing clinical health outcomes. Together the two entities began discussing how to address SDoH in the community.

preventing residents from relying on ER visits for health emergencies. Urban Edge identified the Community Health Worker (CHW) model as one the organization could easily adapt and was able to access a grant

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<sup>17</sup> The Aspen Institute, Framing Two-Generation Approaches to Supporting Families. 2019, Available at [https://www.frameworksinstitute.org/wp-content/uploads/2020/06/framing\\_2gen\\_playbook\\_2019-1.pdf](https://www.frameworksinstitute.org/wp-content/uploads/2020/06/framing_2gen_playbook_2019-1.pdf)

<sup>18</sup> Ibid



to certify Resident Service Coordinator's by the Boston Public Health Commission as CHW's.

Community Health Workers are defined as trusted, knowledgeable frontline health personnel who typically come from the communities they serve. CHWs bridge cultural and linguistic barriers, expand access to coverage and care and improve health outcomes. As critical links between their communities and the health care system, CHWs reduce health disparities; boost health care quality, cultural competence, and affordability; and empower individuals and communities for better health<sup>19</sup>.

CHW's are certified in Massachusetts by the Mass Department of Public Health. Once an individual completes a CHW training program they must complete 2,000 hours of work experience to receive state certification. This certification is voluntary, but as the CHW program matures in Massachusetts, it could be a critical element to accessing funding support for these workers.

Certifying Urban Edge's Resident Services Coordinators as CHW's was part of an organizational goal to expand partnerships with the Dimock Center and other local hospital networks. Urban Edge now requires all Resident Services Coordinator to become certified CHW's and sees the training and certification as a critical way to support staff in professional development and to improve their coordination with the residents housed in Urban Edge Properties.

Before COVID hit, Urban Edge was exploring ways to leverage the new CHW certifications towards reimbursements from health care providers and insurance companies to provide funding for some of the non-clinical hours the coordinators provide. Urban Edge had to shift focus away from this effort due to COVID but plans to return to this when there is additional capacity. Urban Edge is also seeking to raise pay for staff

receiving the training but has had to pause on that effort as well due to a lack of sustainable funding.

Neighborworks America, a national organization that supports CDCs and other affordable housing developers and managers, is working on a toolkit to assist CDCs in adopting CHW models. The Boston Private Industry Council, the workforce investment board for the City of Boston, is also exploring models to increase access to CHW training for a range of organizations. One of the additional benefits of the CHW model is that it can provide a stepping stone for individuals into the healthcare field. Once individuals are trained as CHW's many career path opportunities in the health care sector could stem from the CHW skillset.

#### *Implications for Dorchester Bay:*

Urban Edge's adoption of the Community Health Worker model represents a case study that could be easily applicable to Dorchester Bay. Similar to Urban Edge, Dorchester Bay has expressed an interest in working to better address the health outcomes of residents residing in DBEDC properties and the general Upham's Corner community. The Upham's Corner Community Health Center is a similar entity to the Dimock Center and could serve as a strong health care partner to work with Dorchester Bay on SDoH issues. Dorchester Bay's RICO team is a comparable entity to Urban Edge's Resident Services Coordinators and could be a natural fit for CHW training. This work is, in many ways, in alignment with the current work of the RICO team. However, the CHW training has been cited as a way to formalize the skills and capacity of resident service coordinators, and tie their work back to explicit health outcomes. Dorchester Bay should also consider enlisting property managers that work in their properties as part of a CHW cohort as many of these individuals also provide first-line support to residents.

Further, Dorchester Bay may consider exploring ways to offer CHW training to members of the Upham's Corner community as a workforce

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<sup>19</sup> Definition from the Minnesota Association for Community Health Workers

training program. As outlined above, the CHW occupation is expected to grow in the coming years and could offer a pathway into the healthcare field for individuals seeking improved career opportunities.

### **Credit Building through Online Rental Payments - Inquilinos Boricuas en Acción (IBA), South End**

IBA is a 52-year-old CDC operating most of its properties in the South End neighborhood of Boston. The organization develops and manages affordable housing, operates a neighborhood daycare center, and supports arts programming for the South End and Boston communities. As an organization that specializes in serving Boston's Puerto Rican and broader Latinx communities, IBA also supports cultural programming targeted to the Latinx population.

As part of IBA's current strategic plan, the organization is putting a strong focus on building financial empowerment within the resident community of its properties. The organization has been focused on tailoring their programs to the different income thresholds of the residents and has put a specific emphasis on strategies to mitigate cliff effects – or the process by which an individual or household may lose access to certain benefits if and when their income increases. One of the programs it has recently launched to address the cliff effect is an effort to build the credit scores of residents by allowing online rental payments.

The coordination of online rental payments is facilitated through IBA's property management contractor and a third-party technology system. To avoid any perceived conflicts of interest, IBA relies on the property managers and procured technology to submit payment information to the credit bureau. IBA was able to secure a grant through the National Association for Latino Community Asset Builders (NALCAB) to acquire technology services through Zego (formally Rent Track), and train staff for this program. Rafael Medina, Chief Program Officer at IBA cites the ease of electronic payments as a good incentive to attract participants to the program – but that those who have enrolled are the more

technologically savvy households, and that many IBA households lack the digital literacy to take advantage of the program.

While Medina says IBA plans to continue this program for the foreseeable future he did cite some concerns with the technology providers that facilitate online rental payments. These service providers are often set up primarily to serve market-rate landlords and don't necessarily understand the needs or processes of a CDC-owned building. Additional challenges cited system compatibility with Salesforce.

#### *Implications for Dorchester Bay:*

As Dorchester Bay already has a strong background in working with community members and small businesses on issues of financial literacy, this kind of credit building program could be a strong program to adapt. Many board and staff members have discussed the process by which Dorchester Bay assists residents to gain the financial stability to move out of the organization's affordable housing and acquire homes of their own. Credit history is often a barrier to accessing a mortgage or other loans, and this kind of built-in payment system could assist in building the credit of Dorchester Bay residents.



### Coordinated Community Services, Fields Corner Crossroads Collaborative – Fields Corner

Eight non-profit organizations are joining forces to streamline and coordinate services to better serve children and families in Fields Corner. The Fields Corner Collaborative, as it is called, is composed of DotHouse, VietAID, All Dorchester Sports and Leadership, Asian American Resource Workshop, Boys and Girls Club of Dorchester, Louis D. Brown Institute for Peace, MassCOSH, New England United for Justice, (and former Dorchester Youth Collaborative which has since closed).

The collaborative aims to break down silos between housing, youth services, healthcare, and other services to better address the social determinants of health. An initial planning one-year planning grant from the Boston Children's Hospital helped form the Collaborative form, and now a \$1,000,000 investment over the next three years will support implementation, including staff time.

MAPC was unable to reach any of the organizations that are part of the Fields Corner Collaborative but would recommend future engagement to learn more about the development and future of the collaborative.

#### *Implications for Dorchester Bay*

Upham's Corner has a robust collection of social service providers. However, in many of the early board and staff meetings, the concept of coordinating services and activities was elevated as a need within the community. In further discussions with property managers of Dorchester Bay properties as well as with other service providers in the neighborhood, there was further discussion of a clear lack of coordination among the many local service providers present in the community.

While the Fields Corner Collaborative has received funding for operations, Dorchester Bay could take smaller and immediate steps to bring together key organizations in the neighborhood such as the Upham's Corner Health Center, MAPS, Bird St Community Center, DSNi, NECAT, and others to share program updates and coordinate resources. Building a cohesive network of providers will help reduce duplicative efforts, identify and fill service gaps, increase the potential for large grants, and build strength as a coordinated front that supports well-being and opportunity in Upham's Corner

## Community Economic Resilience Framework

Building on the information gathered through the Organizational Context plan element, MAPC structured a deep dive evaluation of the many economic and social conditions that relate to the health and resilience of the Upham's Corner community. This analysis is framed within the concept of Community Economic Resilience, which MAPC defines as a given community's ability to withstand, rebound, adapt, and bounce forward from shocks to the economic system.

MAPC approached the Community Economic Resilience Evaluation by engaging in a review of the shifting trends caused by the COVID 19 Pandemic, and how they have and will continue to impact the communities and constituents that DBEDC aims to serve. In addition to reviewing key indicators related to small business and unemployment; housing and real estate; and access to necessities, MAPC engaged in a series of structured interviews with outside organizations identified as entities that share the geographic service area of DBEDC, are active in similar areas of work, currently work or contract with Dorchester Bay, or who were identified as comparable CDC's that could share best practices with Dorchester Bay. MAPC selected the organizations based on the recommendations of DBEDC staff, as well as MAPC's existing relationships and regional knowledge.

These structured interviews were conducted to better understand how a range of organizations have shifted priorities, resources, and operations in response to the COVID 19 pandemic. MAPC also sought to uncover potential partnership opportunities with these outside entities and to identify gaps in service programming that could either augment or support partners' priority efforts.

Finally, as part of the Community Economic Resilience Evaluation, MAPC worked to engage directly with stakeholders who live, work, or operate businesses within DBEDC's service area. MAPC conducted several focus groups with community stakeholders, as well as

informational interviews with board members and outside stakeholders knowledgeable on the topic of community advocacy. Within the context of COVID 19, MAPC worked to ensure that the stakeholder engagement process accounted for gaps in digital access along with language barriers.

### Data Analysis: Methodology

To better understand the impact of the pandemic on Upham's Corner, MAPC reviewed a variety of data sources that positioned the Upham's Corner neighborhood within the City of Boston and the State of Massachusetts. We analyzed data primarily in three categories: small business and unemployment; housing and real estate; and access to necessities.

For the small business and unemployment analysis, we reviewed unemployment claims from the Massachusetts Department of Unemployment Assistance (DUA), paycheck protection program (PPP) loans, a MassInc survey of small businesses (less than 500 employees) conducted in the summer of 2020, and data from Opportunity Insights, a non-profit institution out of Harvard University.

For the housing and real estate analysis we reviewed recent home sale transactions from The Warren Group, reviewed recent eviction data from MassCourts, analyzed rents with MAPC's rental listing database, and analyzed commercial market trends from CoStar.

Additional data from The US Census Bureau Pulse Survey, a national survey conducted by the Census on topics related to COVID-19 impacts, and the 'Living in Boston During Covid' Survey, conducted by the Boston Area Research Initiative (BARI) in conjunction with the Center for Survey Research at UMass Boston and the Boston Public Health Commission, were used to add additional insight related to COVID-19's impact on Boston residents in 2020.

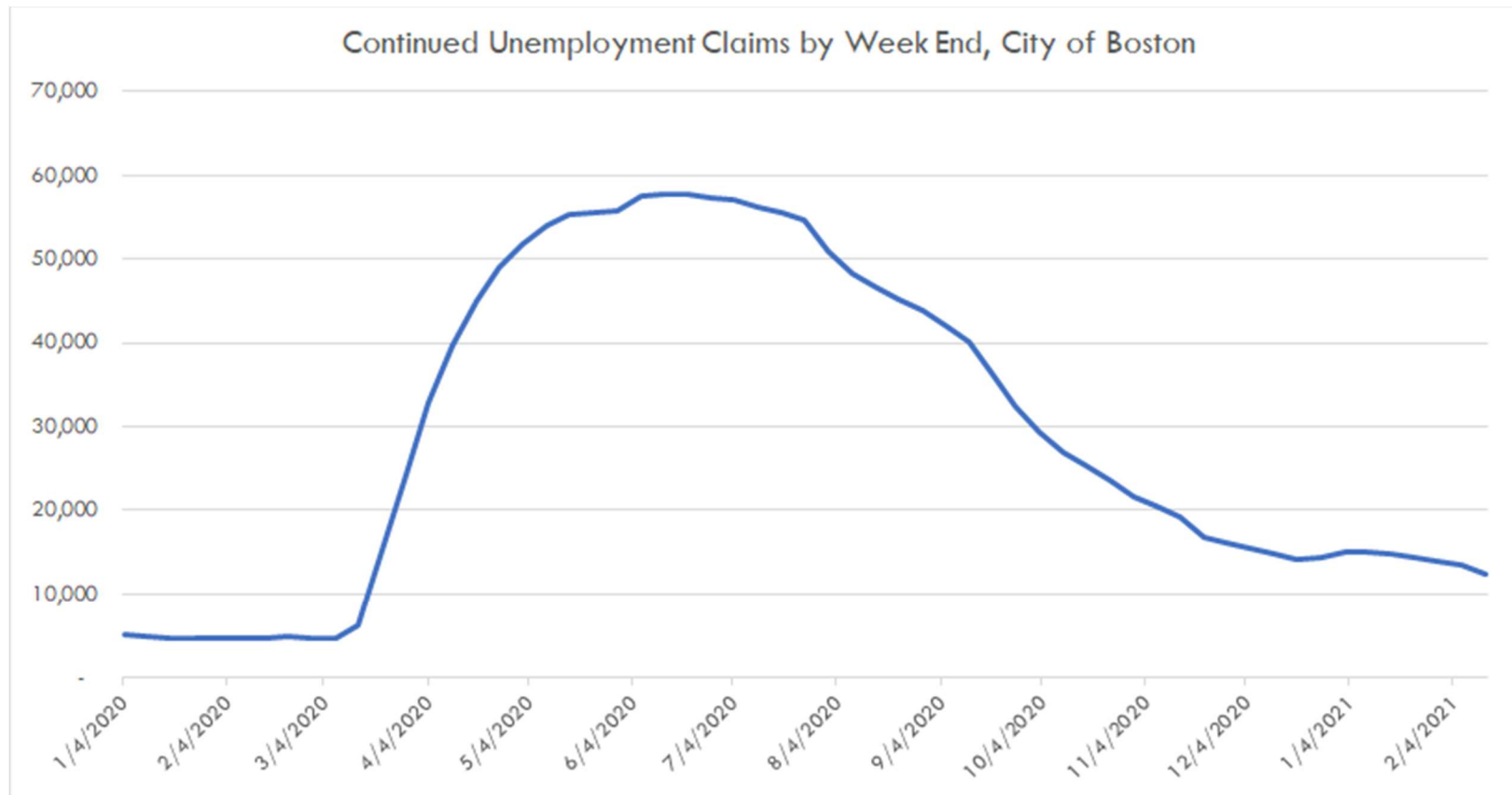
## Detailed Findings

### Unemployment, Small Business, and Commercial Real Estate

#### *Unemployment Trends*

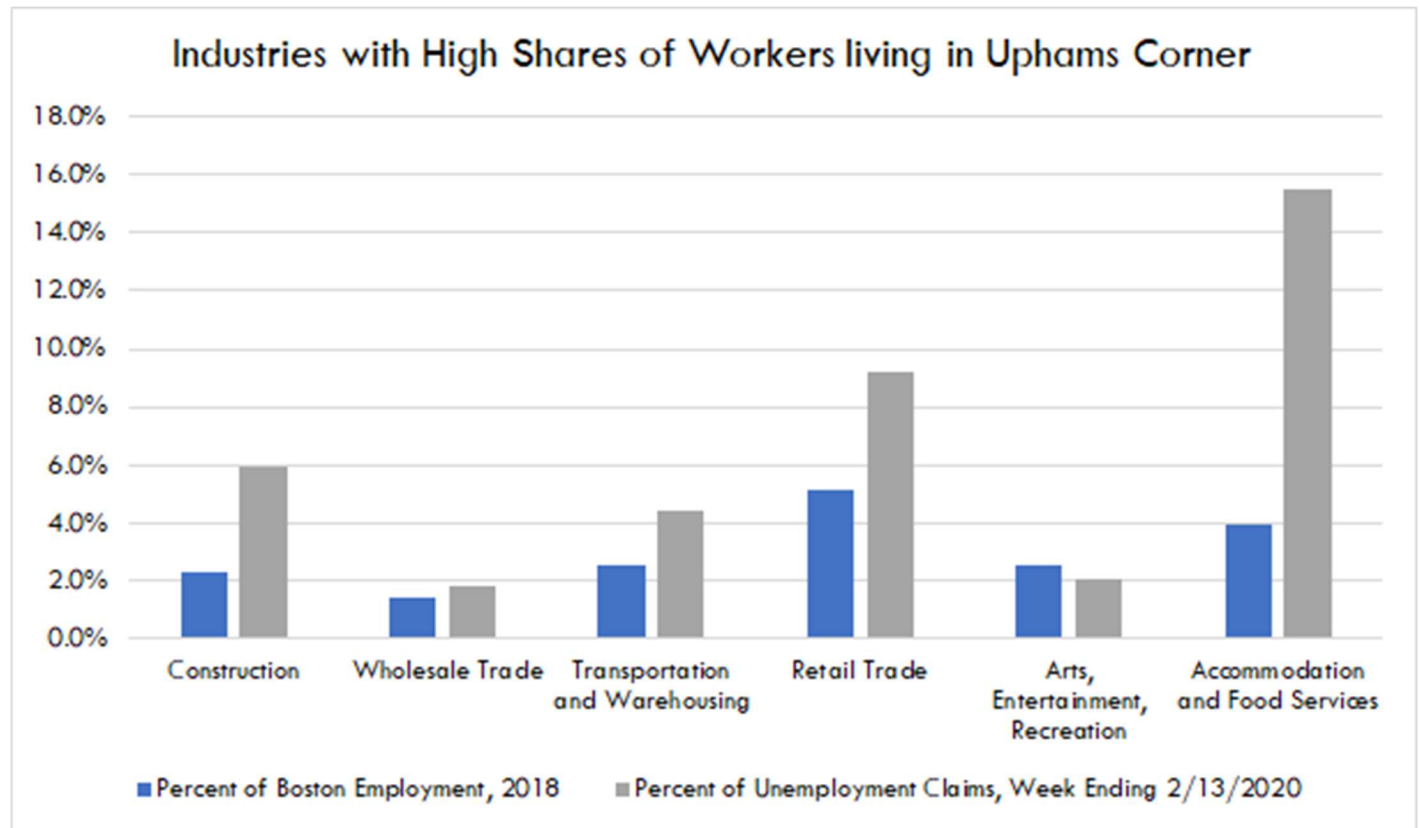
In addition to the public health crisis COVID-19 created, the measures taken to protect the public's health have slowed our economy and shuttered businesses. The chart below shows continued unemployment claims in the City of Boston from early 2020 to early 2021. The city saw a surge of claims in the Spring of 2020 as businesses originally started to close due to stay-at-home orders. The number of unemployment claims started to decline in the middle of the summer and appears to have plateaued from December 2020- February 2021. Even though citywide unemployment claims have plateaued in recent months, February 2021 claims are at levels 2.7 times higher than February 2020 claims.

**Figure 3: Continued Unemployment Claims by Week End, City of Boston**



Before the pandemic, the Upham's Corner community historically experienced slightly higher rates of unemployment than the City of Boston overall. At the height of the impact of the pandemic's impact on business and employment (July of 2020) Upham's Corner was experiencing rates of between 20 – 30% unemployment, far higher than the City's average rate. As illustrated by the trends above, this spike in unemployment has subsided, and rates of new unemployment appear to be plateauing off. However, Upham's Corner now has an elevated overall unemployment rate of ~10 – 18%<sup>20</sup>. These unemployment rates may also not reflect the full picture of job loss due to the pandemic as many individuals, particularly women, have dropped out of the labor force due to family obligations.

**Figure 4: Industries with high shares of workers living in Uphams Corner**



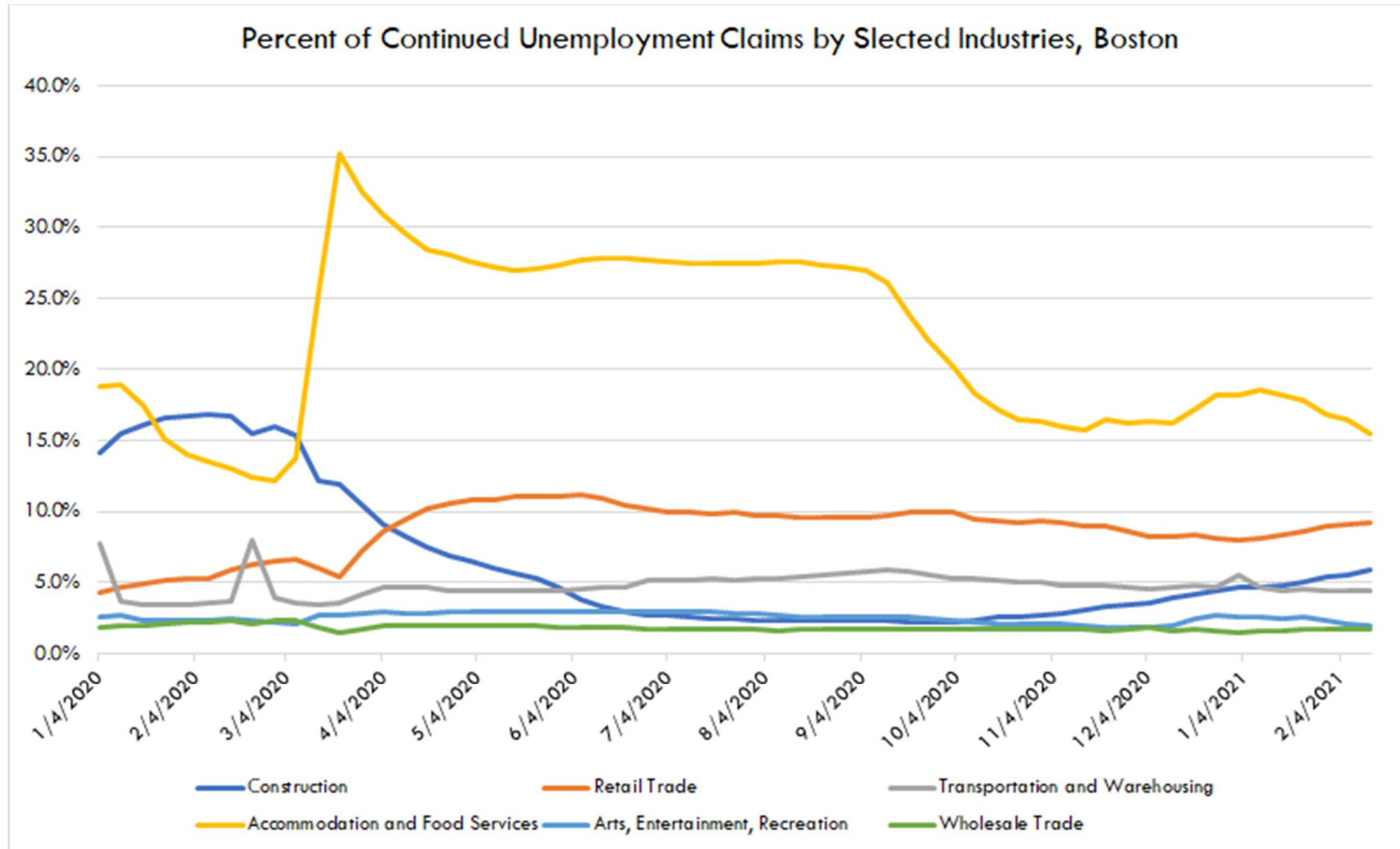
A 2018 plan<sup>21</sup> led by the Metropolitan Area Planning Council analyzed the industries that residents of Upham's Corner were most likely to be employed in. The makeup of Upham's Corner broadly reflects that of the City of Boston, with a few exceptions. A slightly higher share of residents in the neighborhood than the city as a whole work in the industrial sectors of construction, wholesale trade, and transportation and in service sectors like retail trade and the arts, entertainment, accommodation, and food service sector. Upon review of ongoing unemployment claims for the City of Boston MACP found nearly all of the

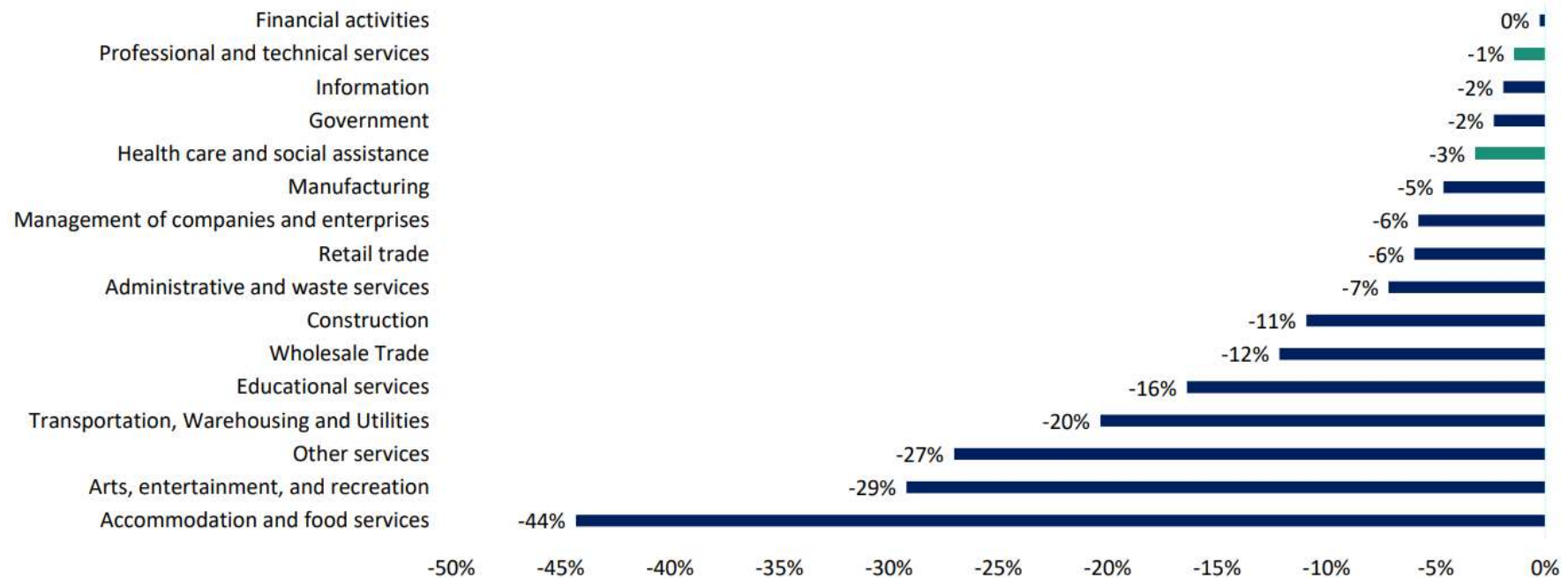
<sup>20</sup> All data sourced from Catalyst DEEP Maps. See Appendix A for timeline maps.

<sup>21</sup> [https://www.mapc.org/wp-content/uploads/2018/12/Upham'sCornerMNC\\_FinalReport\\_August2018.pdf](https://www.mapc.org/wp-content/uploads/2018/12/Upham'sCornerMNC_FinalReport_August2018.pdf)

industries Upham's Corner residents are employed in were disproportionately impacted by the pandemic compared to other industries, with the exception of Arts, Entertainment and Recreation.

**Figure 5: Percent of continued unemployment claims by selected industries, Boston**



**Figure 6: Overall Percentage of Job Losses by Industry – Metro Boston Region, October 2019 to October 2020**

Over the past year of the pandemic the impact on different industries has not remained consistent. In the beginning of the pandemic Accommodation and Food Services jobs were immediately hard hit due to shut-down measures put in place by local and state governments and over 35% of all unemployment claims filed in Boston were in this industry in March. However, over time as restaurants and other businesses have started to reopen, we see the share of unemployment claims in by Accommodation and Food Services workers has declined. The share of unemployment claims by those working in the construction industry has also appeared to level off since March, representing just over 5% of Boston's unemployment claims in February 2021, even with typical seasonal unemployment cycles. Even though total unemployment claims are still 2.7 times the total number they were pre-pandemic, these trends by industry help us understand which industries may be stabilizing into their new 'pandemic normal'.

While many of the industries and occupations that Upham's Corner residents are employed in have been disproportionately impacted by the pandemic, there are signs that other industries have fared better. The Boston Private Industry Council (the Workforce Investment Board for the City of Boston), as well as the City of Boston's Workforce Development Office have targeted Health Care, Tech/IT, and Life Science industries as priority areas to advance workforce development programming. These industries have sustained employment through the pandemic and are expected to continue a growth trajectory in the coming years. The Construction and Manufacturing sectors are also expected to make returns on employment, specifically manufacturing that is

related to the Life Science sector. The State is expected to direct workforce development funding towards these priority industries through the Commonwealth Corporation Workforce Competitiveness Trust Fund grants and other funds distributed through the Skills Cabinet.

#### **IMPLICATIONS FOR DORCHESTER BAY:**

Addressing widespread and ongoing unemployment will be a critical need for the Upham's Corner community in the next 3 – 5 years, specifically retail trade, accommodation and food service, and construction. Aside from construction, these are industries that are not expected to recover soon.

Assisting residents who were displaced from the hospitality, service, and retail sectors transition to new opportunities will be one of the biggest needs. Supporting those individuals to gain the necessary skills to move into an opportunity sector will require not only access to training programs, but complimentary support for housing costs, childcare, and food access while they are unemployed and reskilling.

