

# Community Economic Development Center



**FOUNDED:** 1997

**CURRENT ANNUAL BUDGET:** \$312,000

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Community Economic Development Center (CEDC) works to create a more vibrant and just local economy for low-income residents of the Near North End of New Bedford. The Near North End is among the poorest neighborhoods of New Bedford, which is one of the poorest cities in Massachusetts. The Near North End has a large population of new immigrants struggling to find a place in the region's economy. It has long been subject to neglect and disinvestment, and continues to face many challenges with public safety, urban blight, substandard housing, and employment.

Almost half of Near North End households live in poverty. Many residents face language barriers in accessing legal and financial services and basic information from city departments and service providers.

CEDC addresses these challenges through:

- Offering English classes, financial education, and immigration support services
- Assisting small businesses with launch and growth
- Leading efforts to revitalize the neighborhood
- Organizing the community to advocate for public services

## Investment Opportunity

CEDC seeks to raise \$550,000 over the next two years to build and empower a disenfranchised community in New Bedford. CEDC will use this investment to help residents and small businesses to become more self-sufficient, active participants in the local economy, and more effective advocates for themselves in the public sector.

## Two-Year Goals

- Help community to advocate successfully for public safety and health services
- Assist 175 businesses to launch, stabilize, and/or grow
- Provide English classes to 225 individuals
- Return \$5M to the neighborhood in income tax refunds and Earned Income Credits

## Ways to Invest

### FINANCIAL

- \$50,000 funds a full-time community organizer
- \$30,000 funds a half-time Spanish-speaking business advisor
- Any contribution over \$1,000 can be matched by Massachusetts Community Investment Tax Credit (CITC)

### IN-KIND

- Grant writing support
- Financial communications support to promote CITC
- *Pro bono* legal support for immigration and family law issues

## Leadership & Governance

CEDC is led by a diverse Board of Directors who have direct experience with CEDC as program participants, volunteers, and community partners. Since it is representative of the community, the Board is attuned to the needs and issues of concern to New Bedford and the region as a whole.

Corinn Williams, co-founder (1997) and Executive Director (since 2002), has guided CEDC in developing an array of services responsive to the needs of the community. In 2014 she was named New Bedford Woman of the Year by *SouthCoast Today*.

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**CEDC me apoyó mucho con su servicios de llenar impuestos gratuitos, traducciones y asesoramiento que no puedo encontrar en ningun otro lugar.**

**CEDC has supported me with services, translations, and advice that I cannot find anywhere else.**

**ANA CASTRO**  
CEDC Client

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## CEDC MODEL



CEDC delivers an integrated community-based model for neighborhood economic development. The model includes skill building, revitalization, and community organizing.

### Skill Building

CEDC recruits, trains, and manages volunteers to provide Near North End residents with a broad range of social and financial coaching services. It helps residents to develop assets in the form of language skills, computer literacy, and knowledge of basic finance.

Last year CEDC helped over 3,500 individuals and families with immigration issues, English classes, and health care access. This enabled them to stabilize their lives, integrate into the community, and qualify for employment.

Each year CEDC helps residents file over 1,500 tax returns, annually generating over \$2.2M in refunds and Earned Income Credits for working families.

Through one-on-one technical assistance, CEDC enables new immigrants and other entrepreneurs to plan, launch, stabilize, and grow small businesses. These businesses fill empty storefronts, bring spending to the neighborhood, and revitalize the community.

As a result of CEDC's efforts over the past three years, 45 businesses have been launched, 90 more have stabilized or grown, and over 100 jobs have been created.

### Revitalization

CEDC improves the neighborhood and develops its pride through placemaking. In the past two years, CEDC has transformed a vacant lot into a pocket park, created a community garden for local families to grow their own produce, and organized public art projects and neighborhood events.

CEDC has brought in more than \$2.5M in public investment for streetscape improvements such as lighting, landscaping, and sidewalks.

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**CEDC is a critical resource to the City of New Bedford and the South Coast region. CEDC is making a real difference in the daily lives of some of our most vulnerable neighbors.**

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**MICHAEL GOODMAN, PHD**  
Executive Director, Public Policy Center at UMass Dartmouth

### Community Organizing

Through its skill building and revitalization efforts, CEDC builds trust, self-confidence, and relationships within the community. With that foundation, CEDC acts as a catalyst, convening and connecting people to engage in neighborhood planning and community action.

In CEDC-facilitated meetings, community members identify pressing issues and steps to address them. They develop leadership skills and begin to see themselves as agents of change. Additionally, this work has begun to change how the neighborhood is seen by decision makers at the city level.

Since 2013, CEDC has involved more than 350 local stakeholders in planning meetings, clean-ups, public art projects, community festivals, and transportation advocacy.

This work has instilled pride in the neighborhood and has drawn increased attention and funding from City Hall. CEDC-led organizing resulted in restored holiday and evening bus service in New Bedford and Fall River, which enabled people without access to a car to get to work.