#### *Small Business Trends*

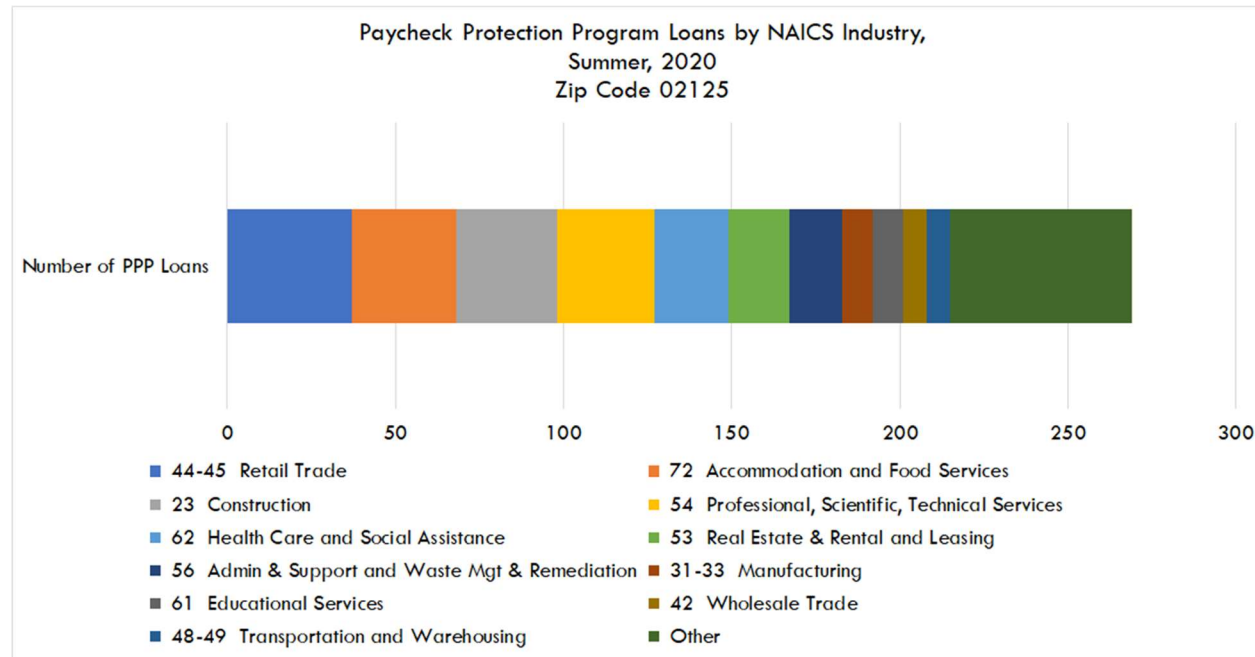
##### *Access to PPP Lending*

Early on during the pandemic, the federal government provided opportunities for businesses to apply for loans through the Paycheck Protection Program (PPP). Business owners have consistently advocated for access to grant funding and new revenue sources as the biggest type of assistance needed through the pandemic, and the PPP program was set up to save jobs and slow the number of unemployment claims across the country.

In total, 269 businesses received PPP loans in the zip code where Upham's Corner resides (02125). PPP data indicates that these loans saved 1,893 jobs. The data on loans contains dollar amounts only for those that received less than \$150,000. 85% of business, 228 total, received loans for less than \$150,000. The average loan in this zipcode below \$150,000 was \$29,568, totaling \$6.74 million. Another 20 loans were between \$150,000-\$350,000 and the last 21 loans were more than \$350,000.

These loans were most often given to retail, accommodation and food services, and construction businesses. It is important to note that the 02125 zipcode includes the Southbay Mall, much of Dorchester Ave and parts of the Newmarket industrial area, so it is unclear how many Upham's Corner businesses were able to participate in the PPP program.



**Figure 7: Paycheck Protection Program Loans by NAICS Industry, Summer 2020**

Amine Benali at the Local Enterprise Assistance Fund (LEAF) described the fundamental lack of bookkeeping that many small businesses struggle with as being one of the major factors in preventing receipt of emergency loans and grants. This is the same issue that prevents many existing small business operators from accessing loan capital in non-emergency scenarios. Benali stated that among many immigrant entrepreneurs there is often a cultural difference in their relationship to money than the banking system has, which poses a real challenge when these operators need to access capital from the financial system.

In alignment with Amine's observation, a recent MassInc survey of small businesses found that Black and Latinx-owned businesses were less likely to report applying for PPP loans with just 62% of Black owners having applied compared to 72% of White owners.

Part of this disparity could have been because PPP loan applications were done through lending institutions—those without existing relationships with these lending institutions had a disadvantage in the application process. Even for those who applied, Black, Latinx, and Asian owned businesses were less likely to receive the PPP loan amount they applied for compared to their White counterparts.

The majority of businesses in Upham's Corner are "Storefront Users" (retail, service, or food establishment) and many are owned by people of color and immigrants<sup>22</sup>, which likely indicates that there was a dearth of PPP funding deployment in the community.

<sup>22</sup> Sourced from Equity Forward Upham's. Prepared by the Metropolitan Area Planning Council for the Dorchester Bay Economic Development Corporation. Accessible at <https://www.dbedc.org/wp-content/uploads/2019/10/Final-Equitable-Upham's-100219.pdf>



### New Business Development

MAPC also analyzed data from Opportunity Insights for the City of Boston to better understand the environment in which small businesses are operating. The number of small businesses open in the City of Boston dropped dramatically in March 2020 now hovering at about 47% below pre-pandemic levels (June 2019). While the efforts of the many entities working to keep small businesses afloat have been nothing less than heroic, many businesses have not been able to sustain operations. Tim Nelson from SCORE, a business assistance partner that works closely with DBEDC, noted the difference between the COVID induced economic fallout and the 2008 recession. “Recessions typically wipe out businesses that were already struggling, the difference with this one is that it wiped out ones that were not struggling as well”. While a number of restaurant businesses have made the decision to “hibernate” many others, along with retail businesses have been forced to close. This has created an abundance of available real estate in Upham’s Corner and the surrounding areas.

### IMPLICATIONS FOR DORCHESTER BAY:

Supporting the small business community in Upham’s Corner that has so far survived the pandemic rebuild their businesses will be an ongoing need. Many of the small businesses that have survived have done so by taking on by relying on credit cards and other sources of short debt, and will need to find sustainable sources to begin moving towards financial security. Assisting these businesses organize their finances, restructure their businesses, and adjust their marketing and income streams will all be important activities to ensure that local businesses can continue operations and serving the community.

At the same time, nationally and across the state of Massachusetts there are record numbers of new businesses starting, about 6,000 a month in Massachusetts for the last few months. Any new businesses that are being established in the wake of the pandemic will require substantial support to get off the ground. The opportunity to work with these operators from the ground up to assist with book keeping, electronic records, and access to capital will all be an important opportunity for Dorchester Bay to be aware of.

**Figure 8: Upham’s Corner Main Street District Business Composition**

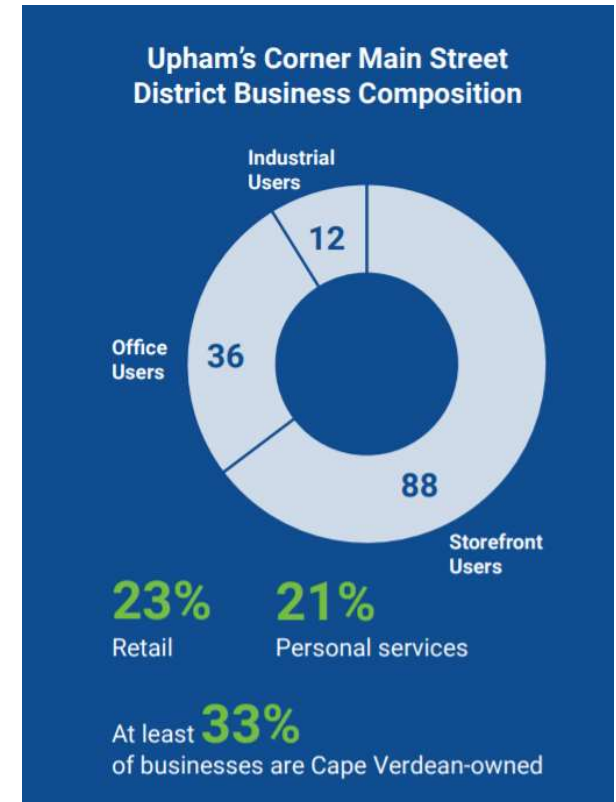
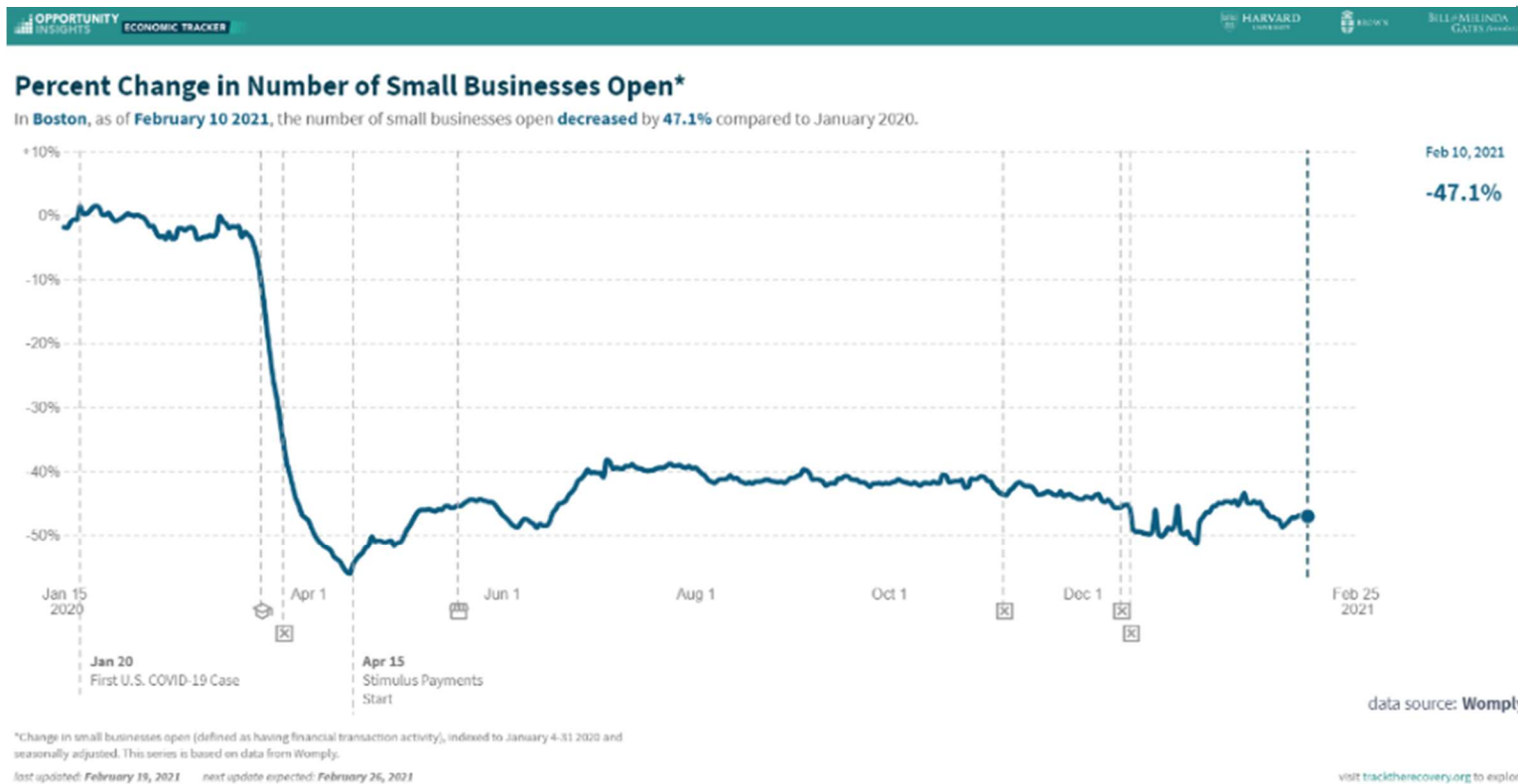
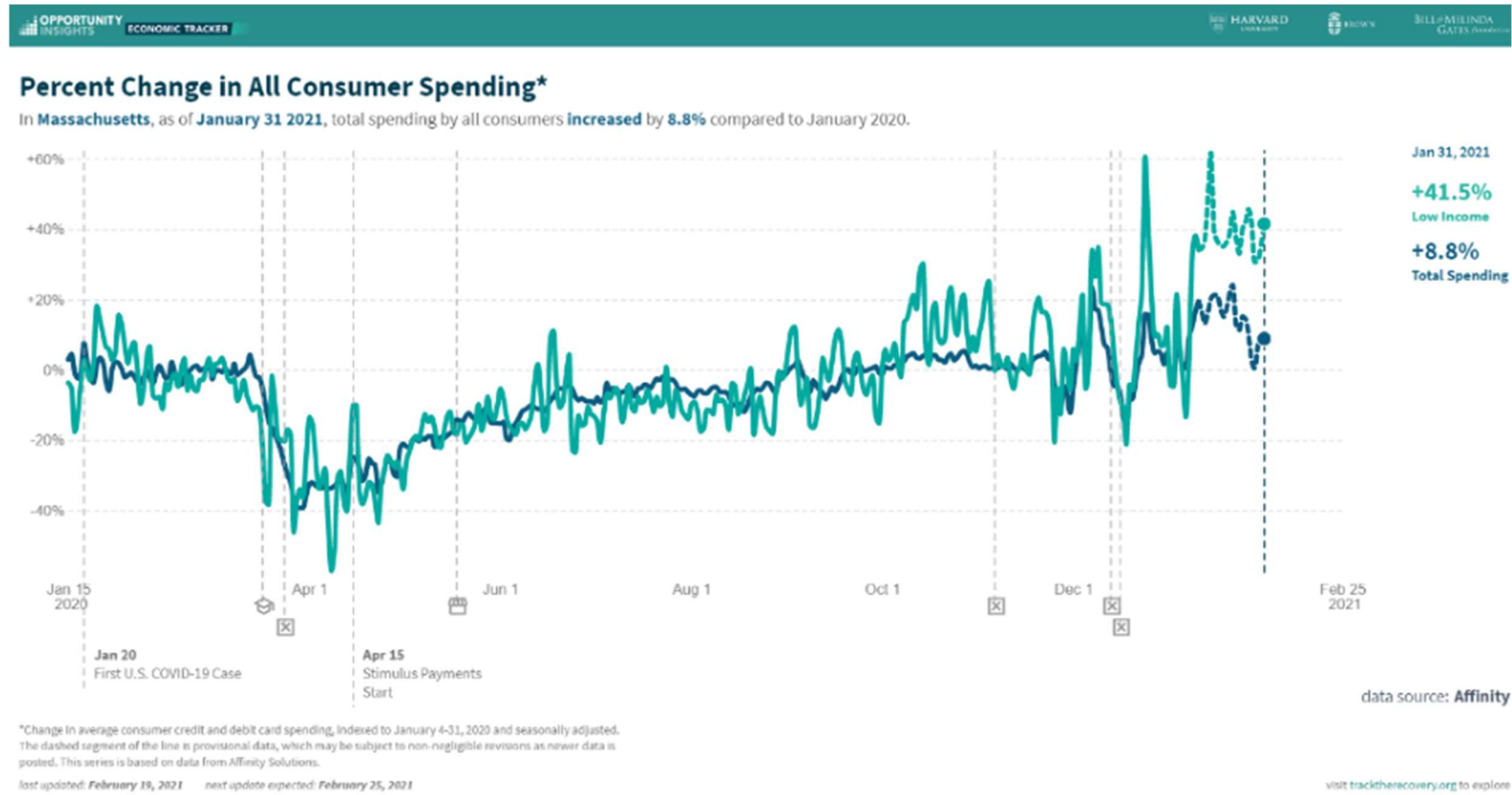


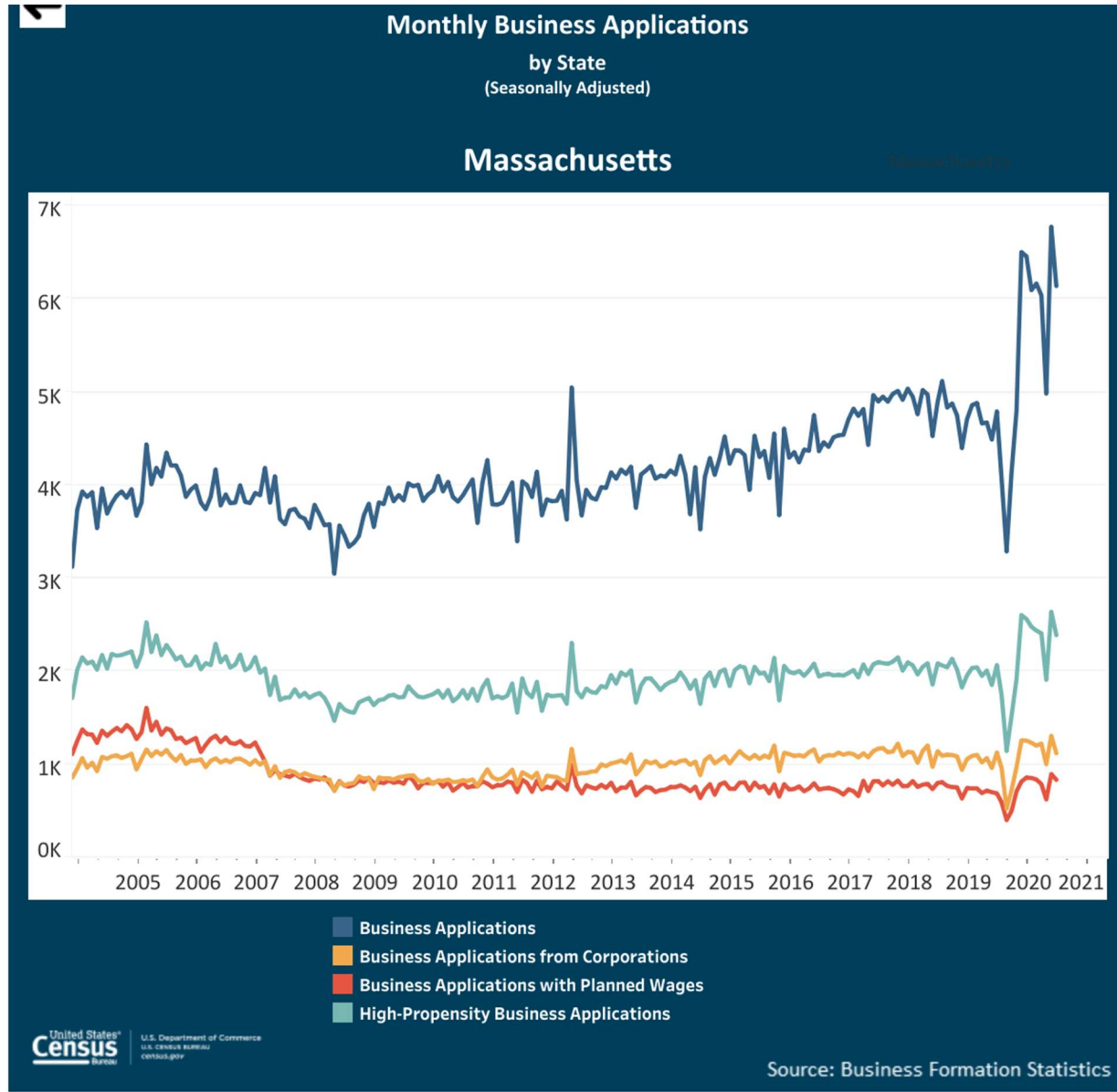
Figure 9: Percent change in small businesses open



While consumer spending has decreased modestly overall (-6.1%), consumer spending on groceries and retail have actually increased and overall losses appear to be driven by the decline in restaurant and hotel spending (-31.1%). The Opportunity Insights data shows an overall increase in spending across the state, particularly for low-income households. In the City of Boston, total spending is down about 6.1%, but retail spending is still above January 2020 levels. Part of the reason consumer spending did not decline so sharply was due to unemployment benefits received through the CARES Act in 2020. For many unemployed workers, the income received through unemployment in the summer of 2020 was higher than traditional wages. The federal CARES act provided \$600/week for those receiving unemployment benefits on top of traditional unemployment benefits. This meant that any worker making less than \$1,200 a week (\$62,400 a year) before the loss of their job saw an increase in household income as a result of unemployment benefits. MAPC estimated this was equal to about 62% of all eligible workers. Perversely, many workers in 'essential' positions who remained on the job (and had high levels of interpersonal exposure) received less income than their peers who were able to collect unemployment benefits and many never received hazard pay.

Figure 10: Percent change in all consumer spending



**Figure 11: Monthly business applications in Massachusetts**

Data on business applications from the Census Bureau indicate a sharp increase in the number of new businesses being started over the last year. The rate of business formation exhibited is far higher than the response to the 2008 recession, and while it is unclear what is driving the sharp increase, it is possible that expanded access to digital sale platforms is decreasing barriers to entry and driving new business growth.

Chris Hunter of LEAF cited that there is now a surge in new business interest coming off the change in the real estate market. Individuals who may have had a business idea or a side hustle are now thinking more about formalizing that concept. Tim Nelson echoed this sentiment, saying that the organization has never been busier with folks interested in starting new businesses.

While many individuals may be attracted to starting a new business opportunity on the back of a softer real estate market, they are still subject to the many associated with business start up, particularly in an uncertain environment. These new businesses may be subject to many of the pitfalls facing existing businesses in terms of lacking access to capital due to inconsistent book keeping etc.

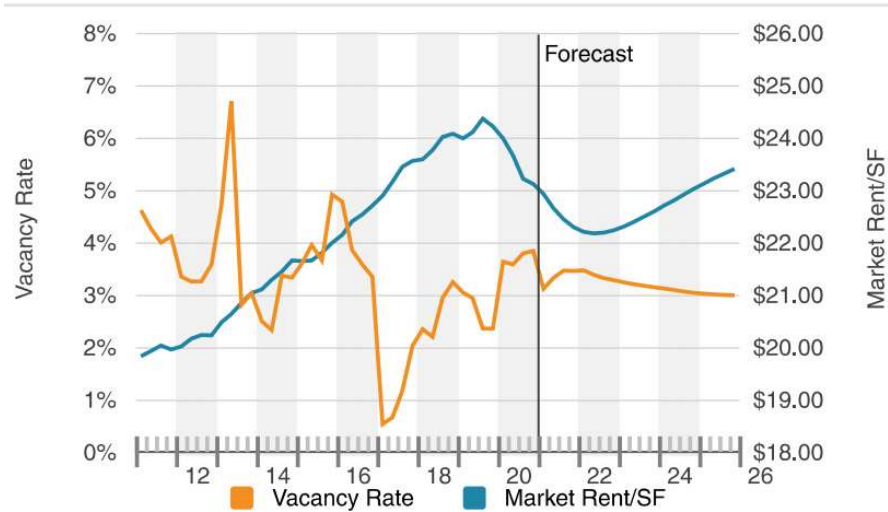
### IMPLICATIONS FOR DORCHESTER BAY:

If 2020 is an indication of a thawing commercial real estate market Dorchester Bay should be prepared to take advantage of any future sale opportunities. While the Equitable Upham's Corner recommendations focused primarily on leasing arrangements that could assist Dorchester Bay or other non-profits control commercial real estate to stem rising rental rates, there may now be more opportunity for outright ownership.

The sale of these commercial properties likely indicate new development in the coming years. Upham's Corner has a high concentration of residents working in the building trades, and Dorchester Bay could play a role in working with developers, community, and the City of Boston's Office of Workforce Development to build a pipeline to the employment at these project for current and future trades workers in Upham's Corner.

**Figure 12: Vacancy and market rent per square foot**

Vacancy & Market Rent Per SF



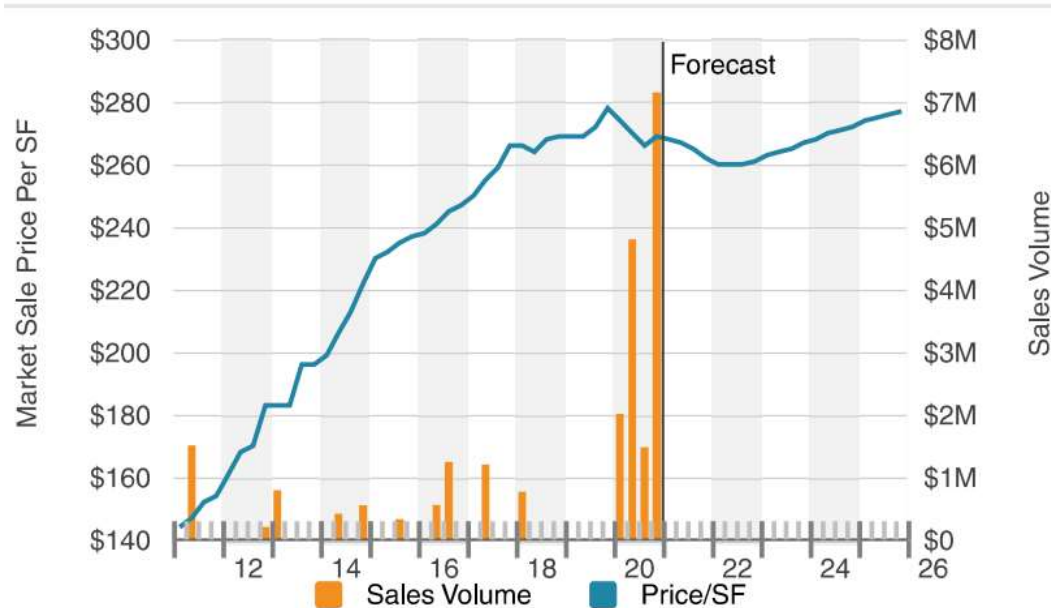
### Commercial Real Estate

<sup>23</sup>The commercial real estate market in Upham's Corner had been steadily heating up over the past 5 – 10 years without seeing the acceleration in price changes that other gentrifying neighborhoods such as Jamaica Plain have experienced. Prior to the pandemic, commercial rents in Upham's Corner had been on a consistent upward trajectory until 2019 when the market began to stabilize somewhat, likely due to increased vacancy rates. Since 2020 rents have seen a continued decline as vacancy rates have accelerated due to business closures. The market is now much softer than prior years and has spurred on a flurry of sale activity.

<sup>23</sup> Accessed from CoStar 3/10/21

**Figure 13: Sales volume and market sale price per square foot**

## Sales Volume &amp; Market Sale Price Per SF



<sup>24</sup>There have been 10 property sales in Upham's Corner since the beginning of the pandemic, far more than in the previous decade. These property sales include several marquee locations, including Fox Hall on Columbia Rd and the CVS and Brothers Supermarket properties on Dudley St<sup>25</sup>. While there were not many commercial property sales in the neighborhood prior to 2020, the movement over the last year indicated a general plateauing of sale price / sf. Commercial property owners who may have been holding out for a continually heating market may see this moment as a signal for cooling and want to take advantage of sales at this time.

The commercial properties sold in the Upham's Corner area range from single story commercial strips, to multistory retail/office spaces, to the neighborhoods long time Columbia Family Dental facility. Several properties were sold with adjoining land, possible for increased development opportunities.

<sup>24</sup> Accessed from CoStar 3/10/21

<sup>25</sup> See Appendix B for CoStar Sale Comp Exports and Map of Location of Property Sales

The table below illustrates the details of commercial sales from March 2020 – December 2020 in the Upham's Corner neighborhood.

Commercial Property Sales in Upham's Corner, March - December 2020							
Source: CoStar, Accessed 3/10/21							
Property Address	Property Name	Property Type	RBA	Last Sale Date	Last Sale Price	Buyer	Joint Sale
10-12 Burrell St /504-520 Dudley St	Youthbuild Commercial Bldg	Office	74,474	12/21/2020	\$9,000,000	CSR Worcester Family Day	
778 Dudley St		Retail	7,420	12/11/2020	\$7,150,000	Dudley St Llc	
519-531 Columbia Rd		Retail	37,462	9/16/2020	\$1,476,556	Pondside Realty	Joint Sale
15-17 Wheelock Ave		Land		9/16/2020	\$1,973,444	Pondside Realty	
68 Annabel St	6 & 8 Anabel St - 653 Columbia Rd	Land		7/22/2020	\$151,240	Costas Provisions Corporation	Joint Sale
653 Columbia Rd		Office	7,403	7/22/2020	\$848,760	Costas Provisions Corporation	
554-562 Columbia Rd	Columbia Hall	Retail	22,526	4/2/2020	\$4,800,000	JLCD Development LLC	
2 North Ave		Retail	7,360	3/6/2020	\$1,750,000	Fernandez Brothers Liquors	

#### IMPLICATIONS FOR DORCHESTER BAY:

If 2020 is an indication of a thawing commercial real estate market Dorchester Bay should be prepared to take advantage of any future sale opportunities. While the Equitable Upham's Corner recommendations focused primarily on leasing arrangements that could assist Dorchester Bay or other non-profits control commercial real estate to stem rising rental rates, there may now be more opportunity for outright ownership.

The sale of these commercial properties likely indicate new development in the coming years. Upham's Corner has a high concentration of residents working in the building trades, and Dorchester Bay could play a role in working with developers, community, and the City of Boston's Office of Workforce Development to build a pipeline to the employment at these project for current and future trades workers in Upham's Corner.



## Housing Stability & Real Estate

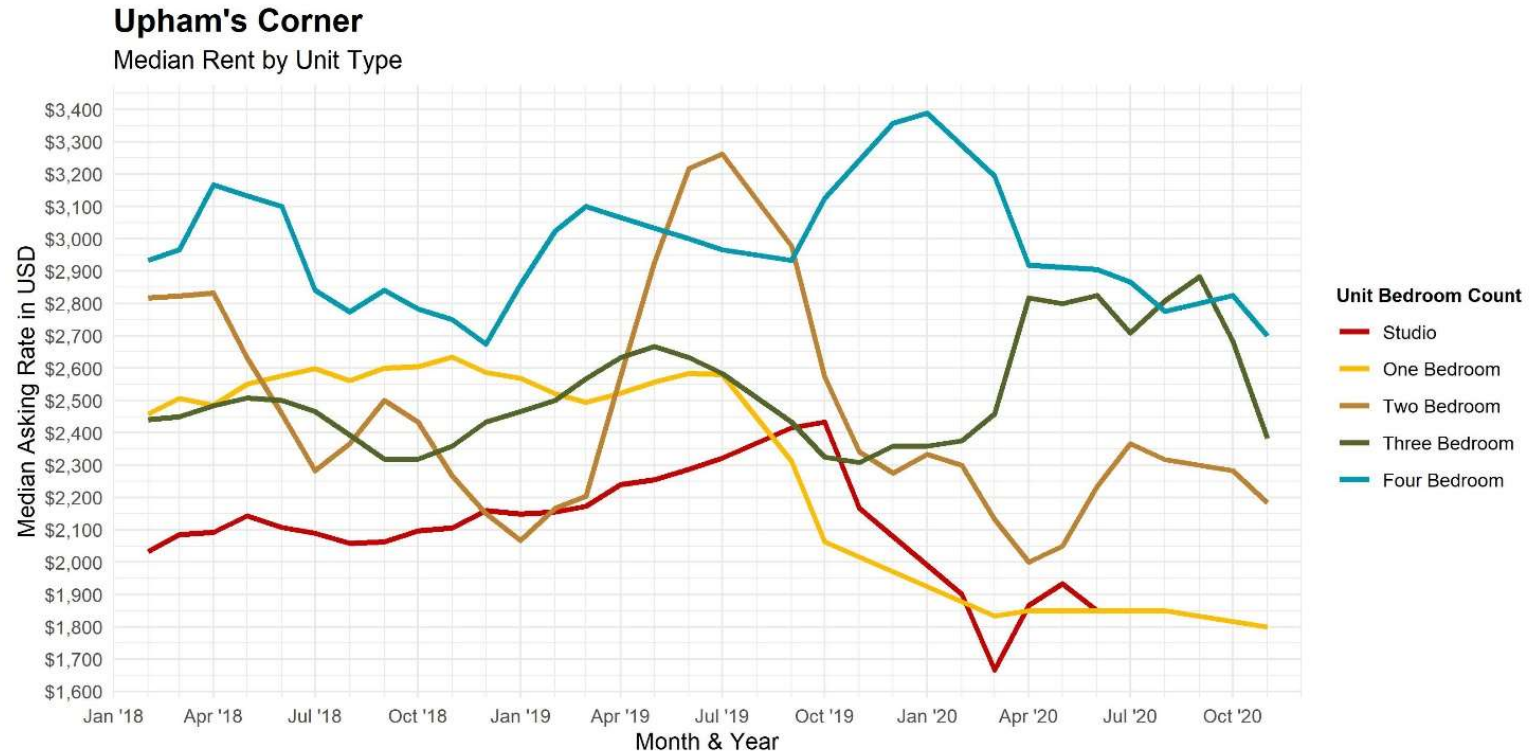
### Rental Market and Evictions

The overall rental market in Boston has seen substantial declines in rental rates since the beginning of the pandemic, correlated with a sharp drop in occupancy<sup>26</sup>. These trends are reflected in the Upham's Corner rental market. However, due to the substantial loss of income and employment many families have faced, there is an ongoing fear of an impending eviction tsunami.

#### The State of

Massachusetts had an eviction moratorium in place until mid-October 2020, after which courts opened to hear eviction cases, even with the federal CDC eviction moratorium in place. A partner of MAPC's has been keeping track of eviction filings in MassCourts databases from November, 2020 through January, 2021. MAPC worked to geocode the addresses in the eviction filings and found that 41 evictions for non-payment of rent were initiated in the Upham's Corner neighborhood during this time. Upon review of the evictions in question, it was revealed that 30 of these non-payment eviction filings were initiated on Dorchester Bay owned property by the contracted property management group. Since that revelation, all of those eviction filings have been rescinded.

**Figure 14: Upham's Corner Median Rent by Unit Type**



<sup>26</sup> See Appendix B for Boston Rental Listing Trends



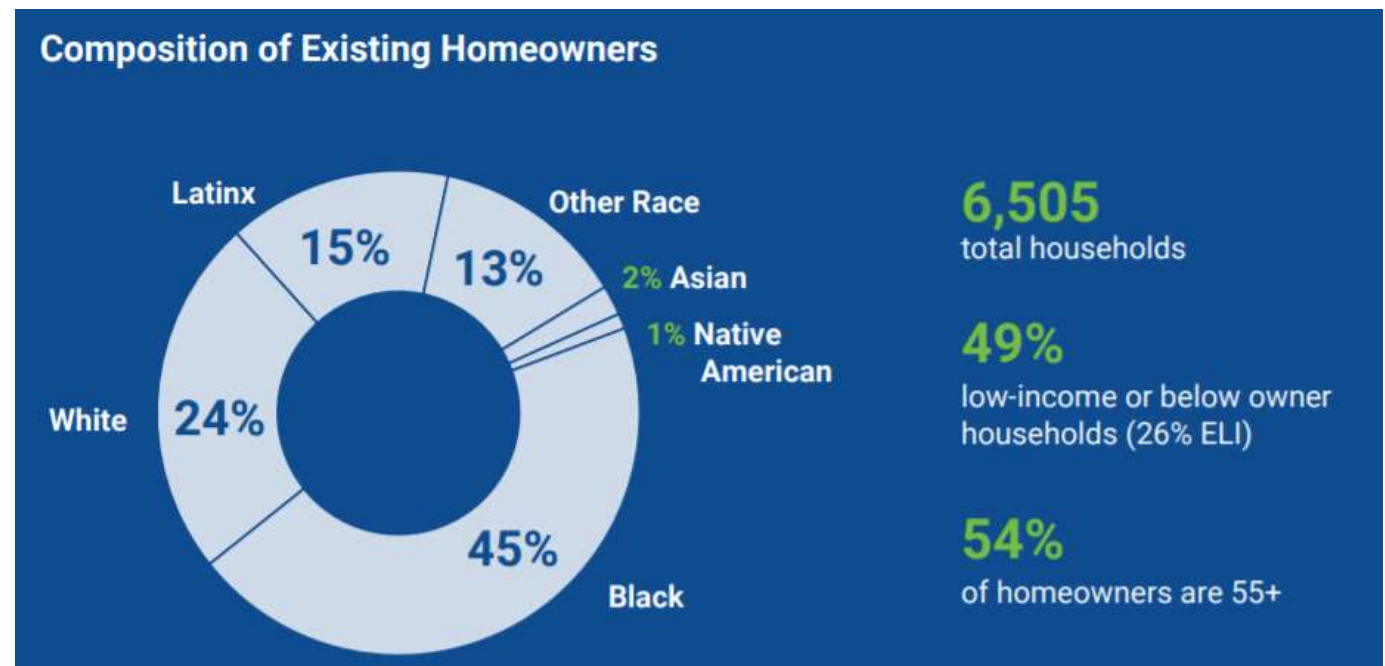
### IMPLICATIONS FOR DORCHESTER BAY:

The eviction moratorium that has been in place along with the large amount of resources made available through state and local programs appears to be stemming immediate eviction challenges. However, as exhibited at Dorchester Bay's own properties, there are many households who are beginning to fall behind on payments which may be an indication of a larger looming issue. Ensuring that any household struggling to make rental payments can be connected to the available resources that exist to support renters through the pandemic will be a critical role for all community serving organizations. Similarly, ensuring that property management groups are likewise aware of the programs and are equipped with the resources and capacity to support individuals access them before an eviction filing occurs

### Homeowner Support

The Boston Area Research Initiative, in partnership with The Center for Survey Research at UMass Boston, and The Boston Public Health Commission collected survey responses in September, 2020 to better understand the impact of the pandemic on Boston residents. This survey found 17% of Upham's Corner homeowners had trouble paying their mortgages. This trend is slightly different than the city overall, where a higher percentage of renters were experiencing hardship than owners. The Census Bureau's Pulse survey, which surveys adults across the United States on issues relevant to the Coronavirus Pandemic, found 12% of Massachusetts owners who responded were not currently caught up on mortgage payments February 17-March 1, 2021. This was true of 14% of renters who reported.

**Figure 15: Composition of Existing Upham's Corner Homeowners**



Upham's Corner is unique in that the area has a high percentage of home owners, close to 40%, or about 6,505 households, which is higher than most other neighborhoods in Boston. Many of these homeowners are low income, many are people of color (Black, Latinx, and Cape Verdean households), and many are older (55+). Prior to the pandemic, Dorchester Bay identified the critical need to support these homeowners to stay in their homes as they age<sup>27</sup>.

As described in the unemployment section, many Upham's Corner residents have been impacted financially due to loss of work. If homeowners in Upham's Corner are facing challenges with mortgage payments, they may look to sell their homes and move to a cheaper housing market. Anecdotally, the Upham's Corner Health Center and many of the property managers mentioned that this is an ongoing trend with many Upham's residents moving to Brockton. While the inability to make mortgage payments as a result of the COVID pandemic does not appear to be having the same catastrophic financial impact as the 2008 recession, it does have strong implications for the social and cultural context of the community. As described in the Public Health section of this memorandum, the two biggest strengths of the Dorchester Community, as cited by Dorchester Residents, are "People of many races and cultures" and "People speak my language".<sup>28</sup> Loss of Upham's Corner homeowners will have a substantial change on the cultural composition of the neighborhood.

Massachusetts has allocated \$20 million in federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to help homeowners who've been economically impacted by the COVID-19 national emergency. With its CARES Act money, Massachusetts created the Emergency Rental and Mortgage Assistance (ERMA) Program. This program offers financial assistance to homeowners who've suffered a financial hardship due to the coronavirus pandemic and state of emergency.

The ERMA program provides mortgage assistance to low-income households in Massachusetts that have been impacted by the crisis and might not be eligible for the state's traditional or COVID-19 Residential Assistance for Families in Transition (RAFT) program, which helps families avoid becoming homeless. Eligible homeowners can get up to \$4,000 per household to pay off mortgage arrears accrued after April 1, 2020, or to cover upcoming mortgage payments.

Additionally, MassHousing Partnership is offering affordable refinancing options and the NeighborWorks America network is offering additional technical assistance for homeowners.

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<sup>27</sup> Sourced from Equity Forward Upham's. Prepared by the Metropolitan Area Planning Council for the Dorchester Bay Economic Development Corporation. Accessible at <https://www.dbedc.org/wp-content/uploads/2019/10/Final-Equitable-Upham's-100219.pdf>

<sup>28</sup> Boston Community Health Needs Assessment

### IMPLICATIONS FOR DORCHESTER BAY:

Addressing homeowner retention is a critical issue facing not only Upham's Corner, but many other areas of the region with low income home owners. The State, City of Boston, and numerous mutual aid and philanthropic organizations have put considerable energy into rental assistance programs, but there has not been as much energy focused on homeowner assistance.

While the ERMA program does provide some support, \$4,000 may not be sufficient to keep homeowners from defaulting on mortgage payments in the medium to long term. It is also unclear to what extent Upham's Corner homeowners have taken advantage of the ERMA program

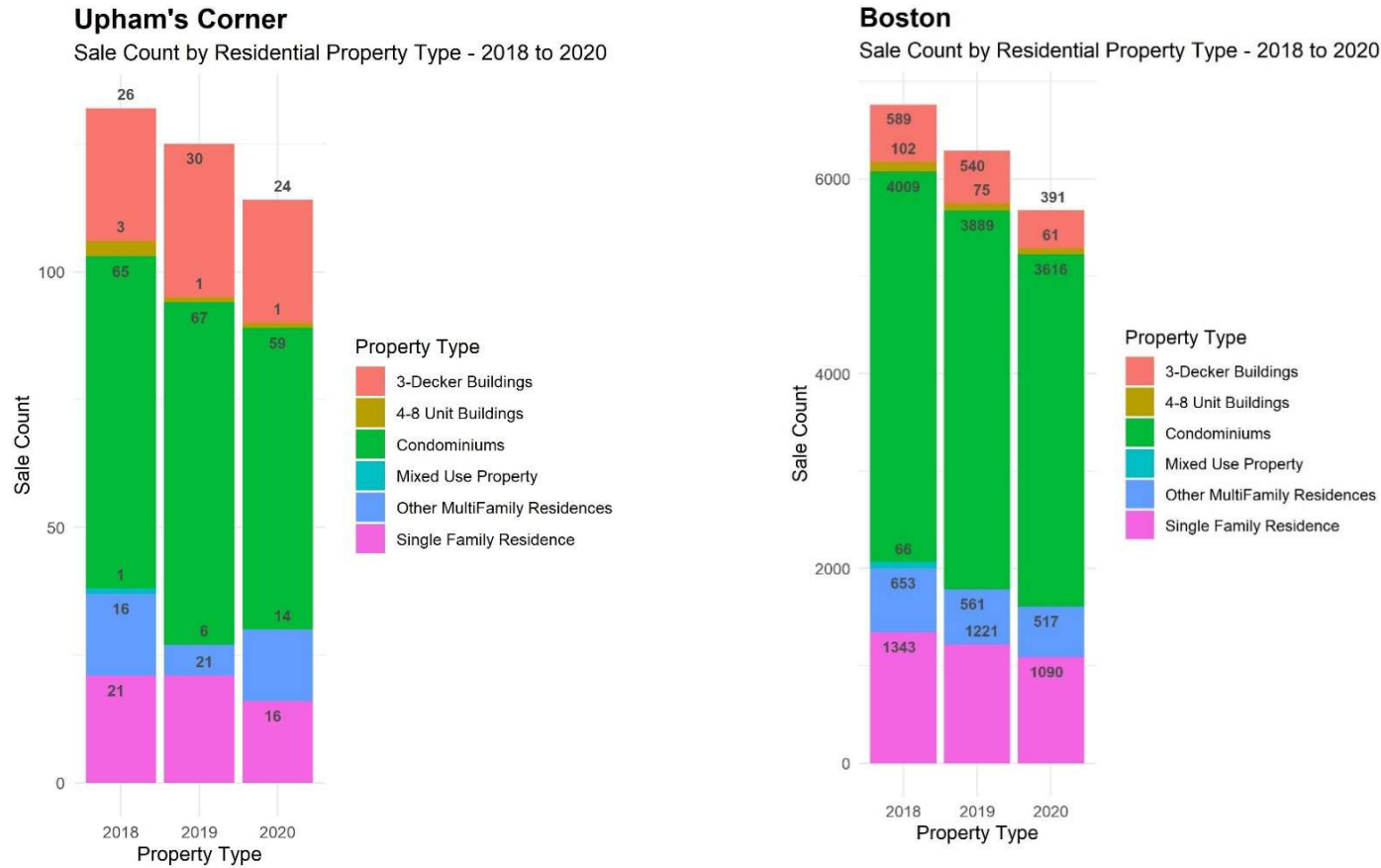
Dorchester Bay could play a role in supporting Upham's Corner homeowners with home retention by providing technical resources, outreach and communication support to assist owners access existing programs. There is currently not a NeighborWorks affiliate in the Upham's Corner area, with the closest entity being Urban Edge, based in Roxbury. Dorchester Bay could consider joining the Neighborworks America network as a way to gain access to support and technical assistance from a National Partner who is active in this issue area.

### *Residential Real Estate*

Between 2018 and 2020, there were a total of 372 residential property sales for 339 unique properties in Upham's Corner. Of these, 30 properties (~ 9% of 339) came on the market multiple times. About 51% (191) of these transactions were for condominium units, followed by three-deckers (80) and single-family homes (58). The city of Boston recorded 18,781 residential property transactions for 17,482 unique properties in the same period. Of these, 1,166 properties (~ 6.6% of 17,482) came on the market more than once.

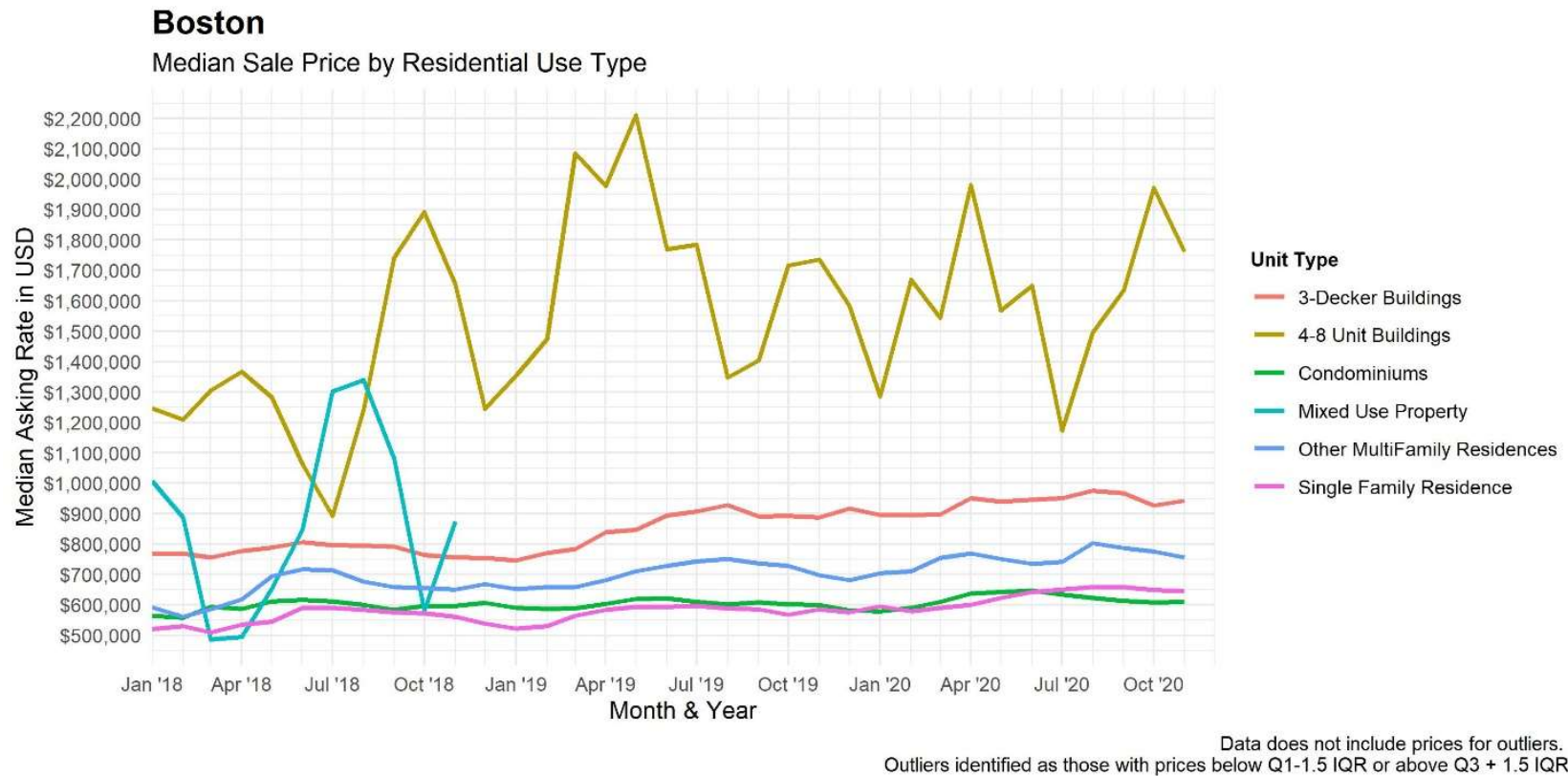
We observe a Year-on-Year decrease in total sales across Boston, as well as Upham's Corner, suggesting a general cooling of the market. Proportionally, Upham's Corner has a larger percentage of sales corresponding to Triple-Decker buildings, and very few multi-family properties sold, as compared with the overall sales in the City of Boston. This is in alignment with trends identified through the Equitable Upham's planning process.

**Figure 16: Sale Count by Residential Property Type – Uphams Corner and Boston**

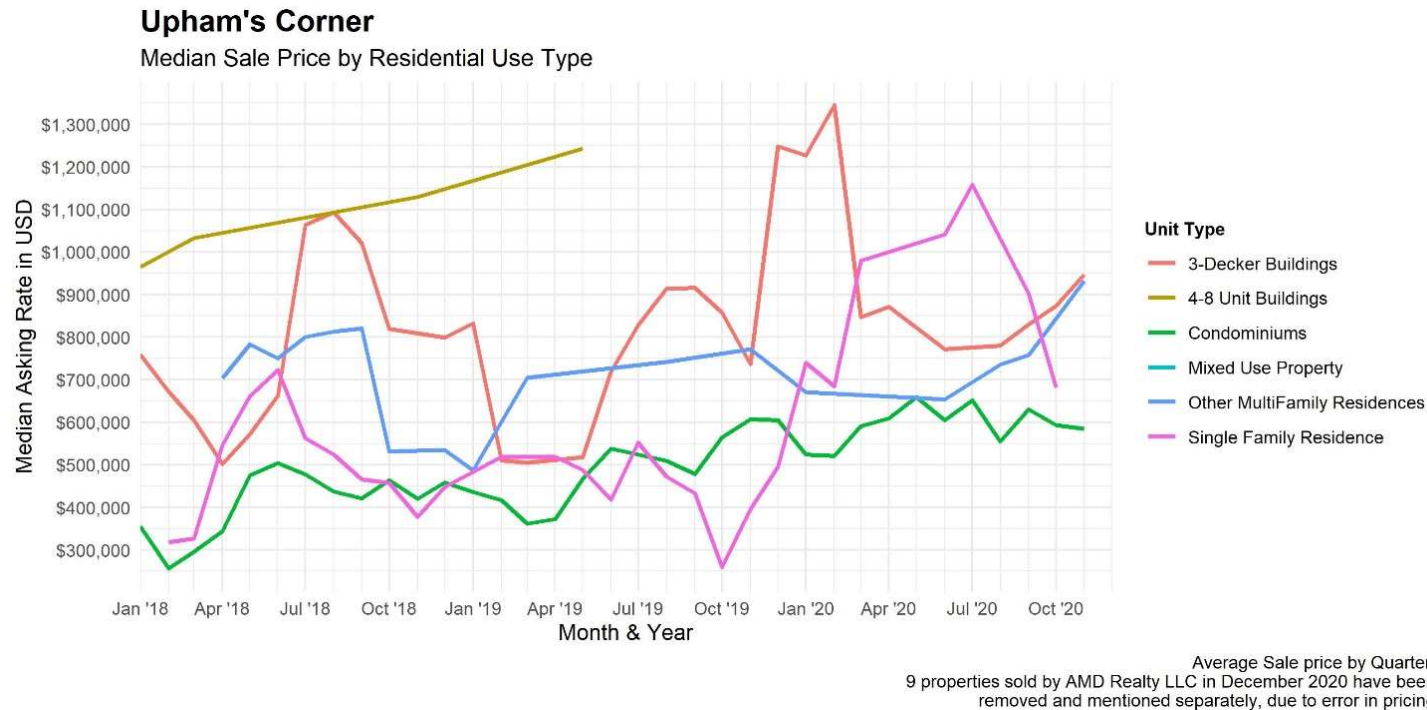


While overall transaction counts declined, median sale prices by property type trended modestly upwards across the City of Boston, as well as in Upham's Corner. Average sale prices for the two most frequent property types, Triple Deckers and Condos maintain competitive prices. Triple Decker building sales in 2020 averaged between \$800k - \$900k per property, in line with years past. Condominium sales have seen a consistent upward trend in sale prices through 2020. Overall there is not evidence of any significant jump or decline in sales prices as a result of the pandemic<sup>29</sup>.

**Figure 17: Boston Sale Price by Residential Use Type**



<sup>29</sup> The price trends chart for the City of Boston excludes major outliers such as 55-57 Traveler Street – a condominium building near the I-90 intersection next to Fort Point Channel which sold for \$216 million in August 2018, and the price trends chart for Upham's Corner excludes one portfolio purchase by Frest Start Realty which occurred on December 15<sup>th</sup> 2020. The details of the Frest Start purchase are outlined in Appendix C

**Figure 18: Upham's Corner Sale Price by Residential Use Type****IMPLICATIONS FOR DORCHESTER BAY:**

The real estate market in Upham's Corner appears to continue being competitive and will present challenges to any organization intending to preserve or increase the amount of affordable housing in the area. As outlined in the Equitable Upham's Report, purchasing Triple-Deckers as they come onto the market through the City of Boston's Acquisition Opportunity Program (AOP) is likely the biggest opportunity for a CDC to acquire property. The AOP program is intended to assist nonprofit developers compete in the private market, however without significant shifts in the market, there may still be challenges to the utilization of the AOP.

Further, being able to coordinate with potential owners who may be considering selling ahead of a property hitting the market could be a critical step in negotiating future purchases. Working with partner organizations such as the Upham's Corner Health Center or Mass Alliance for Portuguese Speakers to connect with families in the neighborhood who may be considering selling properties could be a strategic advantage. This could also assist with working with families to maintain family residences if they are not ready to sell.

## Public Health

Upham's Corner, like many communities of color across the country, illustrates the consequences of structural and institutional racism in the health outcomes of residents. The neighborhood of Dorchester (02121,02125,02122,02124) has the highest rates of community positivity (share of tested population that results positive for COVID-19) in the most recent batch of testing, March 5-11. The zip code that includes Upham's Corner (**02125**, bolded in bullet points below) ranked among the highest in terms of cumulative community positivity (beginning of data collection to March 11th).

Current Community Positivity (March 5-11) – Next update March 20

- Dorchester – 02121, **02125**: 6.1% (highest)
- Dorchester – 02122, 02124: 4.8% (second highest)

Cumulative Community Positivity (up to March 11) – Next update March 20

- Dorchester – 02122, 02124: 17.6% (second highest behind E. Boston)
- Dorchester – 02121,**02125**: 16.6% (fourth highest behind Hyde Park)

In addition to the immediate impacts of COVID, Upham's Corner residents experience many other health-related issues at rates higher than other neighborhoods. These health issues impact an individual's ability to maintain housing and employment, and may contribute to embedding families within a cycle of poverty. Recently, the City of Boston's collective of teaching hospitals, community-based stakeholders, health clinics, and the Boston Public Health Commission embarked on the first Citywide Community Needs Health Assessment (CHNA) and subsequent Community Health Improvement Plan (CHIP). Between 2018-2019 the group undertook the first large-scale collaborative city-wide Community Health

Needs Assessment and Community Health Improvement Planning (CHIP) process.

A CHNA identifies health-related needs, strengths, and resources of a community through systematic, comprehensive data collection and analysis. A Community Health Improvement Plan (CHIP) is the response to needs identified in the CHNA. The CHIP process involves creating a detailed, evidence-based improvement plan to address the prioritized needs of the community.



Some highlighted findings from the CHIP – CHNA process:

Dorchester (**02125**, 02121) had statistically significant higher rates of:

- Food insecurity
- Adults reporting persistent sadness
- Firearm ED visits and homicides
- Obesity
- Hypertension
- Asthma ED visits for children
- Smoking among pregnant people

Top 3 Strengths of Neighborhood as reported by Dorchester residents (all zips):

- People of many races and cultures
- People speak my language (tied)
- Proximity to medical services (tied)

Top 3 Factors that Define a Healthy Community according to Dorchester residents:

- Affordable Housing
- Access to Healthcare
- Access to Healthy Food

Top 5 Most Important Concerns Affecting Community's Health (Dorchester):

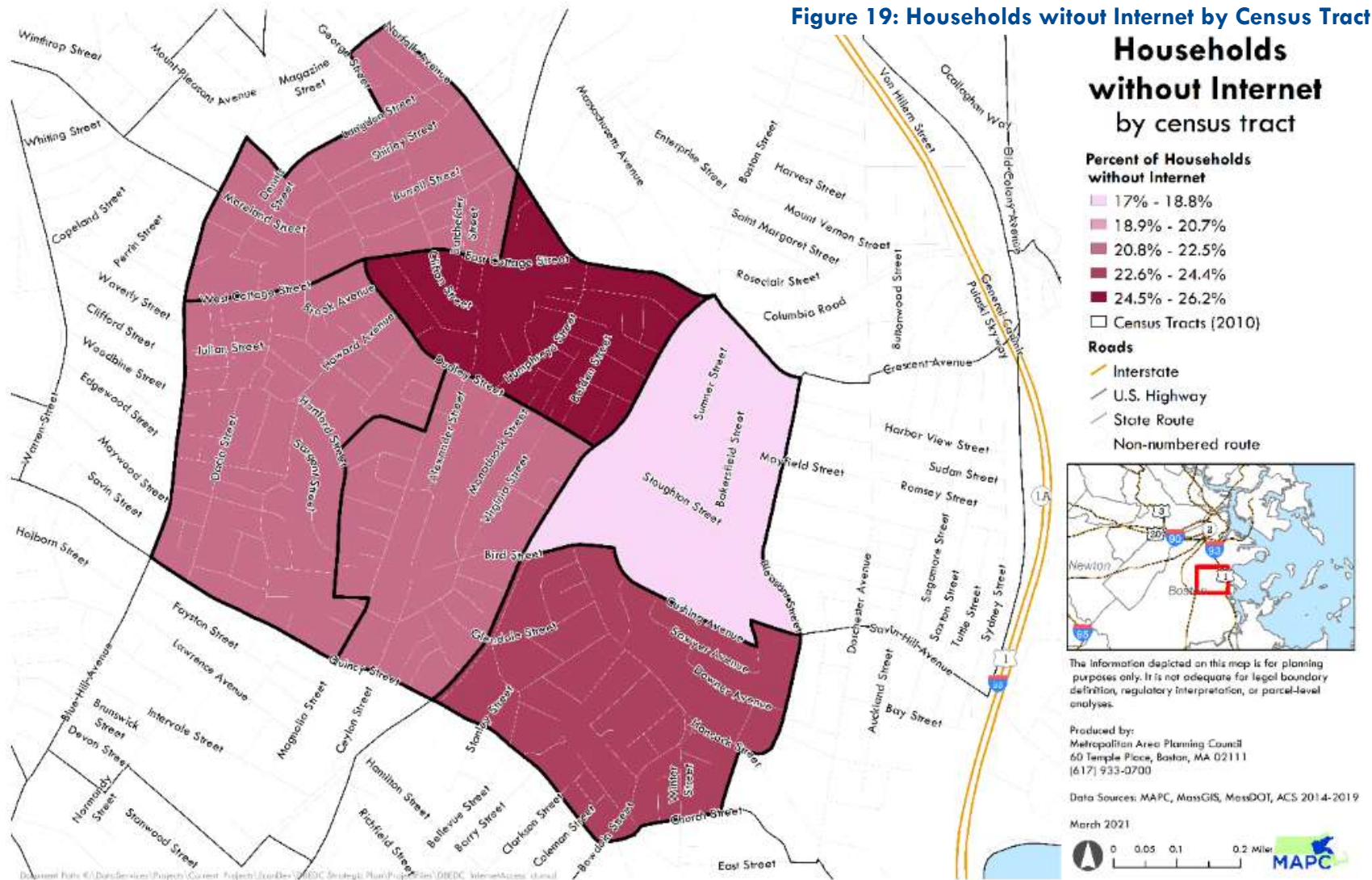
- Alcohol/drug abuse
- Community Violence
- Housing Quality/Affordability
- Mental Health

- Diabetes/Homelessness (Tied)
- \*\*\*Air/Noise Pollution and Traffic from Vehicles also listed as top environmental health concerns.

#### IMPLICATIONS FOR DORCHESTER BAY:

Addressing public health issues in the Upham's Corner community will require a concerted and coordinated multi-stakeholder effort to target the upstream Social Determinants of Health that may be driving health outcomes. Building the capacity of Dorchester Bay staff via Community Health Worker trainings (as outlined in the accompanying Qualitative Research Memorandum) and working with MACDC's public health working group are short term steps that Dorchester Bay could take in this area. Future collaboration with Upham's Corner Health Center, Boston Medical Center, Mass Alliance of Portuguese Speakers, and other community-based organizations to specifically target and address social determinants of health in the community could also be an important step to integrate public health into Dorchester Bay's portfolio of work.