### FINANCIAL SUSTAINABILITY

CEDC has been funded by public and foundation grants for individual programs. In 2014 CEDC was included in the state Community Investment Tax Credit (CITC) program, which gives individual and foundation donors the ability to double the impact of their gifts. By communicating to current and prospective donors this opportunity to leverage their investment, CEDC will be able to increase its budget to fully staff programs and support functions. This will build a strong base for demonstrating effectiveness and securing ongoing funding.

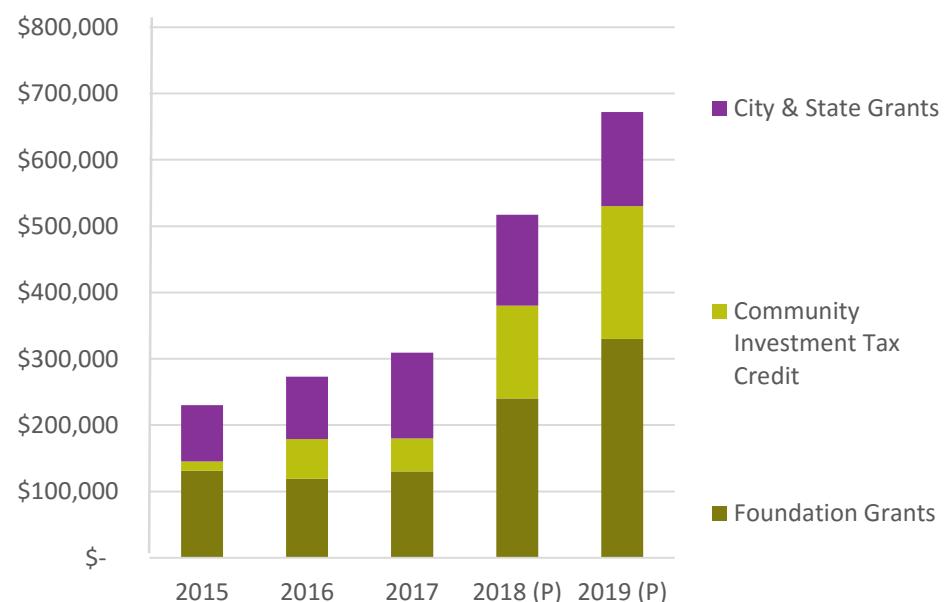
#### Key Investors

- CITY OF NEW BEDFORD
- ISLAND FOUNDATION
- MA COMMUNITY INVESTMENT TAX CREDIT PROGRAM
- MA GROWTH CAPITAL CORPORATION
- SAILORS' SNUG HARBOR OF BOSTON

#### Partners

- CITY OF NEW BEDFORD
- MA ASSOCIATION OF CDCS
- MA SMART GROWTH ALLIANCE
- MIRA COALITION
- UMASS DARTMOUTH

#### Revenue by Source



## Success Story: Benedicto Ixchop

Benedicto Ixchop arrived from Guatemala in 1998. He worked on the waterfront and in other jobs for eight years before realizing his dream of owning the first Guatemalan bakery in New Bedford. He worked with CEDC business advisors to find a location and to set up basic operations. CEDC worked with city officials on inspections, permits, and filing sales taxes. He opened Sara's Bakery, named after his oldest daughter, in 2006. Sara's great products and well-run kitchen attracted the interest of a Market Basket opening in New Bedford, and Benedicto now sells wholesale to the grocery chain. Meanwhile, Benedicto became active with CEDC and the Acushnet Ave Merchants Association. Benedicto counts on the CEDC to help him with his business. And the CEDC counts on him to make the North End of New Bedford a better place to live.



## PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that CEDC will track to demonstrate progress, incorporate lessons learned, and make adjustments as needed.

	FY 2017	FY 2018 (P)	FY 2019 (P)
<strong>PROGRAM PERFORMANCE</strong>			
Individuals served with English classes	57	100	125
Volunteers serving community	63	150	200
Community members engaged in revitalization efforts	48	120	180
Businesses started, stabilized, and/or grown	56	75	100
<strong>ORGANIZATIONAL HEALTH/CAPACITY-BUILDING</strong>			
Number of full-time equivalent employees	4	8	12
Implement development plan	Plan	Develop	Implement
Obtain adequate office space	Find	Occupy	
Total revenue	\$312,000	\$520,000	\$675,000

## SOCIAL IMPACT

CEDC's long-term vision is to provide a community-based model for revitalization of Southeast Massachusetts as a whole.

CEDC builds networks and organizes the community to advocate for increased investment in public safety, city services, health care, and adult education. CEDC enhances the capabilities and financial stability of individuals and businesses by connecting them with the resources and tools they need to advocate for themselves.

In the past two years, the efforts of the CEDC have resulted in a new public park, a community garden, and expansion of bus service. CEDC's primary indicators of social impact in the next two years will be an increase in public safety and basic services in the neighborhood.

INDICATOR	YEAR
Neighborhood park	2015
Community garden	2016
Merchants Association established	2017
Substantial public safety enhancement (e.g. community policing, police substation)	2018
Substantial health services enhancement (e.g. mobile clinic or local satellite clinic)	2019