## Access to the Internet



With the majority of learning, civic engagement, and personal communication moving online having access to the internet is more critical than ever. Unfortunately, many residents of Upham's Corner do not have access to the internet or a device, with close to 20% of Upham's Corner residents indicating they do not currently have internet access. A survey led by the Boston Area Research Institute in September, 2020 found similar evidence that nearly 20% of Upham's Corner respondents did not have a computer or tablet to access the internet at home. Households with students were found to have a slightly higher rate of device and internet access, likely due to efforts by Boston Public Schools to provide Chromebooks to students across the City. A statewide Census Bureau Pulse survey conducted in February-March 2021 found 53% of computers or digital devices available to children for educational purposes were provided by the child's school or school district.

While nearly 1/5 of Upham's Corner residents lack any internet service, it is unclear whether households that do have the internet are able to afford levels of internet service that accommodate their needs. 67% of Upham's Corner households are family households and the average household size is 3 people<sup>30</sup>. A 2015 statement from the FCC defines "Broadband Internet" as internet speeds of 25 Mbps upload and 3 Mbps download, a benchmark that has been used synonymous with "good" internet. However, this definition is far out of date considering shifts in technology, how the internet is used, and particularly the needs of families who may have multiple students or adults using video conferencing or streaming services. It is likely, that for households with more than two people, a minimum internet speed

of 100 Mbps download and upload<sup>31</sup> speed is required for reliable use of internet services, particularly video conferencing.

The Upham's Corner neighborhood is served by two major providers Comcast and Verizon. Both internet service providers (ISP's) offer high speed service packages, with Verizon offering its FiOS fiber optic service within the community. Comcast relies on existing coaxial cable connections to link its high-speed lines to homes and apartment buildings, and therefore likely has a more robust presence in the neighborhood than Verizon<sup>32</sup>. While both providers exist in the Upham's Corner area, the higher speed services they provide are potentially cost prohibitive for Upham's Corner residents. A cursory review of Comcast and Verizon services indicate starting rates of \$80/month for Comcast service and \$40 month for Verizon for minimum speeds of 200 Mbps download. Further, depending on a building's size and ownership structure, certain households may lack the street level connection to either one of these service providers. Unfortunately, there is no open data source that illustrates where these gaps in service at the building level exist.

While the market rate plans for both internet service providers are likely out of reach for many Upham's Corner residents, both providers offer income eligible service plans via the Comcast Xfinity Internet Essentials (\$10/month for 50Mbps) and the Verizon Lifeline Program (\$20 / month for 200Mbps). Individuals receiving public benefits such as SNAP or rental assistance qualify for these programs. Additionally, the Emergency Broadband Benefit Program, a component of the 2021 American Rescue Plan Act, will make a \$50 subsidy available to every household that qualifies for either of the existing low income service plans. That subsidy is planned to go into

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<sup>30</sup> Upham's Corner Arts and Innovation District, Managing Neighborhood Change. MAPC 2018, available at: <http://www.bostonplans.org/getattachment/928120b6-29bf-4a01-a93e-35f67270a584>

<sup>31</sup> Upload speed is critical for video conferencing applications like Zoom or Google Classroom

<sup>32</sup> Fiber internet technology, which while faster, requires the installation of a new direct connection to a building.

effect at the end of April 2021 and will essentially make internet free for these households for the remainder of 2021.

Similar to linguistic isolation, many of the organizations MAPC spoke with cited consistent challenges with digital access and literacy. This was an issue highlighted by both the social service providers such as MAPS and UCHC, but also the entities involved in workforce training. Jewish Vocational Services, the MassHire contractor for the City of Boston, described the organizations' pivot to digital services as being quite smooth, but have found that they are missing significant portions of the population who don't have access to laptop devices, an internet connection, or lack the literacy to use the devices properly.

JVS has since set up a Digital Navigators program – a corps of volunteers who are dedicated to assisting individuals in need of

technology assistance with phone calls in personal outreach. JVS cited the success of this program, but that the organization was only able to get this assistance to individuals they were already connected with through existing programming, and that they were missing many community members of color and immigrant populations.

In regards to digital access, Upham's Corner Health Center identified that they recently purchased and provided simple laptop computers to clients to support digital access. However, the success of the program was challenged due to clients' lack of technological infrastructure, such as wifi access and the utility costs of charging the devices, as well as the lack of digital literacy. Therefore, addressing digital access, like so many other challenges, requires coordinated and multifaceted solutions.

#### IMPLICATIONS FOR DORCHESTER BAY:

Dorchester Bay could play a role in bridging the digital divide in the Upham's Corner community by working with households in the community to publicize the forthcoming Emergency Broadband Benefit Program in multiple languages and through multiple networks. Dorchester Bay could also work with households that have internet service to assess their current service plans and whether or not they are meeting the needed speed required for their household size.

As a property owner, Dorchester Bay also could play a role in expanding internet coverage within the Upham's Corner Community through various WiFi or Mesh Network technologies. This would require working with outside consultants and technical experts, but could be impactful in advancing further digital access within the community.

Dorchester Bay's existing Tech Goes Home digital literacy program could be expanded and marketed to reach more Upham's Corner residents. This program is currently offered in English and Spanish, but could also be expanded to Cape Verdean Creole, Vietnamese, and other languages spoken in the community. Additionally, Dorchester Bay could explore working with entities like Jewish Vocational Services and Roxbury Community College to offer targeted English for Speakers of Other Languages (ESOL) classes in the community.

## Qualitative Analysis: Methodology

As part of the Dorchester Bay Strategic Planning Process MAPC engaged in a series of structured interviews with outside organizations identified as entities that share the geographic service area of DBEDC, are active in similar areas of work, currently work or contract with Dorchester Bay, or who were identified as comparable CDC's that could share best practices with Dorchester Bay. MAPC selected the organizations based on the recommendations of DBEDC staff, as well as MAPC's existing relationships and regional knowledge.

These structured interviews were conducted to better understand how a range of organizations have shifted priorities, resources, and operations in response to the COVID 19 pandemic. MAPC also sought to uncover potential partnership opportunities with these outside entities and to identify gaps in service programming that could either augment or support partners' priority efforts.

In addition to community-based organizations, MAPC also spoke with representatives from the City of Boston's Department of Neighborhood Development, Office of Economic Development, Office of Workforce Development, Office of Arts and Culture, and Transportation Department to better understand the City's plans and priorities for the Upham's Corner area.

### Upham's Corner Neighborhood Development Activity

Upham's Corner has been the subject of numerous planning studies and seems to be constantly on the brink of transformational change through large-scale development. While many of the planned redevelopment efforts for the community have stalled in recent years it does appear that there will be substantial movement and investment soon. Through a series of conversations with municipal stakeholders, MAPC has cataloged this development activity to assist Dorchester Bay to evaluate potential opportunities related to these future activities.

### *Columbia Road Safety Improvements and Revisioning Process – Boston Transportation Department*

The City of Boston is currently at the very start of planning for a large-scale redevelopment and reinvestment process for Columbia Road. Columbia Road was identified as a priority corridor for a redesign in the Boston 2030 Master Plan but has not been the focus of any further attention since that process. Vineet Gupta, Director of Policy and Planning at the Boston Transportation Department (BTD) indicated that the City has \$10M budgeted to begin making improvements on the corridor via a two-phase process.

Phase I will focus on short-term safety improvements, an effort that BTD is currently coordinating with Livable Streets Alliance (a local non-profit organization based in ), to identify some early and easy interventions to improve sidewalk conditions, street crossings, lighting, and other right of way elements. Livable Streets has engaged with the Dorchester Bay RICO team to assist with their community outreach in assessing these opportunities and gathering community input.

Phase II of the Columbia Road process would include a longer-term visioning process to identify targeted infrastructure improvements and road redesign. The City plans to hire an independent group to manage the community engagement process to make it more collaborative and community-empowering and is committed to compensating residents and groups for participation. The capital improvements planned for Columbia Rd would also unlock potential Percent for Arts Funding that could be used to procure and install public art installations along Columbia Rd.

### Implications for Dorchester Bay:

In addition to being a major transportation corridor in Upham's Corridor, Columbia Road is a physical barrier that in many ways segments and separates the community. It has a history of divisiveness, at one point even having a six-foot fence installed at the



median, and represents many of the environmental and social discriminatory practices that have impacted the Upham's Corner community. An improved streetscape along Columbia Road could have a tremendous impact on creating new public spaces and amenities and increasing foot traffic to businesses.

Any future redevelopment or visioning of Columbia Road would be a ripe opportunity for Dorchester Bay to play an active role in advocating for improved conditions and coordinating other neighborhood groups to engage in the process. If Dorchester Bay can begin to build awareness and a coalition of actors to support an equitable redevelopment of Columbia Road early, it could be a critical factor in ensuring a future that benefits DBEDC residents.

#### *City-Owned Parcel Disposition – Boston Office of Economic Development*

Despite the ongoing pandemic, the City of Boston's Upham's Corner parcel disposal process is still moving forward, albeit with several changes to the initial vision. The most notable impact the pandemic has had on this process is that it will now be almost impossible to find an operator tenant for the Strand Theatre, which will likely mean that the property will continue to be owned by the City until the arts and entertainment sector recovers cash flow losses. The Mayor's Office of Arts and Culture has indicated that the City intends to continue investing in the property to assist in offsetting future development costs. These investments are focusing primarily on energy efficiency efforts, including the potential establishment of a solar energy microgrid connecting the Strand Theatre with the future library that is now being proposed on the Santander and MAPS Office site.

In addition to the ongoing investment in the Strand Theatre, the City is also focusing on advancing workforce development efforts at the Strand and is working with Brighter Boston to become the "house operator" for lighting and sound design at the Strand, which could

create the opportunity for paid internship opportunities for local high school students. Kara Elliot Ortega indicated that it is unclear how many, if any, of the youth enrolled with Brighter Boston are from the Upham's Corner community.

#### **Implications for Dorchester Bay**

If a solar microgrid effort unfolds, it could be an opportunity for Dorchester Bay to consider coordinating efforts with the city given the proximity of several DBEDC properties to the Strand future library. A microgrid system in Upham's Corner could assist in ensuring utility redundancy and reduce energy costs for any properties tying in. It could also be a platform for job training and community resilience.

As the Strand waits for a new operator, the opportunity to connect with Brighter Boston as a youth training provider could be leveraged in the short term. Future collaboration with DBEDC's Youth Services program could be beneficial in ensuring Upham's Corner Youth can take advantage of any future training programs and work opportunities offered at the Strand.

#### **Additional Development Trends:**

In addition to the major City led activities outlined above, several private development efforts could have implications on future Dorchester Bay programming.

#### *Humphrey Street Studios Development*

A smaller development story unfolding in Upham's Corner is the effort to save The Humphrey's Street Studios. The Studios have been in operation for over 20 years as an arts collective in a former factory building. The original owners of the studio recently passed away, and the families have decided to sell the property, putting into question the future of the many artists (many of which are Dorchester residents). The City's Office of Arts and Culture is funding a feasibility study to assess a development scenario that would enable housing

development on a portion of the studio lot that would cross-subsidize the rents for the artist spaces.

### Implications for Dorchester Bay

Depending on the outcome of the feasibility study, this could be another development opportunity for Dorchester Bay to evaluate. The City and community continue to express an interest in fulfilling the vision of Upham's Corner as an Arts and Innovation district and this development could be a critical part of realizing that vision.

### Dorchester Bay City / The BEAT Development

Outside of the immediate development activity in Upham's Corner, two large-scale development projects are coming online just to the east of Dorchester Bay's service area. Dorchester Bay City, the redevelopment of the former Bayside Expo Center, will bring on line approximately 5.9 million square feet of new, mixed-use development; including approximately 1,740 residential units, approximately 155,000 square feet of retail/restaurant space, and approximately 4 million square feet of office, research and development, life sciences, and/or academic uses<sup>33</sup>.

The BEAT development is a redevelopment effort on the former Boston Globe headquarters on Morrissey Boulevard. The 700,000 square foot development is a fully commercial site program, focusing on providing lab, research, and office space for life science companies. The BEAT is already under construction and is expected to open very soon.

### Implications for Dorchester Bay:

As both of these projects are only 1 mile from the Columbia Rd / Dudley St intersection, they are physically proximate to Upham's Corner. As is the case with many large-scale development efforts, the opportunity to link the prosperity and economic potential represented by this development activity to the many individuals living nearby who have not shared in the growing prosperity of Boston is strong. Providing a pathway for residents of Upham's Corner to the job opportunities that may be coming online across the spectrum of well-paying occupations could be an ongoing activity for Dorchester Bay. Working with the project developers, the City of Boston's Office of Workforce Development, and other workforce training providers to identify the immediate, medium, and long term job opportunities and associated training programs and requirements will be an important first step in connecting Dorchester Bay to these very large scale efforts.

Additionally, there is a physical barrier in the form of I-93 that separates the residential neighborhood of Upham's Corner from both Dorchester Bay City and The BEAT. Working with the City and other local stakeholders to create better and safer access to these properties will be an important step to ensuring job access.

### Areas of Exploration

To better understand how the COVID 19 pandemic has impacted additional constituents and organizations MAPC engaged in conversations with a number of outside organizations at the recommendation of DBEDC staff. These conversations focused on gaining an understanding of how these entities have shifted or adapted to the COVID 19 environment, and to evaluate potential

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<sup>33</sup> Boston Planning and Development Agency:  
<http://www.bostonplans.org/projects/development-projects/dorchester-bay-city>



areas of work for Dorchester Bay to explore that would either augment or support partners' priority efforts

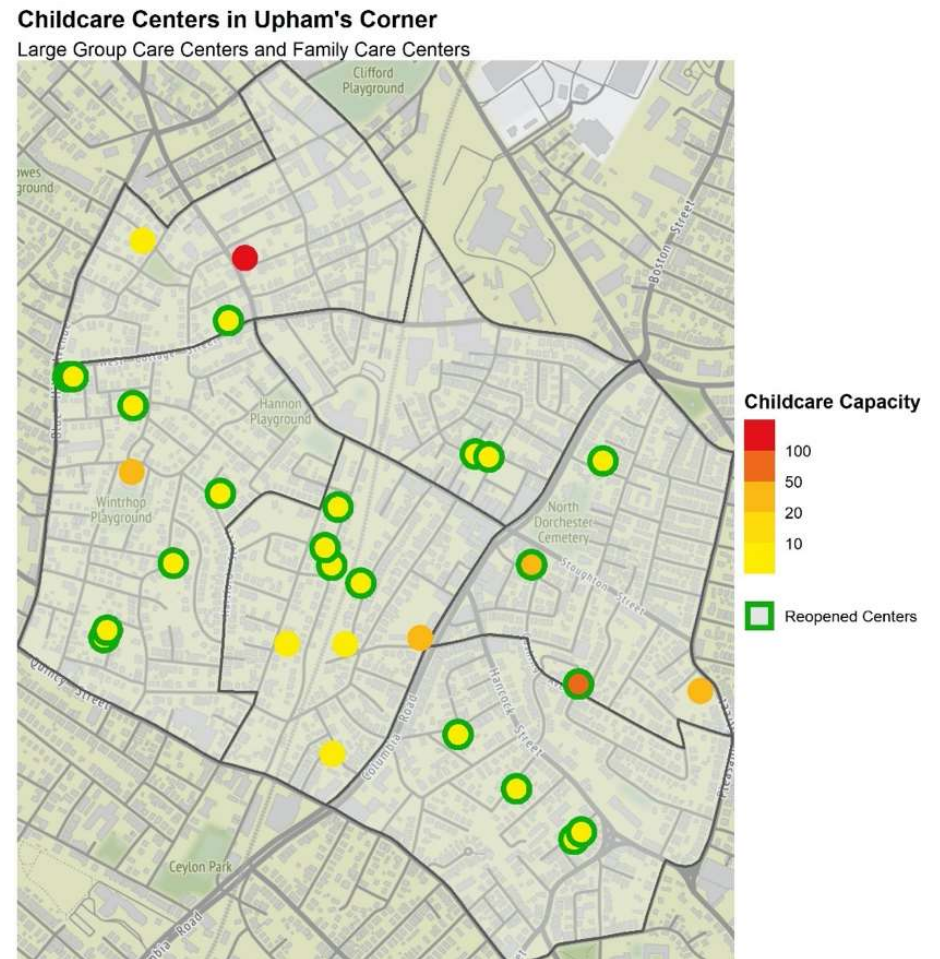
### Childcare

Through our stakeholder interviews, literature review, and data analysis, it is clear that child care is a major challenge to residents of Upham's Corner. The lack of safe, affordable, and flexible child care that meets the needs of residents poses challenges, as well as opportunities, for economic development, children's development, and public health. The Upham's Corner area has 29 childcare centers, of which 23 are classified as Family Child Care centers (capacity 10 or fewer), and the rest as Large Group Care centers. Capacities range from 3 children to 103 children. As the map shows, most of these child-care centers are at a sub-neighborhood level in individuals' homes. As of March 16th, 2021, we know that 21 centers have reopened, with a combined capacity of 272. Most notably, the Children's Services of Roxbury with a capacity of 103 has not reopened.

Based on a conversation with MACDC, CDCs in Massachusetts have not yet been deeply involved in childcare needs. To inform potential strategies to address this challenge, we have summarized a few potential strategies for Dorchester Bay to pursue based on existing work related to improving child care options. The strategies fall into four main categories: coalitions, advocacy, support for providers, and support for people looking for child care.

This all must be considered within the context of the recent COVID recovery investments into early education and childcare. The American Rescue Plan passed in Congress in March 2021 will direct approximately \$500 million to the Massachusetts child care system for operating expenses and tuition assistance for the children of essential workers, and a temporary expansion of tax breaks for families to subsidize child care. In addition, Massachusetts recently released another \$30 million to child care providers to update their facilities and provide bonuses and better salaries to early educators.

**Figure 20: Childcare Centers in Upham's Corner**



### Coalitions

The Care that Works Coalition, convened by Community Labor United, includes community-based groups and organized labor unions to fight for an equitable child care system in Massachusetts. Member

organizations include Local 509 SEIU, Building Pathways, UAW, New England United for Justice, and Brookview.

The Common Start Coalition is a statewide partnership of organizations, providers, parents, early educators and advocates working together to make high-quality early education and child care affordable and accessible to all Massachusetts families. Steering Committee members include 1199 SEIU, The Alliance for Business Leadership, the Alliance of Massachusetts YMCAs, ACLU, Boston Women Leaders Network, and Care that Work Coalition.

#### *Advocacy*

The Common Start Coalition has filed two bills in 2021 (HD.1960 Reps. Gordon & Madaro and SD.1307 Sens. Lewis & Moran) establishing a universal system of affordable, high-quality early education and childcare for all Massachusetts families over a 5-year timeline. The bill builds off of the existing early education and child care services being provided at institutional child care centers, as well as in private homes and schools. The bill's framework uses a combination of direct-to-provider funding and ongoing family financial assistance to reduce costs to families while compensating providers for the true cost of providing quality care. The Coalition is looking for organizations to join the effort.

#### *Support for Child Care Providers*

Improved child care options are necessary for career advancement for households with children, and addressing how to better meet the demand is critical. However, child care is a major industry providing opportunity for small business development, and supporting the supply of child care can also provide economic development opportunities in Upham's Corner.

In the summer of 2020, the Care that Works Coalition released the following platform of six proposals for a just recovery that supports child care equity in Massachusetts.<sup>2</sup>

- "Secure full and fair funding: Raise progressive revenue and secure meaningful employer contribution to increase child care affordability for families and dignified compensation for care workers.

- "Let frontline experience take the lead: Amplify the voices of the most vulnerable families and care workers to ensure their experiences guide child care fiscal and policy decisions.
- "Protect public benefit and accountability: Our state should establish equity-driven standards for private entities receiving public contracts or partnership agreements.
- "Bail out and build out Family Child Care businesses: Sustain and grow the supply of care provided by women- and minority-owned family child care businesses that many low-income families and families of color depend on.
- "Recognize and compensate the relatives, friends, and neighbors giving care in our communities.
- "Protect the rights and welfare of domestic care workers. Step up monitoring and enforcement of the Domestic Workers Bill of Rights to protect nannies and au pairs from exploitation. The Massachusetts Domestic Workers Bill of Rights was a landmark bill passed in 2014 that extended essential labor protections to the long-excluded population of domestic workers, including nannies and au pairs."

Several of the proposals will be advanced through federal and state policy advocacy and coalition-building. A couple of the proposals are related to outreach, technical assistance, and training for child care providers, which Dorchester Bay could start providing as a new program or set of services. For example, these providers not only generate incomes for Upham's Corner households, but family child care businesses are often the child care option of choice for low-income and families of color due to flexibility, trust and familiarity, proximity to home, and other reasons. The Care that Works proposal offers further specific suggestions including providing financial incentives and other support for family child care providers to accommodate nonstandard parents' schedules and to reenlist former providers and recruit new providers to expand capacity.

While child care operators, particularly home child care operators, are seen as somewhat outside of the traditional small business space they face many of the same challenges traditional small businesses face, such as access to capital and business operating needs. The City

of Boston and the Loan Enterprise Assistance Fund (LEAF) have explored child care cooperatives as a potential way to augment the capacity and financial stability of home child care providers.

#### *Support for Residents in Need of Childcare*

The Care that Works Coalition also helps people looking for child care find affordable options that also respect the rights of workers. Their toolkit<sup>3</sup> offered in English and Spanish provides resources on finding licensed child care including outside of the hours from 9 am to 5 pm; applying for a child care subsidy and financial support; and paying for a family, friend, or neighbor to provide care.

#### **Implications for Dorchester Bay:**

Adding Dorchester Bay's voice and support to the growing coalitions advocating for policy adjustments that would support equitable and sustainable childcare resources could be a powerful first step for the organization to become active in this space. Engaging Dorchester Bay residents and the Upham's Corner community to voice support for the bills making their way through the Massachusetts Statehouse and working with local state representatives like Liz Miranda could add further weight and support to these efforts.

Supporting local child care providers with financial support through lending or business assistance is another way that Dorchester Bay could begin work in the childcare space. Creating targeted messaging and training programs for the childcare sector may be necessary as these business operators typically fall outside the scope of traditional technical service providers. Further, there may be an opportunity to explore the creation of childcare cooperatives that would enable a broader range of support for these types of businesses in the community.

Dorchester Bay's work could also expand to help recognize and compensate relatives, friends, and neighbors giving care. This option is dramatically underused and Dorchester Bay could help clarify, communicate, and help caregivers apply and get approved for child care vouchers. In working with these informal care providers,

Dorchester Bay could identify community child caregivers who would make good candidates for a supported pathway program to become licensed family child care providers.

#### **Linguistic Isolation**

As the pandemic approaches the one-year mark, the disparate impacts of COVID 19 have been well documented in the news media and planning field. One of the major issues that have been highlighted by the pandemic is the dividing line between English language speakers and Non-English language speakers. Communities with higher percentages of Non-English speakers, specifically immigrant communities like Upham's Corner, have seen higher rates of COVID infection, and while many factors contribute to these higher rates of infection, language barriers may have played a role in slowing the distribution of information and PPE supplies within these communities.

An additional layer of complexity surrounding language isolation is the immigration status of many Upham's Corner residents. Undocumented individuals are not eligible for stimulus payments or expanded unemployment benefits – two critical support programs that have helped mitigate wide-spread economic damage in other communities. Elana Brochin at the Massachusetts Association for Community Development cited this as a consistent challenge across CDC organizations along with vaccination communication distribution.

In addition to economic impacts, the disparate impacts of the pandemic among non-English speakers are playing out in the health outcomes of the Upham's Corner community. Jay Trivedi, CEO of The Upham's Corner Health Center, cited higher acute health needs among individuals without English literacy and fluency. The Upham's Corner Health Center has been working hard to continue providing healthcare support through the pandemic but has faced challenges in the remote environment with keeping up to date on non-English speaking clients. The health center has a program to hire Personal

Care Workers (PCW's) within households to provide care to sick or elderly family members, but many of the PCW's have lower levels of English proficiency which may present challenges in facilitating medical care. The Health Center cited a strong need for more funding and programming to improve language access among residents.

The Massachusetts Alliance for Portuguese Speakers (MAPS), a statewide organization with an office located in the heart of Upham's Corner, also echoed the need for more outreach and energy around English literacy and fluency. Dulce Ferrera, Director of Domestic Violence and Sexual Assault Program at MAPS, indicated a need for more language-appropriate resources for immigration assistance, employment/workforce training, and mental health resources. MAPS cited challenges in regards to funding for this kind of programming and expressed a desire to find partnership opportunities to work with organizations that were providing these kinds of services in the community.

### Implications for Dorchester Bay

The issue of linguistic isolation has proved to be determining factors in individual and household health and economic stability outcomes. Ensuring strong and robust communication systems among the residents of Upham's Corner will be an essential component of continued recovery efforts. Dorchester Bay as an organization could play a critical role in linking the various resources and services that support bridging language barriers.

Building a coalition of local organizations who can share information and resources in multiple languages, including UCHC and MAPS, but also the many tenants organizations and community groups that exist in the community could be an important first step in building a stronger communication network in the community. Dorchester Bay could anchor such a coalition and work to assist in the distribution of information and resources to the non English speaking community.

### Housing Services and Stability

Unsurprisingly, many of the partners and organizations brought up displacement and gentrification as a major issue in the community. Kevin Byone of UHM Properties described the hollowing out of the neighborhood, with many older homeowners selling and younger folks not wanting or being able to stay in the community. Jessica Boatwright, Deputy Director at Boston's Department of Neighborhood Development (DND), described the market in Upham's Corner as continuing to be strong despite the pandemic (a point substantiated through MAPC's research, outlined in the accompanying Data Memorandum), limiting the ability to acquire properties for affordable housing as they come onto the market.

Beyond the ever-present issue of increasing housing costs and neighborhood gentrification, new issues related to the administration of programs and how different service providers interact with community members featured prominently as part of MAPC's conversations. Two of the property management groups that Dorchester Bay works with, Maloney Properties and UHM, discussed how their perspective on resident services has shifted during the pandemic.

Both entities described how their staff has pivoted in the pandemic to become much more present in case management-type activities. These activities include working with residents to access RAFT funding, as well as connecting households to other resources related to food distribution and health resources. An important observation made by one of the property managers was the distinction that many residents may make between the entities that they see as service providers/support and landlords. "Some folks go to property managers for some things and resident service providers for other things. Landlord dynamics" said James Regis of Maloney properties.

The implication of this is that while the property managers may be the closest contact for individuals residing in Dorchester Bay housing, they are seen as the rent collector, and individuals may not want to expose themselves to a potential eviction by exposing financial

insecurity. “There needs to be strong communication between all teams to know what’s going on within the properties.” said Kevin Bynoe of UHM properties.

One of the other dynamics discussed with the property managers was the difference between property managers who may be more responsive to immediate needs and “putting out fires” and Dorchester Bay RICO or other staff who could be more focused on upstream issues.

A final gap in housing stability that was elevated by NECAT, a workforce training provider that works closely with formerly incarcerated individuals, were challenges associated with finding housing for individuals with a CORI background. NECAT cited housing stability as one of the organization’s primary challenges, and that while they work with some supportive housing providers and sober housing entities, many of their clients are housing unstable which impacts their ability to participate in workforce programs. NECAT stated that between 50 – 60% of their students are in recovery of some kind and that the vast majority have experienced some kind of trauma in their life. NECAT cited a lack of any formal coordinating body to align services among the formerly incarcerated/recovery populations.

### Implications for Dorchester Bay

Addressing housing stability will likely continue to be one of, if not the most, important priority for Dorchester Bay. It will also likely continue to be one of the most challenging areas of work as the needs of different individuals and populations will vary widely, and the housing market will continue to be very strong. Building clearer relationships and trust between property managers, the RICO team, and residents so that issues are communicated, and resources can be

deployed to address them will be critical. As described in the Community Health Worker best practice, investing in training for both the RICO team and property managers to acquire additional skills and strategies could be a good way to begin building the internal infrastructure to address this challenge.

As the market for housing in Upham’s Corner shows no sign of slowing down the supply of naturally affordable housing in the community is at risk of continued erosion. While acquisition strategies may be applicable under certain circumstances, there is a need for a policy intervention to provide broader protection for this housing stock while also managing the financial interests of those individuals who may have purchased their homes decades ago in a different market context. Dorchester Bay could explore steps to joining existing coalitions in the City that are working towards policy changes to preserve housing affordability in the City. Activities around the Tenant Opportunity Act and revisions to the State’s Housing Voucher program are two potential policy topics that Dorchester Bay could engage around.

Dorchester Bay also has a unique role to play around housing for formerly incarcerated individuals. The sober homes in the community can be some of the only available housing for this population, and as outlined in the Equitable Upham’s process, this housing may lack the safety and support programs to ensure these individuals can succeed in returning to the community. Dorchester Bay could engage with the property managers of the sober homes to find ways to coordinate services. Similarly, Dorchester Bay could begin coordinating with the various entities that are engaged in work with formerly incarcerated individuals to set up information sharing and reciprocal support processes. Formalizing this kind of coordination with NECAT could be an important first step in addressing this specific challenge.



## Community Engagement and Advocacy: Methodology

As part of the Dorchester Bay Strategi Planning Process, MAPC worked to support its data and qualitative analysis efforts with a community engagement process. The community engagement process was designed to gather on the ground information from local stakeholders regarding the issues of importance and needed services in the Upham's Corner community within the context of a COVID recovery.

MAPC conducted three focus group conversations with the assistance of the DBEDC RICO team and several informational interviews with local stakeholders. In total, MAPC was able to have substantive conversations with about 20 local community members, some of who were members of Dorchester Bay properties and some who were not. MAPC was intentional about connecting with Upham's Corner residents who were non-English speakers as well as youth.

As an incentive for participation in MAPC's focus groups and interviews, \$50 gift cards were distributed out by members of Dorchester Bays Economic Development Corporation's RICO team to participates who engaged with MAPC in the key activities listed above.

In parallel to the community engagement process, MAPC sought to understand and frame how Dorchester Bay can participate and pursue activities related to advocacy and organizing. MAPC coordinated interviews with two Dorchester Bay Board Members, Kristen Halbert and Lorraine Payne Wheeler (both have extensive experience and expertise in community activism), and Richard Giordano, Director of Policy at the Fenway CDC, to discuss how DBEDC can position itself more actively in the advocacy space.

### Key Findings

Community members have expressed a wide range of insight, including concerns and potential opportunities that should be leveraged. Key items that have been elaborated on during engagement conversations and activities are connected to community cohesion, COVID-19 recovery, mental health, public safety, financial literacy, neighborhood economic prosperity, and job training. Stakeholders who have participated in MAPC's engagement activities have been generally concerned about the future of the neighborhood. Underlying concerns about layered social issues and lack of community connections were important issues for the stakeholder's view of the future of the neighborhood. Stakeholders highlighted how historical disinvestment in the neighborhood has impacted community perception and opportunities as well.

The individuals MAPC spoke with all exhibited a deep understanding of issues impacting the community, but worry that their voices, ideas, and insight will not be acted upon. COVID-19 has been highlighted as a unique challenge that is impacting the neighborhood alongside the rest of the nation and residents are interested in how the recovery will unfold. The response to the pandemic in the neighborhood leaves much to be desired for many of the stakeholders engaged. These individuals are worried the COVID-19 recovery will not be as robust and tailored to needs at the neighborhood level. However, in conversation, there was expressed enthusiasm and optimism connected to local entrepreneurship, resident resiliency and tenacity, and the commitment of local anchor institutions like DBEDC and the Upham's Corner Health Center.

The following is a synthesis of the high-level key issues that emerged in MAPC's conversations.

**Public safety** is an item that came up frequently during the engagement process. Residents expressed this as a fundamental issue that needs to be addressed in the community that can then lift other areas of importance such as youth training, small business expansion, and economic prosperity. Youth stakeholders highlighted the apathy of law enforcement to the community and that most police work is done from vehicles. Police are seen as an outside force that is to be left alone to do their job. Some stakeholders highlighted how substance abuse and issues connected to gang violence are plaguing the community.

**Mental health** challenges and services have also been a key reoccurring topic in many engagement activities. Mental health challenges have been exacerbated by the pandemic and stakeholders have identified this as a problem. However, stakeholders highlighted that mental health issues have been underserved and undertreated in the community for a long time. Residents are interested in how mental health might become more of a priority post-pandemic.

Decaying **community cohesion** Many stakeholders identified the lack of social structure and trust within the community as significantly impacting the quality of life and neighborhood growth. These items are connected to historical racial oppression and disinvestment. Youth highlighted a lack of cultural strengthening opportunities as contributing factor to the issues with community cohesion. Similarly, young people described how isolation and opportunities to build deep social ties are impacting community participation. Lack of community beautification efforts and poor local infrastructure is also impacting community morale.

**Food insecurity** and lack of **healthy lifestyle options** in the neighborhood have also been a reoccurring theme that has shown up in all conversations. Residents are very aware of health issues that exist in the neighborhood such as diabetes and heart disease. They are frustrated with the lack of options that exist for them to make healthy choices. They also noted that healthy food options that may exist are not affordable for all residents. Residents not only highlighted a lack of healthy food options but also a lack of recreational opportunities that encourage movement and exercise. Residents are also frustrated with the conditions of the built environment like streets and lack of trees in the neighborhood and associated impacts on community health.

**Education and jobs** have been topics that have come up simultaneously and often intersect for residents. Stakeholders see education as a key need to address many of the economic issues impacting the community but are frustrated with the lack of training and educational opportunities that exist for residents. Stakeholders are very interested in what job training will look like post covid. They hope opportunities can be leveraged post covid to train residents for jobs and build new skills within the neighborhood.

### **Advocacy Evaluation**

MAPC coordinated interviews with two Dorchester Bay Board Members, Kristen Halbert and Lorraine Payne Wheeler (both have extensive experience and expertise in community activism), and Richard Giordano, Director of Policy at the Fenway CDC, to discuss how DBEDC can position itself more actively in the advocacy space.

Both the DBEDC board members echoed the major concerns of the community members cited in the previous section. Discussions



of local issues in the neighborhood revolved in many ways around the intersection of public safety and community cohesion. When discussing Upham's Corner in the context of other similar neighborhoods in Boston, there was a strong sentiment that Upham's Corner lacks the social infrastructure and organizational connectivity that is present in other areas of the city. Kristen Halbert described the role of physical barriers in the neighborhood as playing a role in driving some of the health and physical issues that were cited by community members above. "Dudley is a real line, and Columbia is a real line – these roads break up the community. There is no common space in the community for people to come together for natural, casual engagement."

Lorraine Payne Wheeler described how community engagement and organizing happens by understanding the issues of residents, what they are facing, and what is stopping them from solving a problem. The priority issue areas highlighted above speak to the first question and beg further inquiry into the latter. Kristen Halbert echoed this statement by emphasizing the need to work backward from outcomes. She also went on to describe the need for organizational partnerships to tackle the many interconnected challenges in the community. "By combining resources and services, DBEDC can work to make sure that folks in the community are being served appropriately".

Richard Giordano spoke similarly about the Fenway CDC's process for responding to community concerns as starting with direct input from community stakeholders. He gave an example of how the Fenway CDC is set up to respond to community member's immediate and long-term needs. The Fenway CDC has been in an advocacy campaign to retain service of the 55 bus – one of the routes the MBTA has considered cutting service on due to COVID caused ridership decreases and one that

provides key services for seniors and Fenway residents who need to get downtown. The Fenway CDC began receiving input from residents over their concerns of reduced service and immediately began pushing the T through other coalition networks such as MACDC to retain service.

The board members described Dorchester Bay as potentially disconnected from some of the grassroots efforts that are being led in Dorchester and elsewhere in Boston. They cited the importance of finding the right partners in advocacy efforts, and those potentially being with other similarly sized and scaled organizations such as the Urban League, Nuestra Comunidad, Madison Park CDC, Urban Edge, MassVote, and the NAACP. They cited the need to align with similarly scaled organizations while also being aware of and engaged in the conversations some of the smaller grassroots organizations are spurring in the City.

The question as to whether Dorchester Bay wants to enter into advocacy work was one brought up by the board members and Fenway CDC. All acknowledged that advocacy is a long game and requires consistent resources and attention to manage. Board member Kristen Halbert asked, "does DBEDC have the energy to get to a small win? And are they ready to fail?". Board members pointed to Madison Park Development Corporation as having a full-time Civic Engagement Leader who is responsible for the organization's engagement and advocacy efforts. Fenway CDC cited the Policy Director position as emerging directly from the community engagement work the organization was doing. Dorchester Bay may consider in the future how it grows its advocacy work out of the different departments currently active within the organization.

### Implications for Dorchester Bay:

The community engagement process reinforced many of MAPC's findings from the research phase regarding issues and trends in the community. The highlight of mental health and food insecurity issues was particularly noteworthy, as MAPC heard these issues in research but wasn't able to accurately quantify their depth. The emphasis that community members put on these two topic areas is worth noting for Dorchester Bay's consideration.

Further, it is worth noting that the concerns highlighted by the community regarding issues of mental health, physical well-being, and community cohesion may find common root causes in the environmental conditions of Upham's Corner. As noted in the research memorandums, the forthcoming redevelopment of Columbia Road will

be a major opportunity to reshape some of the environmental conditions that negatively impact the Upham's Corner community. At the same time, the process may be a ripe opportunity to test DBEDC's organizing capacity in engaging residents and other organizations around an equitable redevelopment of Columbia Road.

As Dorchester Bay considers its strategy around future advocacy issues, the organization will need to also consider how it wants to resource engagement and advocacy work. It seems natural that this would emerge from the RICO team as RICO is the department most connected to residents within the community. As any advocacy work will need to find the intersection with other departments DBEDC will want to consider how staff relates to any potential new positions.

## Implementation Process

The final element of the Dorchester Bay Strategic Plan is an implementation process that the organization can use to develop an operational work plan. The implementation process is designed to leverage the sum of research outlined in the previous sections into a clear set of directives that the Board, Leadership, and Staff can collectively work towards.

MAPC has adopted a Driver Diagram process to inform the development of the implementation process. As described earlier in this document, the goal of this strategic plan is to provide the framework for Dorchester Bay to use in developing an operational work plan. As such, this implementation process provides the foundational components, along with instructions for completion, of a Driver Diagram process.

It is important to note and acknowledge the roles that different Dorchester Bay Stakeholders will play in the implementation process. The Dorchester Bay Board has been identified as the entity that will be making final decisions regarding organizational priorities, an activity that is reflected in this section. Dorchester Bay Staff and Leadership will be responsible for taking the Board's direction and building out a set of strategies and actions that will set the course of work at the organization over the coming years. Dorchester Bay Leadership will be responsible for making sure that the strategies and actions are carried out in a way that is reflective of organizational priorities, as well as ensuring that there is opportunity to add and update the operational workplan if conditions change or the Board directs different priorities.

## Conditions for the Well-Being of Upham's Corner

The first component of the implementation strategy is a set of Organizational Outcomes and Conditions. MAPC defines Outcomes as the change the organization sees as necessary to the well being of the community. MAPC defines Conditions as programs, policies, or behaviors that would need to be in place to achieve a certain Outcome.

Having clearly identified Outcomes and Conditions impart a variety of positive effects on an organization. A well-constructed outcome will result in a targeted list of actions that must happen to achieve the stated Outcome, which keeps a team or organization focused on what's most important. Understanding the necessary Conditions to achieve an Outcome will similarly help an organization develop the specific strategies required to accomplish its goals.

MAPC hosted a joint Board/Staff retreat on April 9<sup>th</sup> to review the accumulated research and begin developing desired outcomes and conditions<sup>34</sup>. MAPC then filtered the input received on April 9<sup>th</sup> through the sum of previous research and engagement to develop the following Organizational Outcomes:

1. Residents find employment at living wages and retain it or progress to higher-paying positions
2. Local entrepreneurs successfully open and/or sustain small businesses
3. Affordable homeownership and rental opportunities exist in the community
4. Public spaces for recreation and community use are available and safe
5. Childcare is accessible and affordable

6. Physical and mental health outcomes improve in the community

The following is a summary of these Outcomes, supporting research and documentation, and required Conditions. These conditions are not meant to be exhaustive, and MAPC encourages Dorchester Bay Staff and Board to expand upon this initial set through future discussions and strategy exercises as discussed in the Implementation Plan section of this chapter.

This section of the Dorchester Bay Strategic Plan offers a list and descriptions of Outcomes that Dorchester Bay is intended to be used as organizational priorities for the duration of the strategic plan. Outlined below are the specific research findings that support the development of the Outcome and the required Conditions to achieve the Outcome. This set of Outcomes and Conditions will be expanded upon in the Implementation Strategy section that follows.

### Outcome I: Residents find employment at living wages and retain it or progress to higher-paying positions

Upham's Corner residents work in industries that have been heavily disrupted by the pandemic causing consistently high rates of unemployment over the past year, specifically in the retail trade, accommodation and food service, and construction sectors. Addressing widespread and ongoing unemployment will be a critical need for the Upham's Corner community as the pandemic subsides. Assisting residents who were displaced from the hospitality, service, and retail sectors transition to new opportunities will be one of the biggest needs. Supporting those individuals to gain the necessary skills to move into opportunity sectors will require not only access to training programs, but complimentary support for housing costs, childcare, and food access while they are unemployed and reskilling.

#### Conditions

1. Future development projects create opportunities for local employment through building trades, and within the businesses that establish in any future developments.
2. Workforce development programs are connected to Upham's Corner residents through Dorchester Bay or other community organizations and scaled to meet the specific needs of residents and in-demand positions.
3. Residents are computer literate and have access to computing devices that are adequate to meet the needs of modern technology with high speed, affordable, and reliable internet connections.

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<sup>34</sup> See Appendix H for retreat materials

## Outcome II: Local entrepreneurs successfully open and/or sustain small businesses

Supporting the small business community in Upham's Corner that has so far survived the pandemic rebuild their businesses will be an ongoing need. Many of the small businesses that have survived have done so by relying on credit cards and other sources of short debt and will need to find sustainable sources to begin moving towards financial security. Assisting these businesses to organize their finances, restructure their businesses, and adjust their marketing and income streams will all be important activities to ensure that local businesses can continue operations and serving the community.

At the same time, nationally and across the state of Massachusetts, there are record numbers of new businesses starting, about 6,000 a month in Massachusetts for the last few months. Any new businesses that are being established in the wake of the pandemic will require substantial support to get off the ground. The opportunity to work with these operators from the ground up to assist with bookkeeping, electronic records, and access to capital will all be an important opportunity for Dorchester Bay to be aware of.

## Outcome III: Affordable homeownership and rental opportunities exist in the community

Addressing homeowner retention is a critical issue facing not only Upham's Corner but many other areas of the region with low-income homeowners. The State, City of Boston, and numerous mutual aid and philanthropic organizations have put considerable energy into rental assistance programs, but there has not been as much energy focused on homeowner assistance.

The eviction moratorium that has been in place along with many resources made available through state and local programs appears to be stemming immediate eviction challenges. However, as exhibited at Dorchester Bay's properties, many households are beginning to fall behind on payments which may be an indication of a larger looming issue. Ensuring that any household struggling to make rental payments can be connected to the available resources that exist to support renters through the pandemic

### Conditions

1. Financial literacy and business development training exist for prospective and current entrepreneurs in multiple languages and culturally appropriate contexts.
2. Small businesses have trust and strong relationships with small business service providers
3. Affordable commercial space exists for local entrepreneurs

will be a critical role for all community-serving organizations. Similarly, ensuring that property management groups are likewise aware of the programs and are equipped with the resources and capacity to support individuals access them before an eviction filing occurs.

### Conditions

1. Local leaders and constituents collaborate on advocating and organizing around affordable housing policies.
2. Dorchester Bay residents can access gainful employment that allows them to maintain housing stability.
3. Residents have credit scores that allow them to borrow what they need to purchase homes
4. Programs that support current homeowners to keep their homes exist and are useful

5. DBEDC should build partnerships with other youth programs right in our area, and flag The City School, Center for Teen Empowerment, and the youth programs at other CDCs as potential partners?

#### Outcome IV: Public spaces for recreation and community are available and safe

The City of Boston is currently at the very start of planning for a large-scale redevelopment and reinvestment process for Columbia Road. Columbia Road was identified as a priority corridor for a redesign in the Boston 2030 Master Plan but has not been the focus of any further attention since that process. The City has \$10M budgeted to begin making improvements on the corridor via a two-phased process to address immediate safety concerns and larger redesign and reprogramming of the corridor.

##### Conditions

1. All developments and redevelopments (including Columbia road) are redeveloped to include provisions for accessible public/open space
2. Artists and peacemakers are given land and/space to make the public environment of Upham's Corner more welcoming
3. Local infrastructure supports safe walking and biking including improved stoplights, crosswalks, and bikelanes

#### Outcome V: Childcare is accessible and affordable

Sustainable access to affordable childcare may be the most critical barrier to economic recovery. Adding Dorchester Bay's voice and support to the growing coalitions advocating for policy adjustments that would support equitable and sustainable childcare resources could be a powerful first step for the organization to become active in this space.

Supporting local childcare providers with financial support through lending or business assistance is another way that Dorchester Bay could begin work in the childcare space. Creating targeted messaging and training programs for the childcare sector may be necessary as these business operators typically fall outside the scope of traditional technical service providers.

##### Conditions

1. Programming exists that meets the need of all ages, from early childhood to teens, is affordable and accessible
2. Commercial space is available at affordable rates to childcare providers
3. Funding to childcare providers increases and vouchers for residents exist so that residents can afford childcare
4. Small business support networks exist for childcare providers

## Outcome VI: Youth are safe and have all the opportunity and support necessary to succeed

Youth stakeholders highlighted the apathy of law enforcement to the community and that most police work is done from vehicles. Police are seen as an outside force that is to be left alone to do their job. Some stakeholders highlighted how substance abuse and issues connected to gang violence are plaguing the community.

Mental health challenges and services have also been a key reoccurring topic in many engagement activities. Mental health challenges have been exacerbated by the pandemic and stakeholders have identified this as a problem. However, stakeholders highlighted that mental health issues have been underserved and undertreated in the community for a long time. Residents are interested in how mental health might become more of a priority post-pandemic.

While the City waits for the entertainment sector to recover for any future sale of the Strand, the Mayors Office of Arts and Culture is focusing on advancing workforce development efforts at the Strand

with Brighter Boston, a Brighton based non-profit that trains high school students in audio/lighting technology, to become the “house operator” for lighting and sound design at the Strand. This partnership would create the opportunity for paid internship opportunities for local high school students.

### Conditions

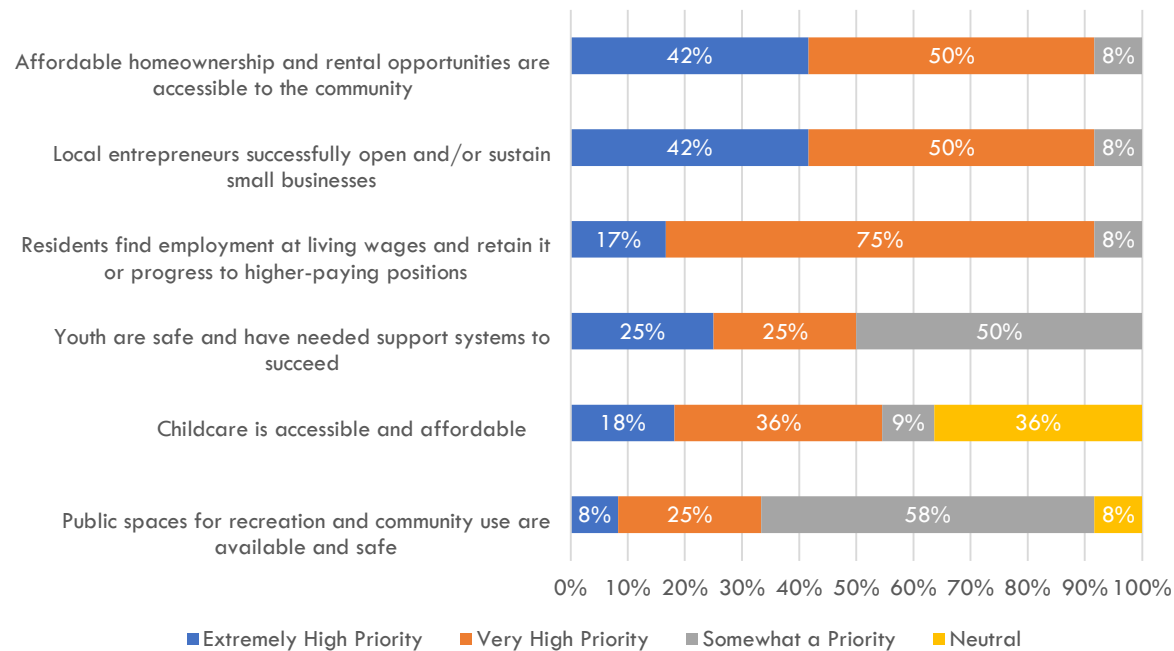
1. DBEDC can build partnerships with local youth programs like the City School, Center for Teen Empowerment, and the youth programs at other CDCs
2. Programming and support for youth exist that build skills and give them joy
3. Mental, behavioral, and trauma support is available for youths and adults
4. The built environment is designed to deter violence and there's a role for youth to play in designing and building it.

### Board Priorities

Upon review of the six Organizational Outcomes and Conditions, the Dorchester Bay Board was asked to prioritize the Outcomes as a final step in the strategic planning process. As described in the introduction to this chapter, the Board is responsible for approving the focus points for the organization along with prioritizing the different areas of focus.

To support these activities, MAPC facilitated a Board Meeting on May 4<sup>th</sup> 2021 to hone in on Board priorities. The Board was first asked to assessed the level of priority of each Outcome independently.



**Figure 21: Board Assessment of Priority Level for Each Outcome**

Fortunately, the Board identified all the identified Outcomes as a priority for Dorchester Bay to address. No member referred to any Outcomes as either Somewhat Not a Priority, Very Low Priority, or Extremely Low Priority. When compared to each other, however, affordable housing, local entrepreneurship, and employment are the Outcomes the board wants to prioritize the most. These priorities are somewhat unsurprising as they are largely in alignment with Dorchester Bay's current operational framework and areas of focus.

Second, MAPC asked the board to rank each issue area in order from biggest priority for the organization to the least. As seen in Figure 2, the board ranked employment as the number 1 priority for

the organization, and employment, entrepreneurship, and homeownership are ranked in the top 3.

These priorities are meant to inform Dorchester Bay Leadership and Staff in their efforts to develop an operational work plan. The higher priority Outcomes should be the areas of focus that Dorchester Bay Staff and Leadership ensure consistent and sufficient resources and staff focus. However, this is not to say that the lower priority Outcomes should be ignored. In fact, by walking out a set of implementation actions as described in the following section, Dorchester Bay may find that there are strategies that may achieve multiple priorities. Further, Dorchester Bay Staff and Leadership may

choose to pursue strategic partnerships or other indirect actions that may yield results in the lower priority Outcomes.

**Figure 22: Board Members Rank Issues by Priority for the Organization**

Category	Rank
Residents find employment at living wages and retain it or progress to higher-paying positions	1 <sup>st</sup>
Local entrepreneurs successfully open and/or sustain small businesses	T-3 <sup>rd</sup>
Affordable homeownership and rental opportunities are accessible to the community	T-3 <sup>rd</sup>
Childcare is accessible and affordable	T-5 <sup>th</sup>
Youth are safe and have needed support systems to succeed	T-5 <sup>th</sup>
Public spaces for recreation and community use are available and safe	6 <sup>th</sup>

The next step in the strategic planning process is for Dorchester Bay leadership and staff to use the report, the neighborhood level outcomes and conditions, and the findings from the board meeting to develop organizational outcomes.

## Strategy Development

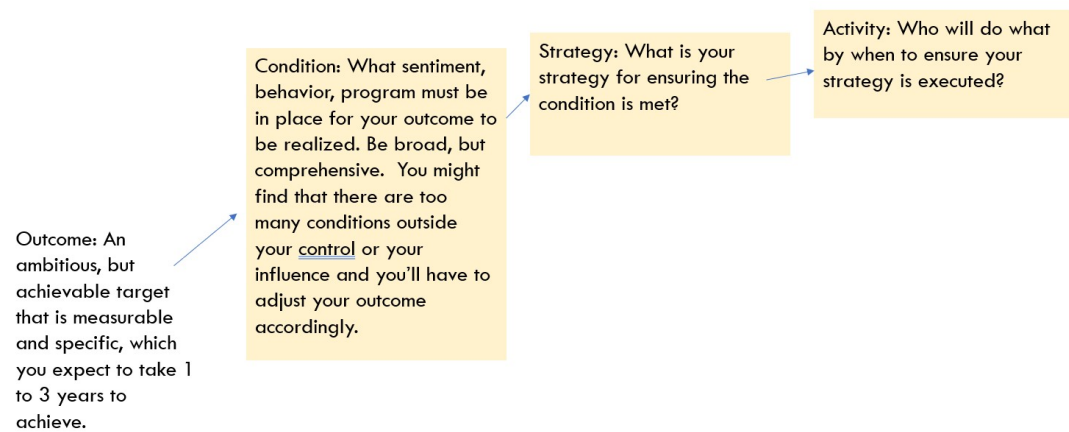
As discussed earlier in this chapter, Outcomes and Conditions impart a variety of positive effects on an organization. Through this Strategic Planning process, Dorchester Bay has identified a clear set of neighborhood-level Outcomes that the organization seeks to achieve, along with a set of supporting Conditions that would need to be in place to realize those Outcomes. The next step for Dorchester Bay is to develop a set of implementation actions that are reflective of the organization's capacity, expertise, and position within the context of stakeholders in the community.

As the Dorchester Bay Board was responsible for refining and prioritizing the identified Outcomes, the Dorchester Bay Staff will be responsible for creating the action steps that will ultimately become the organization's operational work plan for the coming years. As discussed in the previous sections, Dorchester Bay may play a variety of roles in achieving the identified Outcomes. For some Outcomes, Dorchester Bay may engage as a leader or primary actor – likely related to the focus areas that Dorchester Bay currently has program expertise within such as Small Business Support and Affordable Housing Development. In other areas, Dorchester Bay may choose to pursue strategies that focus on developing strategic partnerships or coalitions that may be better positioned to address some of the

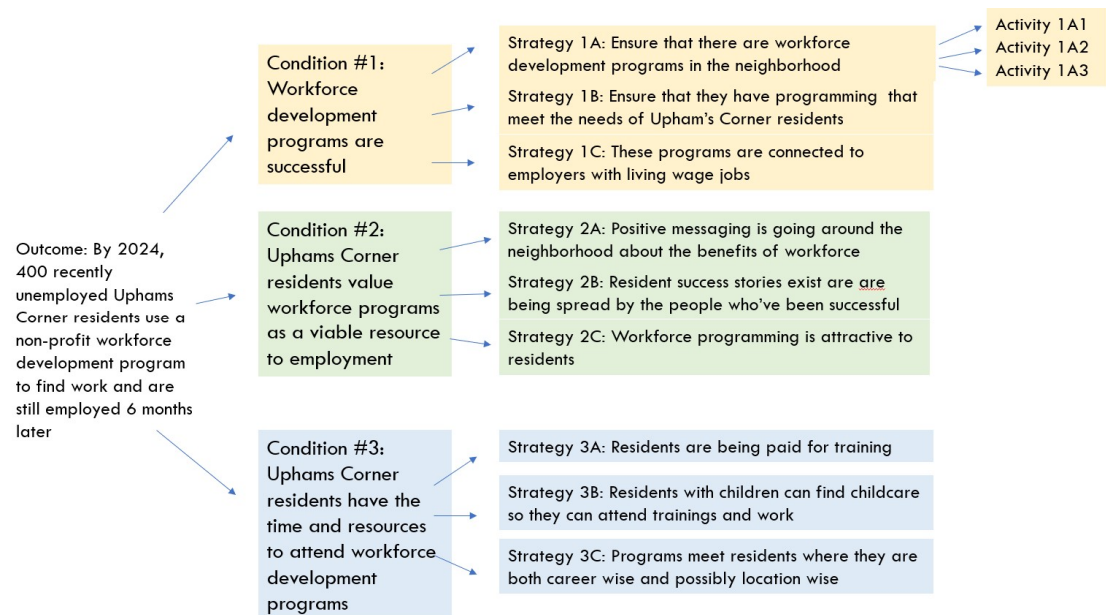
Outcomes that Dorchester Bay has not previously engaged in related work.

MAPC recommends that Staff utilize the following Driver Diagram format to visualize how strategies can be developed to influence and create the required Conditions to achieve identified Outcomes. A driver diagram is a powerful tool that encourages practitioners to strategize for the change they want to make rather than plan the activities they want to complete. In its entirety, a driver diagram represents a theory of how the change will be achieved. What makes a driver diagram different from similar tools, like a logic model, is that a driver diagram is a tool designed to inspire improvements to strategy rather than manage accountability of staff. A driver diagram is flexible and iterative. Its components can change as an organization gains more experience or on the ground conditions shift.

A driver diagram always starts with a well-defined anticipated Outcome. As Dorchester Bay has now developed these Outcomes and had the Board prioritize them, it is well situated to begin this process. Dorchester Bay also has a set of identified Conditions that need to be present to realize the identified Outcome. The next step is to create a set of Strategies and Tasks that will fill out the driver diagram, as illustrated below.



**Figure 23: Driver Diagram Example with Definitions**



**Figure 24: Driver Diagram Example with Mockup for possible Dorchester Bay Outcome**

MAPC has included a driver diagram template in Appendix K that Dorchester Bay can use to further develop strategies and tasks. To complete these documents, MAPC recommends convening interdepartmental working groups that pulls on expertise from the Real Estate, RICO, and Economic Development perspectives as all of the Outcome areas will require intersectional efforts to address.

## Appendices

### Appendix A: RICO Team Focus Group Notes

#### Question: What are the primary goals of your department?

RICO staff at Dorchester Bay seek a collaborative relationship with residents. They pursue a sense of a collective effort with residents. They also seek to resolve more immediate concerns that residents bring to them like food security, mental health issues (which have escalated during the COVID-19 pandemic), and resolving issues with their apartments and buildings.

Staff also seek to build the leadership capacity of residents.

Dorchester Bay's Youth Force program seeks to foster young people's ability to become civic leaders.

#### Question: How has COVID-19 affected what you do?

Staff report having to check in with residents individually through direct communication instead of collectively at events. That makes engagement more time consuming and less effective.

Staff have become much more responsive to immediate resident needs: Food scarcity, cash flow, housing instability, health standards for residences, mental health concerns, and housing instability.

Staff have had to go online to maintain effectiveness. They report having "done 1000s of wellness checks and we use that information to drive programming."

#### Question: What is the role of residents in identifying and implementing your department's goals?

Staff told us that Youth Force is a youth led, adult supported program. Youth participants help determine what projects to pursue.

The RICO staff recounted the department's history of meeting with residents on a 1 to 1 basis for 8-9 years. They use the information from those meetings to inform goals and objectives.

#### Question: Thinking of the day to day activities of your department, what does your department do most effectively?

Counseling came up a lot when staff discussed day to day activities. Staff help people who feel alone. There are local resources, but Dorchester Bay staff hear that those local resources approach residents as cases or clients whereas Dorchester Bay treat residents more like friends. "Showing residents we care is key." "A lot of residents want to know that people care."

Relationship building. The work is a collaborative effort. Residents are assets to the well-being of the neighborhood and the success of Dorchester Bay.

**Question: What are the needs that residents most often seek support on that you'd like to be able to help with, but that you currently don't feel capable of responding to?**

- The quality and reliability of internet access.
- Safety or feeling safe. Residents report drinking and drug use has gone up as has folks "hanging out" in front of the building. Residents are asking for more security.
- Addictions. Residents have reported more drug and alcohol use
- Domestic violence.
- Technical capacity. Resident's need to learn how to manage their lives electronically.

**Question: Are there any current issues, or have there been any issues in the past, that have resulted in Dorchester Bay leading or contributing to organizing efforts? And by organizing efforts we mean supporting residents in their pursuit of/or opposition to a local or state policy or law. What are they? Why those issues?**

Organizing has been a key part of DBEDC work for a decade including Juvenile Justice Reform, local placement of marijuana dispensaries, and others.

Residents were concerned that dispensaries would bring more drugs into the neighborhood. Dorchester Bay wants residents to have a voice, they don't sell you on a view point, they want residents to learn and decide.

Commuter Rail Station Update, but COVID-19 has affected how actively residents can engage.

RICO team uses monthly resident meetings to better understand what residents are facing and what to do about it. Sometimes it's something they are asking Dorchester Bay to do, other issues need a more comprehensive response. Some issues, like subsidies HUD provides residents, are outside Dorchester Bay control and need to communicate that to residents.

Sometimes these meetings are tense, but that's not a bad thing, the organization needs to help being accountable, and residents being loud about their expectations makes it easier for Dorchester Bay to be responsive.

**Question: What outreach methods have you had the most success with? How do you change your methods based on the population you are trying to engage?**

Phone calls and texts work. Texts may be best. They have done automated calls in the past. Flyering was good, but caused a lot of trash so they stopped. Now they mail them. There is a monthly newsletter that gets sent to Dorchester Bay residents. "Snail mail really works."

For the youth, text works better than phone calls. And staff have made connections to counselors at area schools who have good connections with the students. Staff have also connected with youth over Facebook and have thought about using Instagram.

**Question: What should MAPC be aware of as we do our outreach?**

Gentrification is a big topic. Displacement and rents are something that a lot of people are worried about and talking about.

Residents are feeling lonely and whoever does outreach should expect to hear about feeling alone and isolated.

Parents are overwhelmed due to home schooling.

Teens are feeling overwhelmed. They are taking care of younger siblings. (They are working more.) They are taking family members to and from appointments.

**Follow up for RICO team:**

1. Does the youth organizing initiative have outcomes?
2. Do the resident's organizing efforts seek to change systems (government or otherwise)?
3. We are also interested to hear if they are tracking anything they find useful?
  - a. What they're trying to achieve seems like being responsible for helping residents who live in their housing
  - b. To organizing around community and neighborhood assets.
4. Themes
  - a. Mental health, anxiety, loneliness
    - i. Hard to evaluate, and hard to make a difference on and dependent on people reaching out.
    - ii. Other partners doing this work, but they feel like the residents trust them.
  - b. Internet access
5. Question about what they're hoping to achieve: they focused on helping people feel connected, less lonely, anxious. Less focus on tangible outcomes.
6. Are there any challenges in providing services through RICO and being a landlord. Do they ever find themselves trying to solve the problems that Dorchester Bay is responsible for as a landlord?
7. What are the generational differences between residents?
8. Is there a ROCA type program for the neighborhood?



## Appendix B: Real Estate Team Focus Group Notes

### Question: What is the vision for real estate development at Dorchester Bay?

They seek to create healthy housing and stable housing. That requires deep affordability and paying attention to the intersection of health and housing. Staff don't just think about housing, but the public realm in general. How can Dorchester Bay have a positive effect on the conditions of the streets, sidewalks, parks and greenspaces? Staff feel a deeper connection to community than just trying to build housing. They also think of housing as being integrated into a broader effort to create a strong community.

Staff also want to be responsive to displacement and gentrification. They want to improve housing for the elderly. And they seek the ability to more effectively remove blighted spaces.

### Question: What are your primary goals and priorities now? How is that different than now? And how do you think those might change post COVID-19?

Staff are thinking about the role that race places in impacting residents' well-being. That disparities by race have become even more exaggerated. They wonder how an emphasis on economic justice might give way to health justice and equity. To that end, attendees see their work becoming increasingly connected to the work of colleagues in other departments. That Dorchester Bay might benefit from organizational objectives that all departments were collaborating on rather than department level objectives they were working on independently. For instance the Real Estate team wonders what a deeper collaboration with the Economic Development team. Finding commercial space for prospective small businesses has been very challenging. Historically the team was focused on creating and helping to stabilize businesses but it's shifting to supporting retail (Ben: not sure what this was exactly)

They recognize that deeper and deeper subsidies are necessary to make rent affordable to everyone and that COVID-19 has made that need even more urgent. Displacement and And that senior housing is in high demand, but short supply. They recognized the cultural value of being able to provide artist housing. They also identified that need varies among demographic groups and wondered what it would look like to target interventions by demographic groups.

COVID-19 makes all of the work more challenging and all of the difficulties facing residents more challenging. Staff feel like they have to do more with less which is making days longer and more stressful.

### Question: Affordable housing came up as a consistent need in the staff survey. What do you think will overcome the barriers to making that a reality in Uphams? What else do you think the organization could be doing?

Staff identified the City of Boston as having the most control over the supply of affordable housing. The nature of how the city chooses projects means different worthwhile geographies are vying for a small supply of projects. Staff wondered if there would be value in understanding development patterns and opportunities across the city as opposed to just Uphams. Staff suggested that the City could do a better job of ensuring affordable housing was incorporated into all of their RFPs. There might be room for work collectively on policy issues.

While adding to the supply is vital, development is happening and it's critical that residents get involved so they can influence what is getting build where. The Real Estate team wondered what they could do to put resident's opinions and voices at the forefront of projects and proposals. The city engages community about local projects, but Dorchester Bay constituents don't feel like they've been meaningfully engaged and also feel like their voice won't be heard or acted on. Staff did identify that Dorchester Bay does a great job engaging youth, but that a lot of issues facing youth are upstream (education, housing instability, etc).

Staff also recognized that education and employment/wages has a lot to do with being able to afford housing and many residents aren't in a position to take advantage of those resources and/or the resources themselves don't exist or aren't meeting participants needs. Attendees expressed doubt about the City's approach to education and workforce development and that investment in those two disciplines is very necessary.

Staff also highlighted the need for a quick strike fund to jump on opportunities for purchasing and developing key parcels especially moving market rate units to affordable units.

Staff wondered if there were different metrics they could be using to ensure their work was meeting critical benchmarks and that their properties were functioning to the best of their ability.

**Question: What organizations do you partner with on projects?**

- Blue Hub
- Boston Capital
- POAH
- Hebrew SeniorLife
- CEDAC
- LISC
- Uphams Corner Main Street
- Syndicators (MHIC)
- Management Companies (Winn, Maloney, UHM)
- Banks
- Mass Housing
- DND
- Boston Private
- Architects and Contractors

**Question: What organizations do you wish you were partnering with or wish you were better partners with?**

The City of Boston has been difficult to work with. Staff understand the extraordinary circumstances everyone has been operating under, but they haven't been supportive on anything even if it's mutually beneficial. They are resistant to changing long standing policies. DB will call on local leaders to get support for project applications, but not often once a project has been initiated and that's when this lack of support arises.

Staff suggest that private money would do so much for the neighborhood. For the DB real estate team it would mean operating on a much bigger scale and allow them to pursue larger commercial real estate development opportunities. DB lacks access to foundations like Boston Foundation and Kresge who have offered support in the neighborhood historically, mostly to DSNI. DB did engage in a capital campaign for a commercial project and learned from that effort that building relationships with foundations would be critical.

DB did secure a generous grant from JPMorgan Chase that they now have the burden of spending down. Staff think that grant could be a gateway to additional large grants, but not 100% sure how go about that. What they don't want is for the smaller funders to think that DB only runs with the big funders now.

Staff report that Dorchester Bay would benefit from a stronger relationship with DSNI, but that in their opinion DSNI doesn't think the two organizations are aligned. The real estate team wants a stronger partnership, but aren't sure how to approach it.

Staff highlighted Uphams Corner Health Center as a possible partner given the real estate's emphasis on health equity.

The real estate team thought that a coalition to lobby for systems level change regarding housing, workforce development, and education might have a positive impact on the issues affecting the neighborhood.

**Follow up:**

What have been collaboration efforts to date amongst departments?

Are there groups trying to make that collective effort to improve city policies around allocating affordable housing resources?

What city policies would real estate team look to change if it was possible?

## Appendix C: Economic Development Team Focus Group Notes

### Question: Who are your primary clients now? And who do you want your clients to be?

For the re-entry program, the clients come from all over the state, given that the Dorchester Bay program is in a manual that is provided to individuals in the system. They receive calls from a wide range of individuals and want to ensure that they are still able to serve that broad population.

With regards to the small business program, the program is limited to target LMI neighborhoods in Boston. The staff find it challenging when businesses located outside of those areas call for assistance. The staff do provide guidance and support to those individuals, but explain that they cannot receive further support due to the geographic restrictions.

The staff stated that BIPOC entrepreneurs have been disproportionately affected by COVID, and Dorchester Bay operates the only microloan program that they can access.

### Question: What are the major barriers that you're up against both in your small business and reentry work to helping people create wealth?

The staff noted that wealth generation is not a goal of the department. The position specifically focused on wealth creation (upward mobility) is vacant. Wealth creation is a great goal and something that we should look at for these programs, but it is not currently a goal of the small business or re-entry programs.

The staff noted that during the annual check-ins with businesses they do ask about wealth creation, but that they adjusted the question to ask about the range of sources of wealth (home ownership, car, etc.) given that everyone's form of wealth creation is different. For example, with regards to financial education, the staff analyze whether individuals with auto loans are paying exorbitant interest rates and assist them with finding loans with lower rates.

Many of the businesses in the program do not generate significant profit, and during COVID, have not been able to pivot towards digital sales or takeout, given that they might not even have a website or digital presence. And many do not have the capital to make significant investments in their businesses.

These businesses need much more technical assistance support, particularly MBE's that need to adopt new technology and move to a digital landscape. Many of them also speak English as a second language and may face barriers.

They also noted that many of the business owners see their businesses as a job that bring home a paycheck, instead of an enterprise. Most of the businesses are "lifestyle businesses" without plans to grow or hobbyists looking to transition to a business. As a result, the majority are not scalable.

Another challenge in the neighborhood is the “revolving door” nature of the businesses here. One staff noted seeing a restaurant in the neighborhood shut down and then a new restaurant locate in that space several months later.

With regards to workforce development, the CDL (Commercial Driver’s License) training is expensive and it is impacting the ability of clients to receive that certification. The NECAT training is excellent because it is low cost or free.

**Question: What do you think will overcome the barriers to wealth creation in Uphams? What else could you be doing to address those barriers?**

For the reentry program, after individuals have spent 20 to 30 years in prison, they need to get acclimated to the world again, and primarily need life skills. The program holds their hand through the process and helps them to get what they need, with the goal of helping them to get jobs and build their careers.

The reentry program is in the process of being formalized with the consultants moving into full-time staff positions. The department also has a goal of formalizing the data collection efforts of the program as well as offering workforce development. Currently, clients receive job placement support, but without upskilling and without additional interventions. It’s also very challenging to track the clients given the transient nature of the population.

**Question: What organizations do you partner with on projects? Are there organization you wish you were working with? What do you hope these partnerships will help you to achieve?**

The reentry program works with the City of Boston Office of Returning Citizens and Community Work Services. The program is always seeking new partnerships to ensure that the clients can meet their needs.

For the small business program, many of the loans are risky. Co-lending provides an opportunity to share the risk. The staff also provide warm introductions to clients in need of more services, rather than just referrals, to ensure that the clients’ needs are met.

### **Follow-up Questions**

1. How can partnerships with other organizations (particularly lenders and small business assistance providers) be formalized and expanded to maximize staff capacity and resources?
2. Should wealth creation be a stronger goal of the programs? If so, would the programs need to shift, reorient to meet the goal of wealth creation for their clients?

What is the best way to measure the impacts on the clients (outcomes of work) including change in wealth of clients, particularly given the challenge of tracking clients, barriers to wealth creation?

## Appendix D: Additional Literature Relevant to Dorchester Bay's Strategic Plan

Aging in Boston, Preparing today for a growing tomorrow, City of Boston and UMass, 2014 <[https://www.cityofboston.gov/images\\_documents/4-14%20UMASS%20Aging%20Report\\_tcm3-44127.pdf](https://www.cityofboston.gov/images_documents/4-14%20UMASS%20Aging%20Report_tcm3-44127.pdf)>

Boston Community Health Improvement Plan, 2020 <<http://bostonchna.org/PDF/Boston%20CHIP%20FINAL%203.5.20.pdf>>

Building Communities of Promise and Possibility: State and Local Blueprints for Comprehensive Neighborhood Stabilization, By Ben Forman and Alan Mallach with MassInc, Gateway Cities Innovation Institute, and MA CDC, January 2019. <<https://2gaiae1lifzt2tsfgr2vil6c-wpengine.netdna-ssl.com/wp-content/uploads/2019/01/Building-Communities-of-Promise-and-Possibility.pdf>>

Fairmount Indigo Corridor Business Attraction and Retention Strategy, ICIC/LISC/TACC, 2015 <<https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/Fairmount%20Indigo%20Corridor%20Business%20and%20Job%20Attraction%20and%20Retention%20Strategy.pdf>>

Do you see yourself in Uphams Corner, ds4si, 2015 <[https://static1.squarespace.com/static/53c7166ee4b0e7db2be69480/t/5682bcdec647ad3ec0b6c80a/1451408606948/CaseStudyCreativePlacemaking\\_UphamsCorner.pdf](https://static1.squarespace.com/static/53c7166ee4b0e7db2be69480/t/5682bcdec647ad3ec0b6c80a/1451408606948/CaseStudyCreativePlacemaking_UphamsCorner.pdf)>

Health Care and Community Development Partnerships in the Time of COVID-19, Shelterforce article, 2020 <<https://shelterforce.org/2020/11/06/health-care-and-community-development-partnerships-in-the-time-of-covid-19/>>

Imagine Boston 2030, City of Boston, 2017 <[https://www.boston.gov/sites/default/files/embed/file/2018-06/imagine20boston202030\\_pages2.pdf](https://www.boston.gov/sites/default/files/embed/file/2018-06/imagine20boston202030_pages2.pdf)>

A Love Letter to the Next Decade of Community Development, Akilah Watkins-Butler, Shelterforce, 2020. <<https://shelterforce.org/2020/03/13/a-love-letter-to-the-next-decade-of-community-development/>>

*Personal reflection on the successes and future of community development, including promising collaboration with health and academic anchor institutions, creating a more positive narrative, measuring and prioritizing racial equity, and returning to more grassroots work.*

Supporting Financial Inclusion for Returning Citizens, Capital Impact Partners article. <<https://www.capitalimpact.org/stories/financial-inclusion-returning-citizens/>>

*This article tells the stories of a few innovative private and public programs to increase financial support for formerly incarcerated people.*

Uphams Corner Station Area Plan, BPDA, 2014 <<http://www.bostonplans.org/getattachment/24e82e21-dcb9-4fb9-a03e-832730029125>>

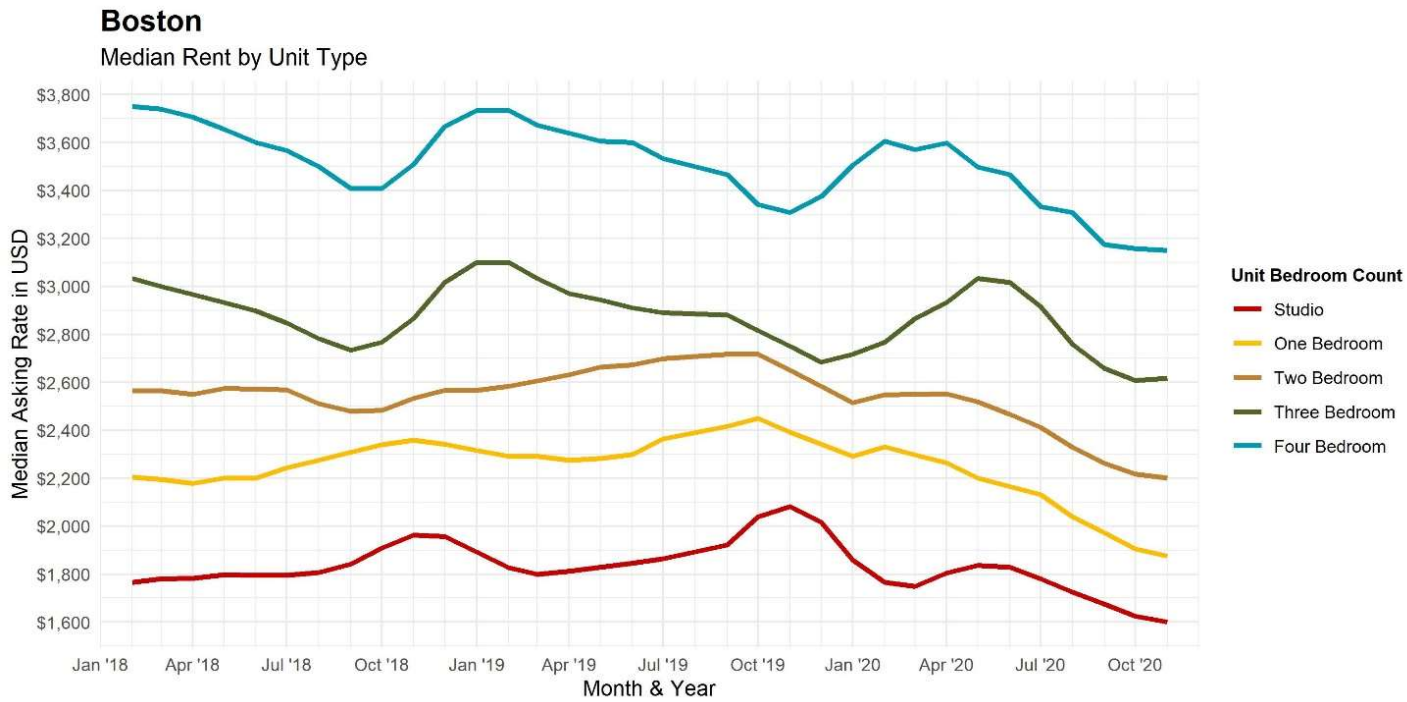
## Appendix E: Catalyst Group DEEP Maps







Appendix F: Boston Median Rent by Unit Type



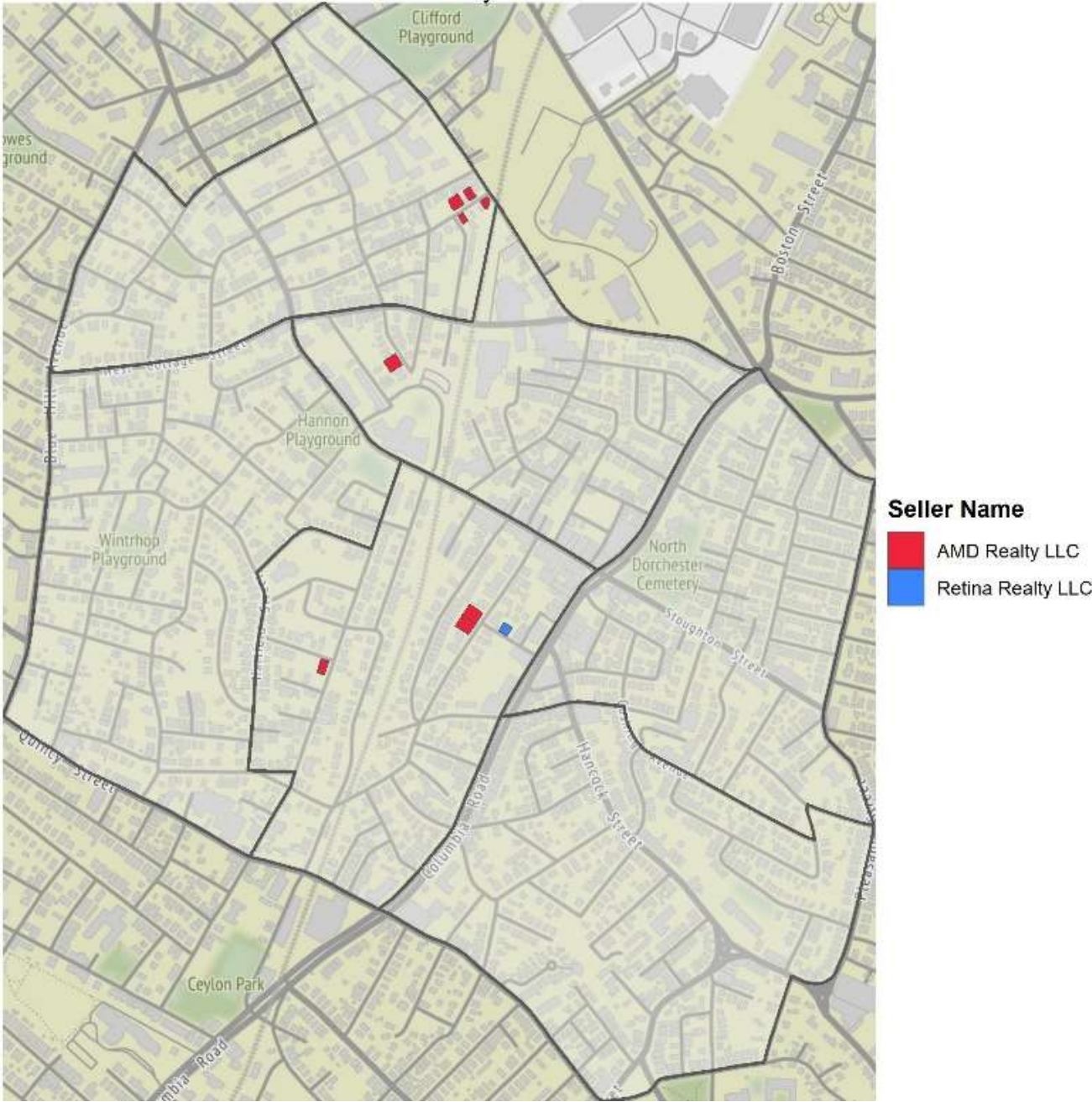
## Appendix G: Frest Start Realty Purchase

Street Address	Buyer Name	Seller Name	Price	Sale Date	Use Category
2 Arion St	Frest Start Realty LLC	Retina Realty LLC	\$ 500,000	12/15/2020	Single Family Residence
2 Chamblet St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Single Family Residence
2 Robey St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Other Multifamily Residences
279 Norfolk Ave	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Single Family Residence
29 Virginia St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Other Multifamily Residences
35 Virginia St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Single Family Residence
54-54R Marshfield St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	3-Decker Buildings
58 Marshfield St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Single Family Residence
62 Marshfield St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Single Family Residence
65 Clifton St	Frest Start Realty LLC	AMD Realty LLC	\$6,200,000	12/15/2020	Other Multifamily Residences


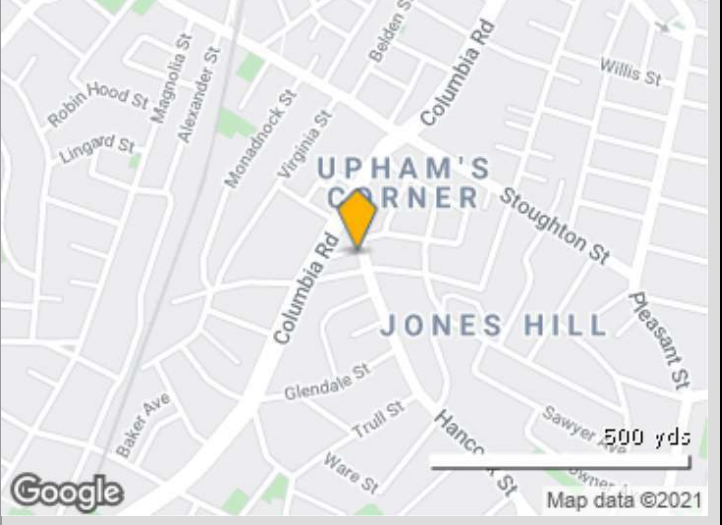
The properties sold by AMD Realty LLC have a price-tag of \$6.2 million, by which we presume is the total price of the nine properties they sold. As the street addresses may indicate, most parcels are not contiguous. This is confirmed when we map the properties out.

AMD Portfolio Sale

December 15th 2020 sale to Frest Start Realty



## Appendix H: Upham's Corner Real Estate Comps

1	<div> <div>15-17 Wheelock Ave</div> <div>Dorchester, MA 02125</div> <div>Sale on 9/16/2020 for \$1,973,444 (\$4,980,928.82/AC) Research Complete (Part of Multi-Property)</div> <div>Commercial Land of 0.40 AC (17,258 SF)</div> </div> <div>SOLD</div>
	
Buyer & Seller Contact Info	
<div>Recorded Buyer: <b>S-519 Columbia Road Rt</b></div> <div>True Buyer: <b>Pondside Realty</b> <b>George Stamatos</b> 619 Centre St Jamaica Plain, MA 02130 (617) 524-6900</div> <div>Buyer Type: <b>Corporate/User</b></div> <div>Buyer Broker: <b>No Buyer Broker on Deal</b></div>	<div>Recorded Seller: <b>Alma Realty Trust</b></div> <div>True Seller: <b>Shalom Bachi Ophir</b> <b>Shalom Ophir</b> 57 Broadlawn Park Chestnut Hill, MA 02467 (617) 469-0279</div> <div>Seller Type: <b>Individual</b></div>
Transaction Details	
<div>Sale Date: <b>09/16/2020</b></div> <div>Escrow Length: <b>90 days</b></div> <div>Sale Price: <b>\$1,973,444-Allocated</b></div> <div>Price/AC Land Gross: <b>\$4,980,928.82 (\$114.35/SF)</b></div> <div>Sale Conditions: <b>Deferred Maintenance</b></div> <div>Street Frontage: <b>78 feet on Wheelock Ave</b></div> <div>Improvements: <b>Extra parking lot for 519-531 Columbia Road bldg</b></div>	<div>Sale Type: <b>Investment</b></div> <div>Land Area: <b>0.40 AC (17,258 SF)</b></div> <div>Proposed Use: <b>-</b></div> <div>ID: 5259009</div>

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3/19/2021

**15-17 Wheelock Ave****SOLD**

Commercial Land of 0.40 AC (17,258 SF) (con't)

**Transaction Notes**

On 9/16/2020, the general retail building located at 519-531 Columbia Road and a parcel of land located at 15-17 Wheelock Ave. in Dorchester, MA sold for \$3,450,000. The 3-story retail building is approximately 37,462 square feet situated on 0.39 acres of land zoned CC. Built in 1899, the property was updated around 1980. The property has 155 feet of frontage on Columbia Road and 114 feet on Hancock Street giving this property double the amount of visibility.

The property is in the heart of Upham's Corner. Located in the northern section of the Dorchester neighborhood of the city of Boston, Upham's Corner is an architecturally and historically significant commercial district that forms an urban center for several surrounding residential neighborhoods. Although Upham's Corner has a long history of commerce and development, the majority of the buildings extant today are from the late nineteenth and early twentieth centuries.

The property is situated on a triangle shaped lot on two busy roads. This limits the amount of parking to only on-street parking. However, the addition of the land lot at 15 Wheelock Ave provides for 17,259 Sf/or 0.39 acres.

The seller, Alma Realty Trust was unable to confirm the sales transaction. The buyer, S-519 Columbia Realty Trust confirmed the sales transaction. George Stamatos verified they purchased the Retail building and parking lot as an Investment with a 6% CAP rate. They financed the purchase with loans from a private lender and Metro Credit Union, along with a down payment. Mr. Stamatos stated the property had a lot of deferred maintenance. The building requires a new rubber roof, new water proofing, new sills, trim, flashing and bricks need repointing. In total approximately \$400,00-\$450,000 in repairs. The property has several tenants that will remain, and they plan to lease some empty spaces. There was a 90-day escrow period.

**Income Expense Data**

<b>Expenses</b>	- Taxes	<b>\$15,571</b>
	- Operating Expenses	
	Total Expenses	

**Current Land Information**

ID: 11557814

Zoning:	-	Proposed Use:	-
Density Allowed:	-	Land Area:	<b>0.40 AC (17,258 SF)</b>
Number of Lots:	<b>1</b>	On-Site Improv:	-
Max # of Units:	-	Lot Dimensions:	-
Units per Acre:	-	Owner Type:	<b>Corporate/User</b>
Improvements:	<b>Extra parking lot for 519-531 Columbia Road bldg</b>		
Street Frontage:	<b>78 feet on Wheelock Ave</b>		

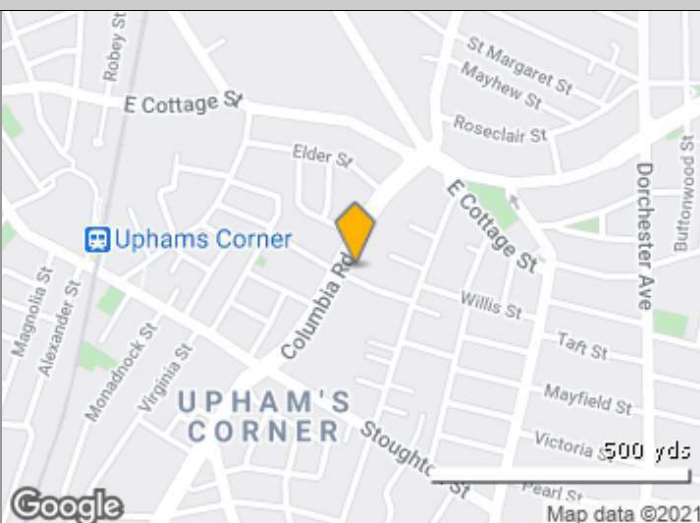
**Location Information**

Cross Street: **Hancock St**  
 Metro Market: **Boston**  
 Submarket: **Boston/Suffolk County/Roxbury/Dorchester**  
 County: **Suffolk**  
 CBSA: **Boston-Cambridge-Newton, MA-NH**  
 CSA: **Boston-Worcester-Providence, MA-RI-NH-CT**  
 DMA: **Boston (Manchester), MA-NH-VT**



SOLD

Sale on 7/22/2020 for \$848,760 (\$114.65/SF) - Research Complete (Part of Multi-Property)  
7,403 SF Class C Office Building Built in 1970



## Buyer &amp; Seller Contact Info

Recorded Buyer: Dubai Investor Hldg Llc  
 True Buyer: Costas Provisions Corporation  
 George Deligiannides  
 255 Southampton St  
 Boston, MA 02118  
 (617) 427-0900  
 Buyer Type: Corporate/User  
 Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Kali Family Lp  
 True Seller: William Adams M  
 William Adams  
 653 Columbia Rd  
 Dorchester, MA 02125  
 (305) 866-4675  
 Seller Type: Developer/Owner-RGNL  
 Listing Broker: No Listing Broker on Deal

## Transaction Details

ID: 5201262

Sale Date: 07/22/2020  
Escrow Length: -  
Sale Price: \$848,760-Allocated  
Asking Price: -  
Price/SF: \$114.65  
Price/AC Land Gross: \$4,715,333.33

Sale Type: Investment  
Bldg Type: Office  
Year Built/Age: Built in 1970 Age: 50  
RBA: 7,403 SF  
Land Area: 0.18 AC (7,841 SF)

Percent Leased:	100.0%
Tenancy:	Multi
Sale Conditions:	Bulk/Portfolio Sale

No. of Tenants:	1
Tenants at time of sale:	William Adams M

## Transaction Notes

On August 9, 2020 the office building located at 653 Columbia Road in Dorchester, MA sold for \$1,000,000 or \$135.08 per square foot. This property is considered a Class C property and is located in Suffolk County.

The details of this transaction have been verified with public sources, and more details will be added as they are obtained.



653 Columbia Rd		SOLD	
7,403 SF Class C Office Building Built in 1970 (con't)			
Current Building Information		ID: 1316692	
Bldg Type:	Office	Bldg Status:	Built in 1970
Class:	C	RBA:	7,403 SF
Total Avail:	0 SF	% Leased:	100.0%
Bldg Vacant:	0 SF	Rent/SF/Yr:	-
Tenancy:	Multi	Elevators:	0
Owner Type:	Corporate/User	Core Factor:	-
Owner Occupied	No	Stories:	2
Zoning:	-	Typical Floor Size:	1,525 SF
Land Area:	0.18 AC	Building FAR:	0.94
Expenses:	2017 Tax @ \$2.34/sf		
Parking:	18 Surface Spaces are available; Ratio of 1.97/1,000 SF		
Location Information			
Metro Market:	Boston		
Submarket:	Boston/Suffolk County/Roxbury/Dorchester		
County:	Suffolk		
CBSA:	Boston-Cambridge-Newton, MA-NH		
CSA:	Boston-Worcester-Providence, MA-RI-NH-CT		
DMA:	Boston (Manchester), MA-NH-VT		

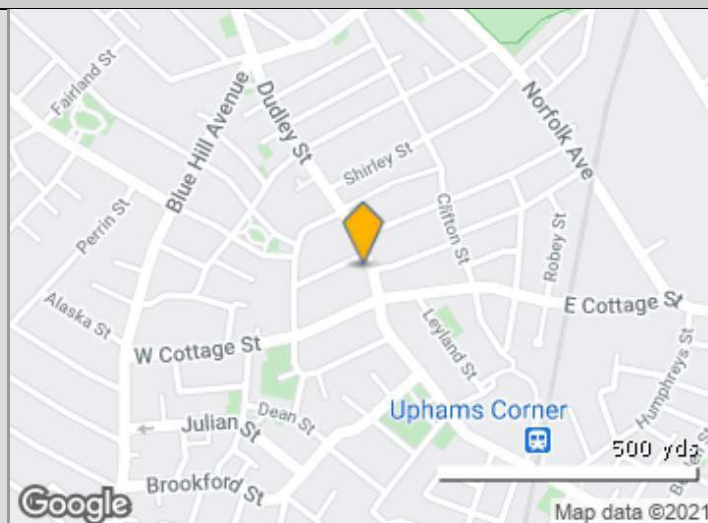
1

**2 North Ave****SOLD**

Roxbury, MA 02119

Sale on 3/6/2020 for \$1,750,000 (\$237.77/SF) - Research Complete

7,360 SF Retail Storefront Retail/Residential Building Built in 1910

**Buyer & Seller Contact Info**

Recorded Buyer: 527-533 Dudley Street Realty Trust

True Buyer: Fernandez Brothers Liquors

Ignacio Fernandez

407-413 Main St

Everett, MA 02149

(617) 381-7425

Buyer Type: Other - Private

Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Reyes Family Trust

True Seller: Reyes Family Trust

Kizzi Reyes

527 Dudley St

Roxbury, MA 02119

(617) 567-5980

Seller Type: Trust

Listing Broker: No Listing Broker on Deal

**Transaction Details**

ID: 5096705

Sale Date: 03/06/2020

Escrow Length: -

Sale Price: \$1,750,000-Full Value

Asking Price: -

Price/SF: \$237.77

Price/AC Land Gross: \$25,000,000.00

Sale Type: Owner User

Bldg Type: Retail - Storefront Retail/Residential

Year Built/Age: Built in 1910 Age: 110

GLA: 7,360 SF

Land Area: 0.07 AC (3,049 SF)

Percent Leased: -

Tenancy: Single

Sale Conditions: Business Value Included

Percent Improved: 77.1%

Total Value Assessed: \$963,000 in 2019

Improved Value Assessed: \$742,200

Land Value Assessed: \$220,800

Land Assessed/AC: \$3,154,285

Financing: Down payment of \$910,000.00 (52.0%)  
\$840,000.00 from Eastern Bank

Parcel No: ROXB-000000-000008-003165

Document No: 62642-315

2 North Ave		SOLD
7,360 SF Retail Storefront Retail/Residential Building Built in 1910 (con't)		
Transaction Notes		
<p>On 3/6/2020, Reyes Family Trust sold the 7,360-SF retail building in Roxbury, MA, to Fernandez Brothers Liquors for \$1.75 million, or approximately \$238 per square foot. The business value was included in the sale.</p> <p>According to public record documents, the buyer received an \$840,000 mortgage from Eastern Bank towards the purchase. The down payment was \$910,000.</p> <p>The information was verified from public record documents from the Suffolk County.</p>		
Current Retail Information		ID: 11347769
Property Type:	Retail - Storefront Retail/Residential	GLA: 7,360 SF
Center:	-	Total Avail: 0 SF
Bldg Status:	Built in 1910	% Leased: 100.0%
Owner Type:	Other - Private	Bldg Vacant: 0 SF
Zoning:	-	Land Area: 0.07 AC
Owner Occupied:	Yes	Lot Dimensions: -
		Building FAR: 2.41
Rent/SF/Yr:	-	No. of Stores: -
CAM:	-	
Street Frontage:	39 feet on North Ave	
Parking:	6 Surface Spaces are available	
Location Information		
Metro Market:	Boston	
Submarket:	Boston/Suffolk County/Roxbury/Dorchester	
County:	Suffolk	
CBSA:	Boston-Cambridge-Newton, MA-NH	
CSA:	Boston-Worcester-Providence, MA-RI-NH-CT	
DMA:	Boston (Manchester), MA-NH-VT	

**778 Dudley St**

Dorchester, MA 02125

Drug Store Building of 7,420 SF Sold on 12/11/2020 for  
\$7,150,000 - Research Complete**buyer**Agree Realty Corporation  
70 E Long Lake Rd  
Bloomfield Hills, MI 48304  
(248) 737-4190**seller**Dudley St LLC  
3672 Carlton Pl  
Boca Raton, FL 33496  
(561) 998-7578**vital data**

Escrow/Contract:	-	Sale Price:	\$7,150,000
Sale Date:	12/11/2020	Status:	Confirmed
Days on Market:	133 days	Building SF:	7,420 SF
Exchange:	No	Price/SF:	\$963.61
Conditions:	-	Pro Forma Cap Rate:	-
Land Area SF:	25,814	Actual Cap Rate:	5.90%
Acres:	0.59	Down Pmnt:	-
\$/SF Land Gross:	\$276.99	Pct Down:	-
Year Built, Age:	1899 Age: 121	Doc No:	64372-163
Parking Spaces:	-	Trans Tax:	-
Parking Ratio:	0/1000 SF	Corner:	No
FAR:	0.29	Zoning:	M-1, Dorchester
Lot Dimensions:	-	No Tenants:	1
Frontage:	-	Percent Improved:	64.0%
Tenancy:	Single	Submarket:	Roxbury/Dorchester
Comp ID:	5318264	Map Page:	-
		Parcel No:	DORC-000000-000007-003897
		Property Type:	Retail

**income expense data**

Expenses	- Taxes	\$15,607
	- Operating Expenses	
	Total Expenses	<u>\$15,607</u>

**Listing Broker**Horvath & Tremblay  
600 Market St  
Lynnfield, MA 01940  
(781) 776-4000  
Robert Horvath, Todd Tremblay**Buyer Broker**

No Buyer Broker on Deal

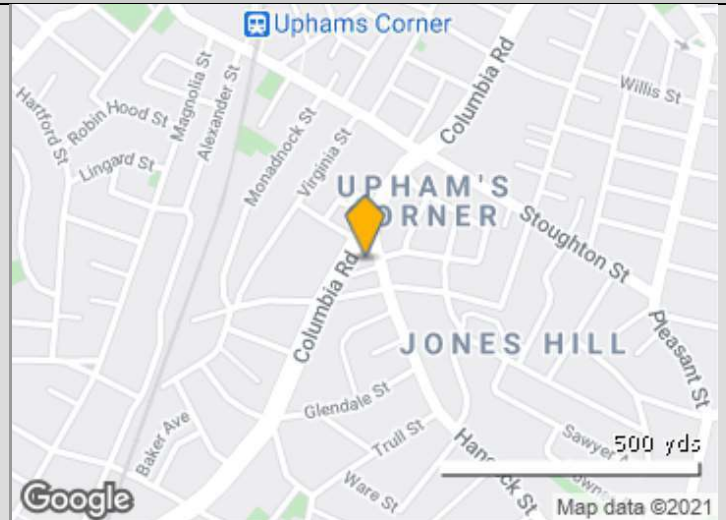
**financing**

**SOLD****519-531 Columbia Rd**

Dorchester, MA 02125

Sale on 9/16/2020 for \$1,476,556 (\$39.41/SF) - Research Complete (Part of Multi-Property)

37,462 SF Retail Storefront Building Built in 1899, Renov 1980

**Buyer & Seller Contact Info**

Recorded Buyer: S-519 Columbia Road Rt  
 True Buyer: Pondside Realty  
 George Stamos  
 619 Centre St  
 Jamaica Plain, MA 02130  
 (617) 524-6900  
 Buyer Type: Corporate/User  
 Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Alma Realty Trust  
 True Seller: Shalom Bachi Ophir  
 Shalom Ophir  
 57 Broadlawn Park  
 Chestnut Hill, MA 02467  
 (617) 469-0279  
 Seller Type: Individual

**Transaction Details**

ID: 5259009

Sale Date: 09/16/2020	Sale Type: Investment
Escrow Length: 90 days	Bldg Type: Retail - Storefront
Sale Price: \$1,476,556-Allocated	Year Built/Age: Built in 1899, Renov 1980 Age: 121
Asking Price: -	GLA: 37,462 SF
Price/SF: \$39.41	Land Area: 0.40 AC (17,258 SF)
Price/AC Land Gross: \$3,726,794.55	
Percent Leased: 100.0%	
Tenancy: Multi	
Sale Conditions: Deferred Maintenance	
No. of Tenants: 10	
Tenants at time of sale: Arizona Bbq; Christopher Kokoras Insurance Agency; Classic Maintenance Service Inc; Communications Center Inc; Frugal Furniture Of Dorchester; Level Ground Mixed Martial; New York Fried Chicken & Pizza; Rent-A-Center; Star Building Service; Upham's Corner Market	
Document No: 910655	

**519-531 Columbia Rd****SOLD**

37,462 SF Retail Storefront Building Built in 1899, Renov 1980 (con't)

**Transaction Notes**

On 9/16/2020, the general retail building located at 519-531 Columbia Road and a parcel of land located at 15-17 Wheelock Ave. in Dorchester, MA sold for \$3,450,000. The 3-story retail building is approximately 37,462 square feet situated on 0.39 acres of land zoned CC. Built in 1899, the property was updated around 1980. The property has 155 feet of frontage on Columbia Road and 114 feet on Hancock Street giving this property double the amount of visibility.

The property is in the heart of Upham's Corner. Located in the northern section of the Dorchester neighborhood of the city of Boston, Upham's Corner is an architecturally and historically significant commercial district that forms an urban center for several surrounding residential neighborhoods. Although Upham's Corner has a long history of commerce and development, the majority of the buildings extant today are from the late nineteenth and early twentieth centuries.

The property is situated on a triangle shaped lot on two busy roads. This limits the amount of parking to only on-street parking. However, the addition of the land lot at 15 Wheelock Ave provides for 17,259 Sf/or 0.39 acres.

The seller, Alma Realty Trust was unable to confirm the sales transaction. The buyer, S-519 Columbia Realty Trust confirmed the sales transaction. George Stamatos verified they purchased the Retail building and parking lot as an Investment with a 6% CAP rate. They financed the purchase with loans from a private lender and Metro Credit Union, along with a down payment. Mr. Stamatos stated the property had a lot of deferred maintenance. The building requires a new rubber roof, new water proofing, new sills, trim, flashing and bricks need repointing. In total approximately \$400,00-\$450,000 in repairs. The property has several tenants that will remain, and they plan to lease some empty spaces. There was a 90-day escrow period.

**Income Expense Data**

Expenses	- Taxes	\$53,318
	- Operating Expenses	
	Total Expenses	\$53,318

**Current Retail Information**

ID: 223345

Property Type:	Retail - Storefront	GLA:	37,462 SF
Center:	-	Total Avail:	0 SF
Bldg Status:	Built in 1899, Renov 1980	% Leased:	100.0%
Owner Type:	Corporate/User	Bldg Vacant:	0 SF
Zoning:	CC	Land Area:	0.40 AC
Owner Occupied:	No	Lot Dimensions:	-
		Building FAR:	2.17
Rent/SF/Yr:	-	No. of Stores:	-
CAM:	-		
Street Frontage:	155 feet on Columbia Rd (with 0 curb cut) 114 feet on Hancock St		
Expenses:	2020 Tax @ \$1.42/sf		
Parking:	16 free Surface Spaces are available		
Features:	Bus Line, Signage, Signalized Intersection		

**Location Information**

Located:	Upham's Corner
Metro Market:	Boston
Submarket:	Boston/Suffolk County/Roxbury/Dorchester
County:	Suffolk
CBSA:	Boston-Cambridge-Newton, MA-NH
CSA:	Boston-Worcester-Providence, MA-RI-NH-CT
DMA:	Boston (Manchester), MA-NH-VT
Map(Page):	Universal Atlas 355

## 519-531 Columbia Rd

SOLD

37,462 SF Retail Storefront Building Built in 1899, Renov 1980 (con't)

Parcel Number: -  
Legal Description: -  
County: Suffolk

Plat Map: 519-531 Columbia Rd





2

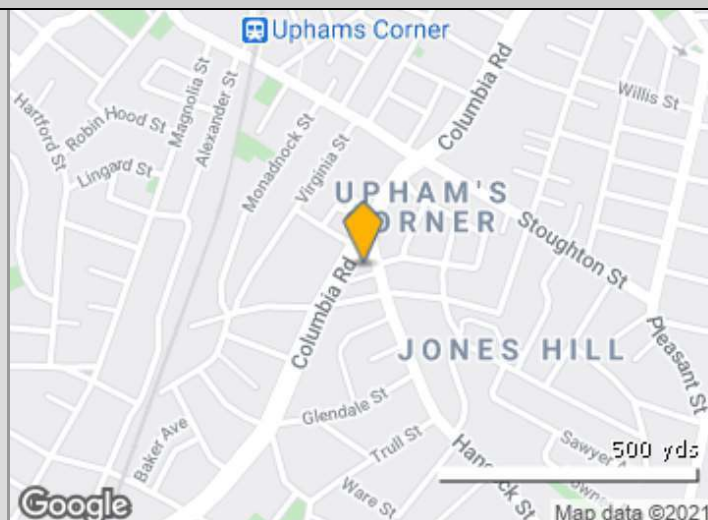
**519-531 Columbia Rd****SOLD**

Dorchester, MA 02125

Sale on 2/13/2009 - Research Complete

Non-Arms Length

37,462 SF Retail Storefront Building Built in 1899, Renov 1980

**Buyer & Seller Contact Info**

Recorded Buyer: Shalom Bachi Ophir  
 True Buyer: Shalom Bachi Ophir  
 Shalom Ophir  
 57 Broadlawn Park  
 Chestnut Hill, MA 02467  
 (617) 469-0279

Buyer Type: Individual

Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Alma Realty Trust  
 True Seller: Shalom Bachi Ophir  
 Shalom Ophir  
 57 Broadlawn Park  
 Chestnut Hill, MA 02467  
 (617) 469-0279

Seller Type: Individual

Listing Broker: No Listing Broker on Deal

**Transaction Details**

ID: 1665552

Sale Date: 02/13/2009 (0 days on market)  
 Escrow Length: -  
 Sale Price: --Full Value  
 Asking Price: -  
 Price/SF: -

Sale Type: -  
 Bldg Type: Retail - Storefront  
 Year Built/Age: Built in 1899, Renov 1980 Age: 110  
 GLA: 37,462 SF  
 Land Area: 0.40 AC (17,258 SF)

Percent Leased: 100.0%  
 Tenancy: Multi  
 Non-Market Reasons: Change in Title Vesting

Percent Improved: 50.3%  
 Total Value Assessed: \$1,535,000 in 2008  
 Improved Value Assessed: \$772,100  
 Land Value Assessed: \$762,900  
 Land Assessed/AC: \$1,925,542

No. of Tenants: 10  
 Tenants at time of sale: Arizona Bbq; Christopher Kokoras Insurance Agency; Classic Maintenance Service Inc; Communications Center Inc; Frugal Furniture Of Dorchester; Level Ground Mixed Martial; New York Fried Chicken & Pizza; Rent-A-Center; Star Building Service; Upham's Corner Market

Financing: Down payment of \$1.00

Legal Desc: Lengthy legal, refer to deed.

Parcel No: DORC-000000-000013-001746, DORC-000000-000013-001750

Document No: 44539-189

519-531 Columbia Rd		SOLD
37,462 SF Retail Storefront Building Built in 1899, Renov 1980 (con't)		
Sale History: Portfolio sale of 2 properties sold for \$3,450,000 on 9/16/2020 Sold on 2/13/2009 Non-Arms Length		
Transaction Notes		
We were unable to determine essential details of this sales transaction. All information is based on recorded documents and county assessor records. We publish this comp to inform you of the market activity and to provide all details we were able to obtain.		
If you have information that would help us complete this COMP, please call toll free 866-398-5114.		
Current Retail Information		ID: 223345
Property Type: Retail - Storefront	GLA: 37,462 SF	
Center: -	Total Avail: 0 SF	
Bldg Status: Built in 1899, Renov 1980	% Leased: 100.0%	
Owner Type: Corporate/User	Bldg Vacant: 0 SF	
Zoning: CC	Land Area: 0.40 AC	
Owner Occupied: No	Lot Dimensions: -	
	Building FAR: 2.17	
Rent/SF/Yr: -	No. of Stores: -	
CAM: -		
Street Frontage: 155 feet on Columbia Rd (with 0 curb cut) 114 feet on Hancock St		
Expenses: 2020 Tax @ \$1.42/sf		
Parking: 16 free Surface Spaces are available		
Features: Bus Line, Signage, Signalized Intersection		
Location Information		
Located: Upham's Corner		
Metro Market: Boston		
Submarket: Boston/Suffolk County/Roxbury/Dorchester		
County: Suffolk		
CBSA: Boston-Cambridge-Newton, MA-NH		
CSA: Boston-Worcester-Providence, MA-RI-NH-CT		
DMA: Boston (Manchester), MA-NH-VT		
Map(Page): Universal Atlas 355		

## 519-531 Columbia Rd

SOLD

37,462 SF Retail Storefront Building Built in 1899, Renov 1980 (con't)

Parcel Number: DORC-000000-000013-001746, DORC-000000-000013-001750  
Legal Description: -  
County: Suffolk

Plat Map: 519-531 Columbia Rd

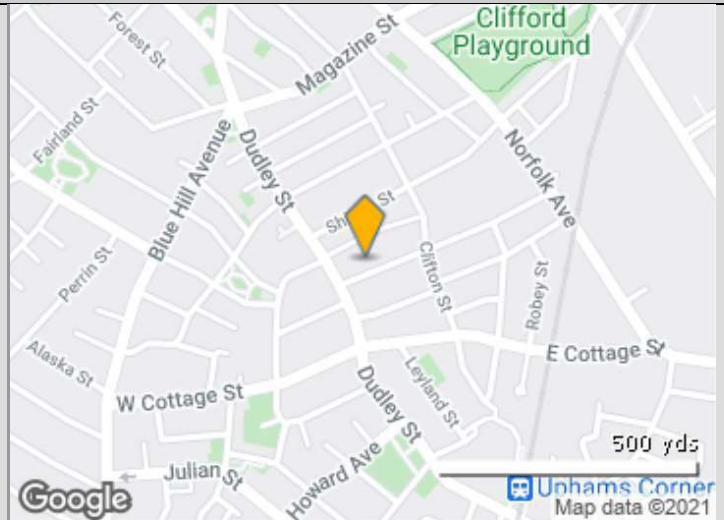


**SOLD****1****10-12 Burrell St**

Roxbury, MA 02119

Sale on 12/21/2020 - Research Complete (Part of Multi-Property)

Commercial Land of 0.19 AC (8,276 SF)

**Buyer & Seller Contact Info**

Recorded Buyer: Children's Services of Roxbury, Inc.

True Buyer: CSR Worcester Family Day

Sandra McCroom

60-90 Madison St

Worcester, MA 01608

(508) 751-4160

Buyer Type: Other - Private

Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Dudley Econ Empowerment

True Seller: Youth Build Boston Inc

Kenneth Smith

504-520 Dudley St

Roxbury, MA 02119

(617) 445-8887

Seller Type: Other - Private

Listing Broker: No Listing Broker on Deal

**Transaction Details**

ID: 5400424

Sale Date: 12/21/2020

Escrow Length: -

Sale Price: -

Sale Type: Investment

Land Area: 0.19 AC (8,276 SF)

Proposed Use: -

Zoning: Business

Sale Conditions: Purchase By Tenant

**Transaction Notes**

On December 21 2020 the office building at 504-520 Dudley St Roxbury Ma and the land parcel at 10-12 Burrell St were sold for a confirmed sale price of \$9,000,000. The building was occupied by several non profit organizations, one of them who was a tenant purchased the building and the excess land behind the building that they were already using as a play ground and open air space. The building currently has no space for lease and there is no plan to resell the property by the buyer. The deed for this transaction is attached to this report.

10-12 Burrell St		SOLD
Commercial Land of 0.19 AC (8,276 SF) (con't)		
Current Land Information		ID: 12031437
Zoning: Business	Proposed Use: -	
Density Allowed: -	Land Area: 0.19 AC (8,276 SF)	
Number of Lots: -	On-Site Improv: -	
Max # of Units: -	Lot Dimensions: -	
Units per Acre: -	Owner Type: -	
Improvements: -		
Location Information		
Metro Market: Boston		
Submarket: Boston/Suffolk County/Roxbury/Dorchester		
County: Suffolk		
CBSA: Boston-Cambridge-Newton, MA-NH		
CSA: Boston-Worcester-Providence, MA-RI-NH-CT		
DMA: Boston (Manchester), MA-NH-VT		

**SOLD****554-562 Columbia Rd - Columbia Hall****1**

Dorchester, MA 02125

Sale on 4/2/2020 for \$4,800,000 (\$213.09/SF) - Research Complete

22,526 SF - Sold for Land Value, Retail Storefront Retail/Office Building Built in 1899

**Buyer & Seller Contact Info**

Recorded Buyer: 554 Columbia Road LLC  
 True Buyer: JLCD Development LLC  
 Michael Rooney  
 1120 Main St  
 Hingham, MA 02043  
 (617) 448-7371  
 Buyer Type: Other - Private  
 Buyer Broker: No Buyer Broker on Deal

Recorded Seller: Mariana Realty Corp  
 True Seller: Mariana Realty Corp  
 Nick Verenis  
 558 Columbia Rd  
 Boston, MA 02125  
 (617) 909-0958  
 Seller Type: Other - Private  
 Listing Broker: Northeast Private Client Group  
 Tim McGeary  
 (857) 990-6804  
 Drew Kirkland  
 (857) 990-6800

**Transaction Details**

ID: 5106991

Sale Date: 04/02/2020	Sale Type: Investment
Escrow Length: -	Bldg Type: Retail - Storefront Retail/Office
Sale Price: \$4,800,000-Confirmed	Year Built/Age: Built in 1899 Age: 121
Asking Price: -	GLA: 22,526 SF
Price/SF: \$213.09	Land Area: 0.46 AC (19,907 SF)
Price/AC Land Gross: \$10,503,282.28	
Percent Leased: 100.0%	Percent Improved: 82.9%
Tenancy: Multi	Total Value Assessed: \$2,593,000 in 2019
Actual Cap Rate: 4.17%	Improved Value Assessed: \$2,150,700
Sale Conditions: Redevelopment Project	Land Value Assessed: \$442,300
	Land Assessed/AC: \$967,833
No. of Tenants: 4	
Tenants at time of sale: Andy's Cafe; Fantasy Nails; H&R Block; Upham House Of Pizza	
Financing: \$4,320,000.00 from Local Initiatives Support Corp	

554-562 Columbia Rd - Columbia Hall			SOLD
22,526 SF - Sold for Land Value, Retail Storefront Retail/Office Building Built in 1899 (con't)			
Parcel No:	DORC-000000-000013-001345, DORC-000000-000013-001346, DORC-000000-000013-001347, DORC-000000-000013-001348		
Document No:	62786-131		
Transaction Notes			
This transaction represents the sale of 554-562 Columbia Road, Dorchester, MA 02125. The 22,526 SF retail and office building is situated on about 0.45 acres of land and was sold on April 2, 2020 for \$4,800,000. Both parties involved in the sale confirmed this information, adding that the value was mostly in the land as the property will be redeveloped into affordable housing. The buyer said they are about two years from being able to start construction, as they need to secure approvals and tax credits for the project. They were unable to say whether or not they would be keeping the existing structure and doing a gut renovation and expansion or brand new construction.			
Income Expense Data			
Expenses		- Taxes	\$4,782
		- Operating Expenses	
Total Expenses			\$4,782
Current Retail Information			ID: 6643625
Property Type:	Retail - Storefront Retail/Office	GLA:	22,526 SF
Center:	Columbia Hall	Total Avail:	0 SF
Bldg Status:	Built in 1899	% Leased:	100.0%
Owner Type:	Other - Private	Bldg Vacant:	0 SF
Zoning:	NS	Land Area:	0.46 AC
Owner Occupied:	No	Lot Dimensions:	-
		Building FAR:	1.13
Rent/SF/Yr:	-	No. of Stores:	-
CAM:	-		
Street Frontage:	88 feet on Arion St 84 feet on Columbia Rd		
Property Mix:	Office	(75.0%)	
	General Retail	(25.0%)	
Expenses:	2020 Tax @ \$0.21/sf		
Features:	Bus Line, Signage, Signalized Intersection		
Location Information			
Metro Market:	Boston		
Submarket:	Boston/Suffolk County/Roxbury/Dorchester		
County:	Suffolk		
CBSA:	Boston-Cambridge-Newton, MA-NH		
CSA:	Boston-Worcester-Providence, MA-RI-NH-CT		
DMA:	Boston (Manchester), MA-NH-VT		



554-562 Columbia Rd - Columbia Hall

**SOLD**

22,526 SF - Sold for Land Value, Retail Storefront Retail/Office Building Built in 1899 (con't)

Parcel Number: DORC-000000-000013-001345, DORC-000000-000013-001346, DORC-000000-000013-001347, DORC-000000- 000013-001348  
Legal Description: -  
County: Suffolk

Plat



Map: 554-562 Columbia Rd

## Appendix I: April 9<sup>th</sup> Staff Retreat Materials

Decrease resident  
unemployment rate  
to 5% by 2025.

# Small Business and Workforce Development Breakout Group

## Focus Group Summary

Small businesses are requiring additional technical assistance related to business operations and accounting, in addition to the lending program.

Access to childcare is a major barrier to employment for adults and teens.

Supporting individuals in the re-entry program is challenging because of the transient nature of the population.

## Research Findings

Commercial vacancies are on the rise, and there were more commercial property sales in Upham's Corner in 2020 than all years of the previous decade combined

The number of open small businesses in Boston has dropped by 47% since the beginning of the pandemic, but new businesses are starting up at unprecedented rates.

Unemployment in Upham's Corner has risen to between 10 – 16% across the neighborhood.

Upcoming development at Dorchester Bay City and The BEAT will generate new job opportunities, but connecting them to the community will require new training programs and commitments from developers and businesses.

Small Business and Workforce Development Outcomes : what will change + for who + by how much + by when

**Example: By 2025, unemployment among Upham's Corner resident's aged 20-25 is at or below the state average.**

**Small businesses in Upham's Corner stabilize from pandemic impacts**

**a vibrant resilient business district**

Increase in jobs/employment paying > \$20/hr in Uphams and at Newmarket.

**Having job training available so Upham's Corner community members are on front lines of getting these positions when they do come around**

Youth stay in the community via incentives, programs, etc. to make sure that the community doesn't age out. (Right now current homeowners are people who are aging out).

**[Condition]**  
Childcare will be major issue for training, going back to school, etc.

**are hugely important to community we serve. 6 mil. sq ft of development (commercial + residential). Will be need to work with Dorchester Bay. Opportunity to begin to identify areas of needs and have**

## Small Business and Workforce Development Outcomes: Example

**Example:** By 2025, unemployment among people of color in Upham's Corner is at or below the state average.

## Conditions

**Example:** Residents are confident that job training works

*Increase resident access to vocational/technical training and middle skill jobs in high demand growth sectors.*

**Example:** A sufficient amount of workforce development programs exist and are effective

**Example:** Reliable and affordable child care opportunities exist

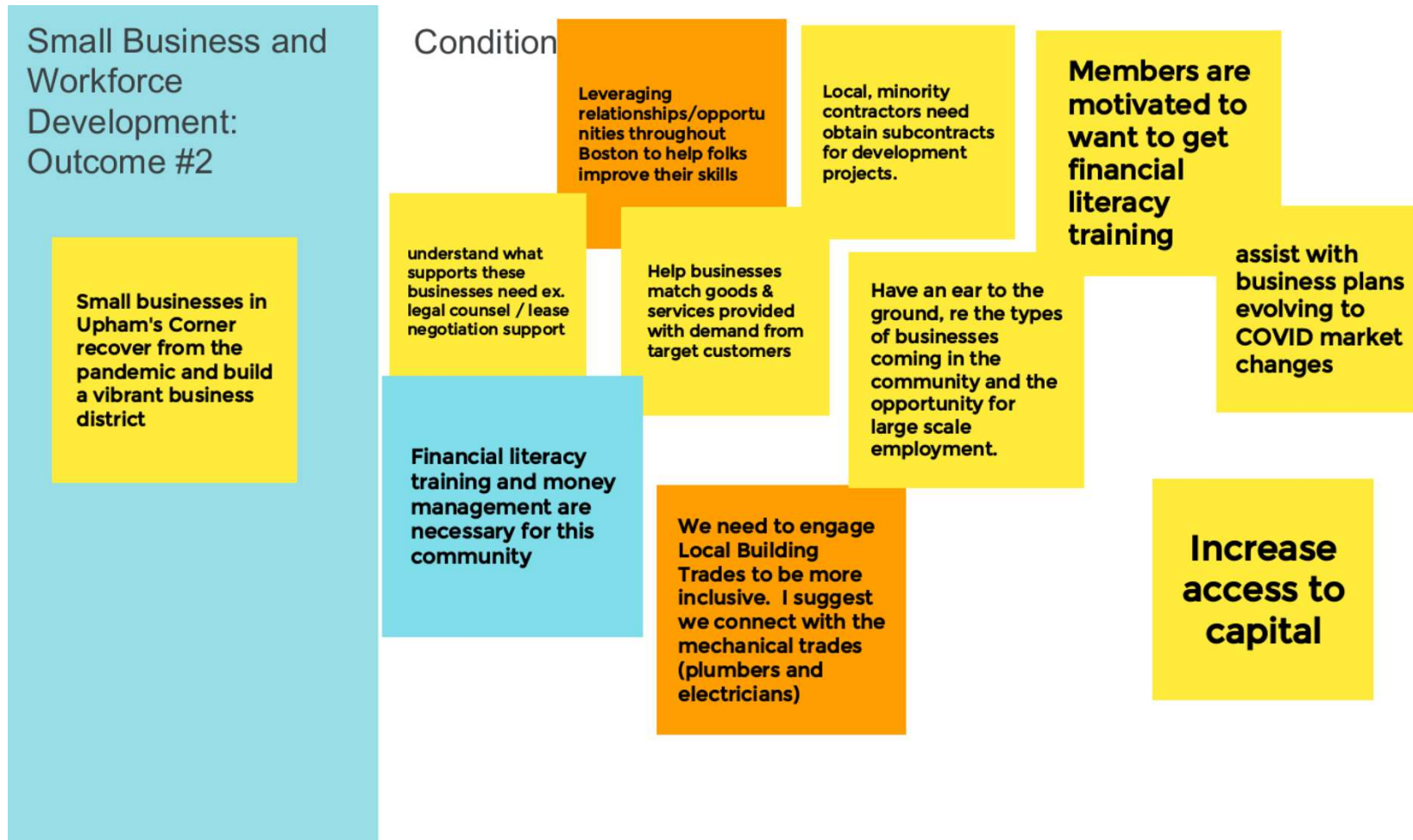
**Example:** Local organizations collaborate to support residents into and through work force development programs

**Example:** Funding increases towards workforce development programs









Small Business and  
Workforce  
Development:  
Outcome #3

Conditions

**Youth are able to  
make a living wage,  
\$20>hr, and stay in  
the community  
instead of being  
displaced.**





Health and Well-Being  
Focus Group Summaries

Mental health issues stemming from isolation is a primary concern for Dorchester Bay Staff.

The lack of open space / gathering space has impacted social cohesion in Upham's Corner.

Racial disparities have become even more pronounced through the pandemic. There is a desire to focus on economic justice as a means to achieve health equity.

## Health and Well-Being: Research Findings

Upham's Corner residents are statistically more likely to experience adverse health outcomes (asthma, obesity, food insecurity, gun violence) as compared to residents of other Boston neighborhoods.

Upham's Corner Health Center identified linguistic isolation as having an impact on health outcomes in the community due to the lack of language appropriate outreach/materials and support.

Credentialing community engagement staff as Community Health Workers (CHW'S) has been implemented at comparative CDC's to assist in addressing resident and community health needs more directly.

The redevelopment of Columbia Road will have long term implications for the social and environmental well being of the community.

20% of Upham's Corner residents lack access to the internet, impacting their ability to access information, services, education, and healthcare.

## Health and Well-Being Outcomes: what will change + for who + by how much + by when





## Health and Well-Being: Example

Example: Land dedicated to open space and recreation will make up 5% of all land in Upham's Corner by 2030

## Conditions

**Columbia Road is redeveloped to include significant open space**

RFP's to create vibrant green space in Upham's Corner

Artists and placemakers are given the funds and permission to make spaces more welcoming

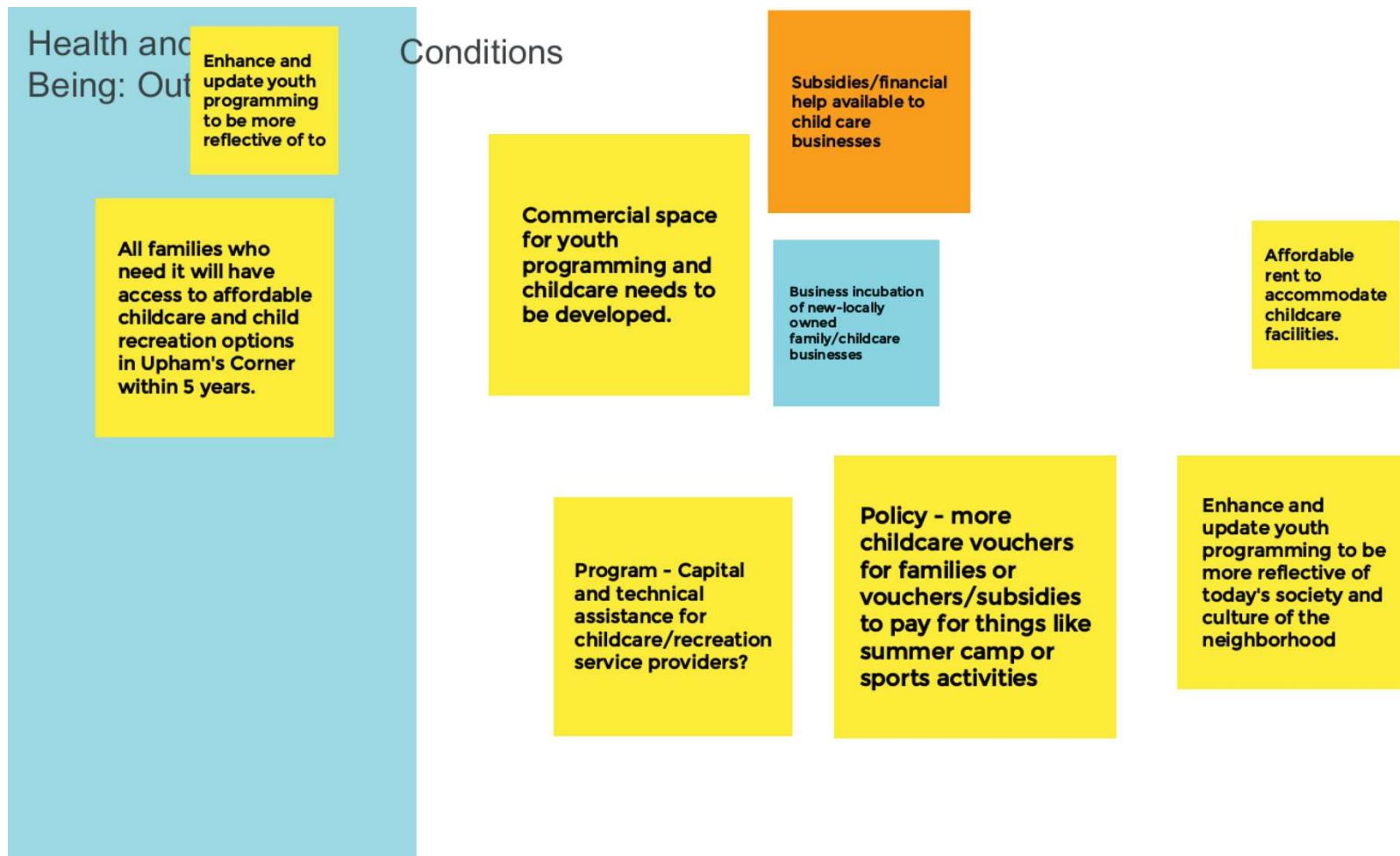
Developers to contribute more community benefits.

Developers of new commercial real estate commit to outdoor public spaces

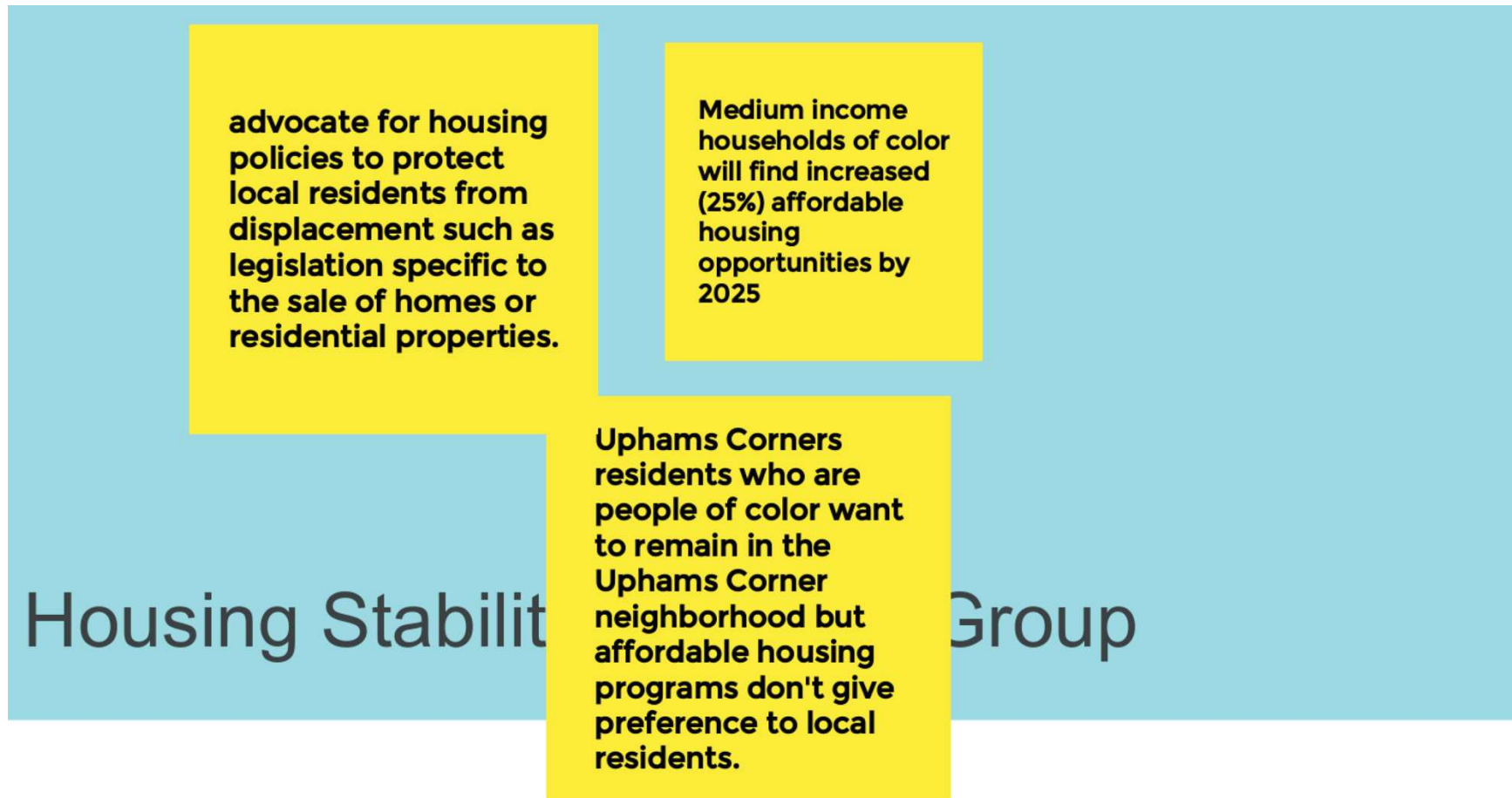
**Policy - HERO legislation needs to pass. It will generate a sustainable \$300m funding source for affordable housing and climate initiatives.**

Developers are required to build and/or give consistent funding to green spaces (if we just ask and don't require it, they won't do it)









## Focus Group Summaries

The limited and dwindling supply of City owned real estate has made finding new opportunities for large scale affordable housing development a challenge.

Maintaining housing for individuals is critical to preventing adverse health outcomes.

Formerly incarcerated individuals face significantly higher barriers to accessing housing, even within DBEDC properties, due to the limitations of Section 8 vouchers.

Assisting residents move towards homeownership is a priority for staff.



## Research Findings

Resources to support renters make payments exist, but connecting them to individuals and property managers has been a challenge, indicating a potential looming eviction challenge.

Rental rates for smaller apartments have declined but three and four bedroom rentals have stayed relatively stable through the pandemic.

A high percentage of Upham's Corner homeowners have recently struggled to pay mortgages. These homeowners may choose to sell their properties and move to avoid foreclosure.

Implementing online rental payments systems to assist in credit building has been successfully implemented at comparative CDC's and could be an important step to assisting residents access future loans.

Supporting mixed use housing at the Humphrey's Street Studios may be an opportunity for future real estate development, in addition to the City owned properties currently being sold.





## Housing Outcomes: Example

**Example: Evictions  
among Upham's  
Corner residents fall  
by 50% by 2025**

## Conditions

**Example: Successful  
eviction prevention  
programs exist in  
the neighborhood  
(1)**

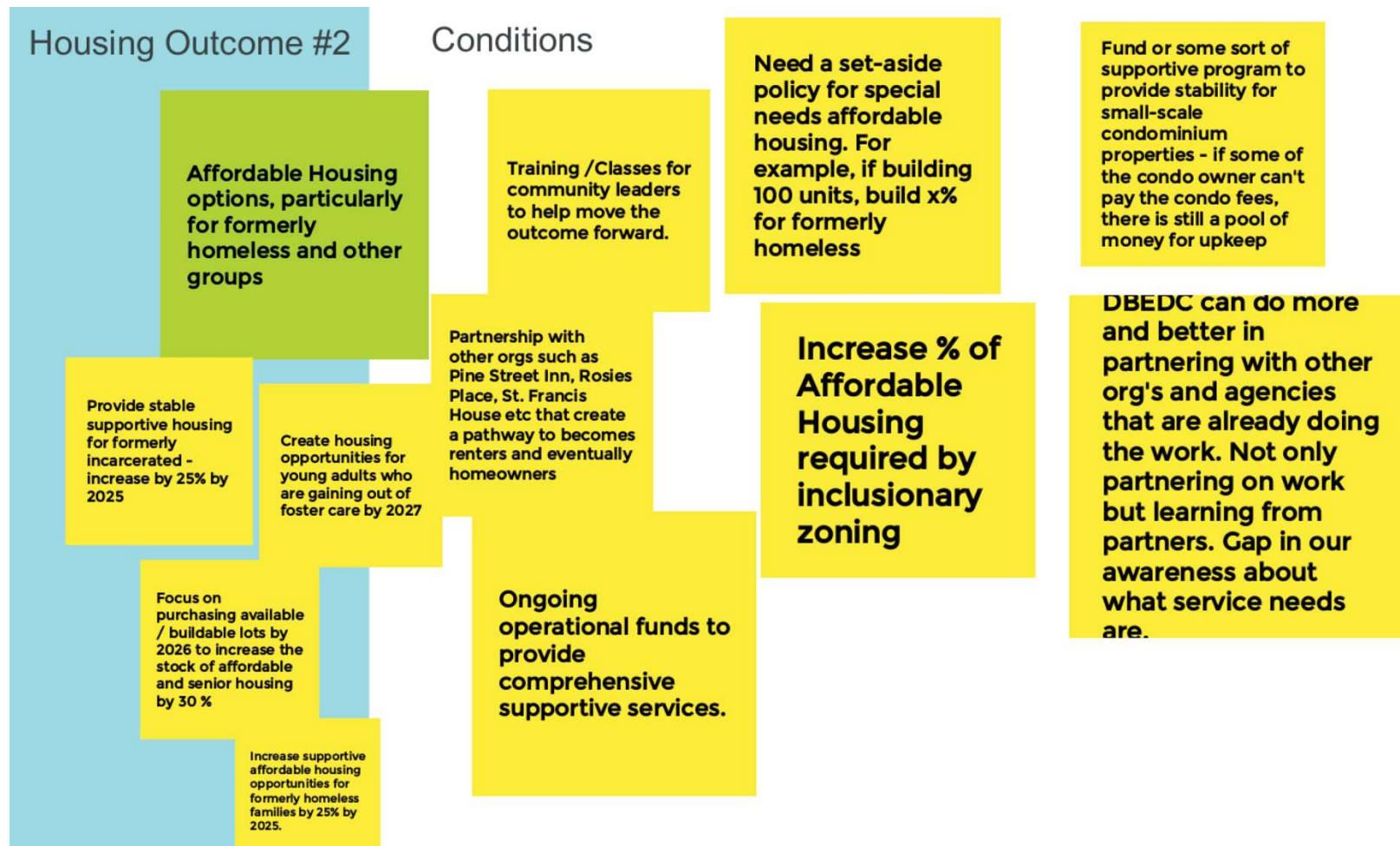
**Example: More  
affordable  
housing exists  
in the  
neighborhood  
(1)**

**Example: Residents  
access services  
before they owe too  
much rent (1)**

**Example:  
There are  
more housing  
vouchers and  
they are easier  
to get (1)**









## Housing Outcome #4

**Maintain  
homeownership,  
prevent foreclosures**

## Conditions

Training /Classes for  
community leaders  
to help move the  
outcome forward.

Help homeowners  
remain in their  
homes and prevent  
foreclosures,  
especially those  
impacted by the  
COVID

**New programs  
created that help  
homeowners  
maintain their homes  
- such as 0% interest  
loans or payment  
assistance for repairs  
such as new windows,  
roof, insulation, etc.**

## Appendix J: 11/20 Staff Meeting Notes

After presenting and discussing the survey responses mentioned in the previous section, MAPC facilitated break out groups to better understand target populations. The following is a summary analysis of the feedback that Dorchester Bay staff provided to MAPC during the 11/20/20 all staff meeting. At the meeting, MAPC sought to group staff feedback in four ways.

1. Who are the populations that staff identify as important or priority constituents?
2. What are the neighborhood trends that MAPC should take into account through the Community Economic Resilience Evaluation?
3. Who are the neighborhood stakeholders that MAPC might want to engage with directly?
4. What are the engagement methods that Dorchester Bay staff consider most successful?

### Populations

“Populations” reference local groups of people whose behavior, opinions, and trends we need to understand for a successful strategic planning process.

- Low income
- Unemployed/underemployed
- Multi-child families
- Residents on public assistance
- Business owners
- Dorchester, Mattapan, Jamaica Plain, Roslindale, Hyde Park, Roxbury
- Cape Verdean, Latino
- Residents in income restricted housing
- Multigenerational households
- Seniors
- Working force families
- Youth

### Trends

“Trends” reference any change in population, economic activity, housing supply, etc, that Dorchester Bay referenced during break out groups. MAPC will use these suggestions to assist in organizing our research agenda for the strategic planning process. At the end of the “trend” we recorded the amount of times it was referenced.

- How happy or satisfied are residents in our properties
- Real estate deals becoming too risky
- Need more grants to support small business development



- Challenges of everything going virtual
- How does Dorchester Bay maintain a sense of togetherness
- Construction costs going up
- How to build relationships with residents
- Seniors lack affordable housing/Aging in place (4)
- Ability to move to take advantage of opportunity (2)
- Public Safety/Violence (3)
- Reentry trends and services (2)
- Raising funds to keep and funds to give out (2)
- COVID-19's effect on local businesses
- Success of Payment Protection Program
- Illegal activities
- Lack of local programming for youth/seniors (2)
- Crimes going unreported
- Seniors feel isolated
- Gentrification/Displacement
- What is being built where? For who?
- Will rents rise?
- Local employment opportunities
- Demographics of our lending programs

### Stakeholders

“Stakeholders” reference groups who share a role in building a safe, healthy, and prosperous Dorchester. In some cases, Dorchester Bay staff identified whether they consider their relationship with these stakeholders strong or in need of improvement. Where they identified it was strong we marked it “strong”. Where they marked it in need of improvement, we marked it “improve”. Where staff did not reference the type of relationship, we marked it “N/A”.

Table 1: Groups that Dorchester Bay Identified as Stakeholders

Advocacy Groups	N/A
Amado Enterprises	N/A
Architects	N/A
BlueHub Capital	N/A
Boston Medical Center (BMC)	N/A

Boston Police	N/A
Bowdoin Health Center	Improve
Brighter Boston	N/A
Business owners	Strong
Churches	Strong
City Life/Vida Urbana	Improve
City of Boston	N/A
City of Boston's Economic Development Department	N/A
Commonwealth Kitchen	N/A
Community Economic Development Assistance Corporation (CEDAC)	N/A
Contractors	N/A
Corporation for Supportive Housing (CSH)	N/A
Design Studio for Social Intervention	N/A
District Attorney's Office	N/A
Donor Community	N/A
Dudley Street Neighborhood Initiative (DSNI)	N/A
ELAHP (Elders Living at Home Program) Smith House Partnership	
Fairmount CDC	N/A
Fairmount Innovation Lab	N/A
Financial Institutions and Lenders	Strong/Improve
Heading Home	N/A
Home Start	N/A
Humphreys Street Arts Studios	N/A
Jewish Vocational Center	Improve
Kroc Center	Improve
Local CDCs	Strong
Local Community Organizers	Improve
Local Schools	Strong
MA Alliance of Portuguese Speakers	N/A
Main Streets Boston	Strong
NECAT	N/A
New England Center for Arts and Technology	N/A

PACE (Program for All-Inclusive Care for the Elderly)	N/A
Pine Street Inn	N/A
Property Management Firms (Winn Development)	Strong
Residents outside of Dorchester	N/A
Senior service providers	Improve
Small business owners	N/A
Tufts University - My Tune Program	N/A
Upham's Corner Health Center	Improve
Upham's Corner main Street	N/A
Workforce Development Organizations	Improve
Youth Build Boston	N/A
Residents who've been part of the criminal justice system	N/A

### Engagement Methods

We asked Dorchester Bay staff to identify methods of engagement that they've found successful in the past. Staff members suggested that it was possible residents were feeling over engaged. Staff suggested and identified previous engagement efforts to minimize MAPC's ask of residents and stakeholders. They also highlighted the relationships Dorchester Bay already has with residents, primarily through Denise and Resident Services.

- Texts (2)
- Phone calls (3)
- Churches
- Denise (2)
- Surveys
- Door to Door with local businesses
- Flyers (via Food Distribution services)
- Past engagement opportunities (surveys, charettes, strategic planning processes)
- Incentives
- Newsletters in multiple languages (2)
- Reentry facilities
- Community centers

## Appendix K: Driver Diagram Template

<b>Outcome I: Residents find employment at living wages and retain it or progress to higher-paying positions</b>	<b>Condition 1:</b> Future development projects create opportunities for local employment through building trades, and within the businesses that establish in any future developments.	Strategy 1A:	Activity 1A1:
			Activity 1A2:
			Activity 1A3:
		Strategy 1B:	Activity 1B1:
			Activity 1B2:
			Activity 1B3:
		Strategy 1C:	Activity 1C1:
			Activity 1C2:
			Activity 1C3:

<b>Outcome I: Residents find employment at living wages and retain it or progress to higher-paying positions</b>	<b>Condition 2:</b>  Workforce development programs are connected to Upham's Corner residents through Dorchester Bay or other community organizations and scaled to meet the specific needs of residents and in-demand positions.	Strategy 2A:	Activity 2A1:
			Activity 2A2:
			Activity 2A3:
		Strategy 2B:	Activity 2B1:
			Activity 2B2:
			Activity 2B3:
		Strategy 2C:	Activity 2C1:
			Activity 2C2:
			Activity 2C3:

<b>Outcome I: Residents find employment at living wages and retain it or progress to higher-paying positions</b>	Condition 3:  Residents are computer literate and have access to computing devices that are adequate to meet the needs of modern technology with high speed, affordable, and reliable internet connections.	Strategy 3A:	Activity 3A1:
			Activity 3A2:
			Activity 3A3:
		Strategy 3B:	Activity 3B1:
			Activity 3B2:
			Activity 3B3:
		Strategy 3C:	Activity 3C1:
			Activity 3C2:
			Activity 3C3:

<b>Outcome II: Local entrepreneurs successfully open and/or sustain small businesses</b>	<b>Condition 1:</b> Small businesses have trust and strong relationships with small business service providers	Strategy 1A:	Activity 1A1:
			Activity 1A2:
			Activity 1A3:
		Strategy 1B:	Activity 1B1:
			Activity 1B2:
			Activity 1B3:
		Strategy 1C:	Activity 1C1:
			Activity 1C2:
			Activity 1C3:



<b>Outcome II: Local entrepreneurs successfully open and/or sustain small businesses</b>	<b>Condition 2:</b> Small businesses have trust and strong relationships with small business service providers	Strategy 2A:	Activity 2A1:
			Activity 2A2:
			Activity 2A3:
		Strategy 2B:	Activity 2B1:
			Activity 2B2:
			Activity 2B3:
		Strategy 2C:	Activity 2C1:
			Activity 2C2:
			Activity 2C3:

<b>Outcome II: Local entrepreneurs successfully open and/or sustain small businesses</b>	<b>Condition 3:</b> Affordable commercial space exists for local entrepreneurs	Strategy 3A:	Activity 3A1:
			Activity 3A2:
			Activity 3A3:
		Strategy 3B:	Activity 3B1:
			Activity 3B2:
			Activity 3B3:
		Strategy 3C:	Activity 3C1:
			Activity 3C2:
			Activity 3C3:

<b>Outcome III: Affordable homeownership and rental opportunities exist in the community</b>	Condition 1: Local leaders and constituents collaborate on advocating and organizing around affordable housing policies.	Strategy 1A:	Activity 1A1:
			Activity 1A2:
			Activity 1A3:
		Strategy 1B:	Activity 1B1:
			Activity 1B2:
			Activity 1B3:
		Strategy 1C:	Activity 1C1:
			Activity 1C2:
			Activity 1C3:

<b>Outcome III: Affordable homeownership and rental opportunities exist in the community</b>	Condition 2: Dorchester Bay residents can access gainful employment that allows them to maintain housing stability.	Strategy 2A:	Activity 2A1:
			Activity 2A2:
			Activity 2A3:
		Strategy 2B:	Activity 2B1:
			Activity 2B2:
			Activity 2B3:
		Strategy 2C:	Activity 2C1:
			Activity 2C2:
			Activity 2C3:

<b>Outcome III: Affordable homeownership and rental opportunities exist in the community</b>	Condition 3: Residents have credit scores that allow them to borrow what they need to purchase homes	Strategy 3A:	Activity 3A1:
			Activity 3A2:
			Activity 3A3:
		Strategy 3B:	Activity 3B1:
			Activity 3B2:
			Activity 3B3:
		Strategy 3C:	Activity 3C1:
			Activity 3C2:
			Activity 3C3:

<b>Outcome III: Affordable homeownership and rental opportunities exist in the community</b>	Condition 4: Programs that support current homeowners to keep their homes exist and are useful	Strategy 4A:	Activity 4A1:
			Activity 4A2:
			Activity 4A3:
		Strategy 4B:	Activity 4B1:
			Activity 4B2:
			Activity 4B3:
		Strategy 4C:	Activity 4C1:
			Activity 4C2:
			Activity 4C3:

<b>Outcome III: Affordable homeownership and rental opportunities exist in the community</b>	<b>Condition 5:</b> Dorchester Bay plays a leadership role in the development and supporting the development of affordable housing in the community	Strategy 5A:	Activity 5A1:
			Activity 5A2:
			Activity 5A3:
		Strategy 5B:	Activity 5B1:
			Activity 5B2:
			Activity 5B3:
		Strategy 5C:	Activity 5C1:
			Activity 5C2:
			Activity 5C3:



<b>Outcome IV: Public Spaces for Recreation and Community are Available and Safe</b>	<b>Condition 1:</b> All developments and redevelopments (including Columbia road) are redeveloped to include provisions for accessible public/open space	Strategy 1A:	Activity 1A1:
			Activity 1A2:
			Activity 1A3:
		Strategy 1B:	Activity 1B1:
			Activity 1B2:
			Activity 1B3:
		Strategy 1C:	Activity 1C1:
			Activity 1C2:
			Activity 1C3:

<b>Outcome IV: Public Spaces for Recreation and Community are Available and Safe</b>	<b>Condition 2:</b> Artists and peacemakers are given land and/space to make the public environment of Upham's Corner more welcoming	Strategy 2A:	Activity 2A1:
			Activity 2A2:
			Activity 2A3:
		Strategy 2B:	Activity 2B1:
			Activity 2B2:
			Activity 2B3:
		Strategy 2C:	Activity 2C1:
			Activity 2C2:
			Activity 2C3:

<b>Outcome IV: Public Spaces for Recreation and Community are Available and Safe</b>	<b>Condition 3:</b> Local infrastructure supports safe walking and biking including improved stoplights, crosswalks, and bikelanes	Strategy 3A:	Activity 3A1:
			Activity 3A2:
			Activity 3A3:
		Strategy 3B:	Activity 3B1:
			Activity 3B2:
			Activity 3B3:
		Strategy 3C:	Activity 3C1:
			Activity 3C2:
			Activity 3C3:

<b>Outcome V: Childcare is Accessible and Affordable</b>	Condition 1: Programming exists that meets the need of all ages, from early childhood to teens, is affordable and accessible	Strategy 1A:	Activity 1A1:
			Activity 1A2:
			Activity 1A3:
		Strategy 1B:	Activity 1B1:
			Activity 1B2:
			Activity 1B3:
		Strategy 1C:	Activity 1C1:
			Activity 1C2:
			Activity 1C3:

<b>Outcome V: Childcare is Accessible and Affordable</b>	Condition 2: Commercial space is available at affordable rates to childcare providers	Strategy 2A:	Activity 2A1:
			Activity 2A2:
			Activity 2A3:
		Strategy 2B:	Activity 2B1:
			Activity 2B2:
			Activity 2B3:
		Strategy 2C:	Activity 2C1:
			Activity 2C2:
			Activity 2C3:

<b>Outcome V: Childcare is Accessible and Affordable</b>	Condition 3: Funding to childcare providers increases and vouchers for residents exist so that residents can afford childcare	Strategy 3A:	Activity 3A1:
			Activity 3A2:
			Activity 3A3:
		Strategy 3B:	Activity 3B1:
			Activity 3B2:
			Activity 3B3:
		Strategy 3C:	Activity 3C1:
			Activity 3C2:
			Activity 3C3:

<b>Outcome V: Childcare is Accessible and Affordable</b>	Condition 4: Small business support networks exist for childcare providers	Strategy 4A:	Activity 4A1:
			Activity 4A2:
			Activity 4A3:
		Strategy 4B:	Activity 4B1:
			Activity 4B2:
			Activity 4B3:
		Strategy 4C:	Activity 4C1:
			Activity 4C2:
			Activity 4C3: