

# EPISCOPAL CITY MISSION

Diocese of Massachusetts

## ANNUAL REPORT 2006-07

“He has told you, O mortal,  
what is good; and what does the Lord  
require of you, but to do justice,  
and to love kindness, and to walk  
humbly with your God? ”

*(Micah 6.8)*

## REPORT FROM THE **CHAIR**

**T**his past year has been one of progress and accomplishment at ECM. As you will see from the reports of our ongoing programs, ECM has been quite busy.

There has been significant activity in our efforts to assist parishes in creating new units of affordable housing. In 2006 and this year to date we have funded 5 affordable housing studies totally approximately



Photo: Kate Paradise

\$75,000. Four of these studies involve parishes. In addition, we have funded 6 parish based economic feasibility studies totaling approximately \$35,000. All of these efforts will take a substantial amount of time to bear fruit and some may fail altogether, but I am confident

that some will successfully lead to the creation of new affordable units and new economic opportunities for the less fortunate in our society.

Lobby Day was again a success, and, hopefully, the themes of increased support for affordable housing, expanded and more affordable health care coverage and programmatic assistance for our immigrant population will be heeded by the legislative and executive branches.

The Pelham Fund Board of Trustees has approved a marketing plan intended to expand the Fund by \$1,690,000. A significant portion of the solicitation scheduled targets parishes as potential lenders to the Fund. Members of the Board of Trustees are working with the staff in the pursuit of these prospects.

I thoroughly enjoy working with Ruy Costa, an accomplished and dedicated professional. Count me

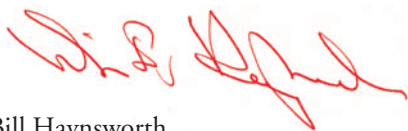
as an admirer of Ruy. He has great integrity. Some people want glory and attention. Ruy wants, and is getting, results. ECM is in excellent hands under his proven leadership.

Ruy was on sabbatical for four months from December to April. During that time Warren Radtke stepped in on a part time basis to oversee ECM's staff and activities. We are grateful to Warren for a job well done as things progressed very smoothly during Ruy's absence.

I want to take this opportunity to thank the members of the staff who I believe are doing an excellent job. As a group, they are energetic and dedicated. Whenever I call on them, they could not be more cooperative.

ECM's endowment continues to be our main source of financial support. The Morville House refinancing has helped immensely. However, prudent management of our endowment means that we must rely on private donations to continue our programs at our present pace. Of course, if we are to expand our programs, we must increase our outside donations. We are grateful to you and your parishes who have supported us in the past and we are hopeful of deserving an increase in, and wider network of, donations in the coming years.

It is time to express ECM's appreciation to members of the Executive Committee who are finishing their terms in the board: Beverly Roye, Secretary, the Rev. Thomas Pang and the Rev. Tad Evans. Special thanks are due also to Mr. Wayne Sharpe who is completing two terms as President of the Pelham Fund for Economic Justice.



Bill Haynsworth

## REPORT FROM THE **EXECUTIVE DIRECTOR**

**T**he legacy of Episcopal City Mission keeps growing as Episcopalians and other people committed to social and economic justice join efforts to promote the well being of the poor in this Commonwealth. The reports that follow document the implementation of program goals in the 2006–07 program years and how ECM is pointing the way in urban

mission for the future.

Please take a minute to read not only the reports and the names of parishes, community organizations and other partners who have worked with ECM in 2006–07 but also to look at the cloud of witnesses, the many volunteers who serve

in various capacities, boards and committees and make this work possible. They are ECM's most valuable resource. To each board member, committee member, member of working groups and task forces, ECM delegates and members of ECM's network of public policy advocacy, our deepest thanks and appreciation. Special thanks are due to ECM officers for the extra work they do on behalf of ECM. As ECM pursues new partnerships for the construction of affordable housing and parish based economic development, the expertise of our chair, Bill Haynsworth, in affordable housing financing and development as well as his working relationships with other partners in this industry has emerged as an irreplaceable asset.

Special thanks are due also to Mr. Wayne Sharpe who has served two terms as President of the Pelham Fund for Economic Justice. Wayne's experience as a savings

Photo: Kate Paradise



and loans banker brought the management of the Pelham Fund to an unprecedented level of professionalism.

This was a year of transition for ECM staff. Our former Associate Director for Public Policy, Rachel Anderson, left ECM to lead a new organizing initiative in the greater Boston area. Our former Office Assistant, Kate Paradise, left to pursue other professional interests. Elizabeth Green has joined ECM as our new Associate Director for Public Policy and Saul Velasquez is ECM's new Office Assistant. They join veteran ECM staff Lucena Daley, Finances Manager, and Charles Wibiralske, Associate Director for Community and Economic Development Programs. To everyone, many thanks for work well done.

At the very heart of its identity Episcopal City Mission is an agent of the Episcopal parishes in the Diocese of Massachusetts for social and economic justice with special attention to the needs of the poor in light of the life and teachings of Jesus and the prophets. ECM promotes social and economic justice through grants, investments and advocacy, providing parishes, community organizations and individuals with opportunities to network with legislators, developers and other organizations pursuing common social justice goals.

Thank you for being part of this community for social structural change inspired by the Gospel and called to be an agent of transformation towards a more deeply human and humanizing world.



Dr. Ruy O. Costa

## Priority Grants

**T**he Burgess Urban Fund, a grants program of the Episcopal City Mission, is intended to nurture creative, grassroots organizing in response to social injustice in Massachusetts. Both faith-based and secular organizations are invited to apply for Burgess grants.

Priority grants of the Burgess Urban Fund support grassroots community organizing to create affordable housing, to secure workers' rights and benefits, and to promote broad access to employment. The Fund understands community organizing as a process that develops power and capacity within communities to improve members' lives.

## Values

**Social transformation**—a more just community requires both charity as well as a change in policies, patterns, and social structures that exclude and oppress those who are poor.

**Local leadership**—those affected by poverty and injustice should be leaders in efforts to transform our community.

**Mutual learning**—ECM seeks to foster our own learning and learning by constituent parishes and by grantee organizations about social needs and paths to social transformation.

## Coalition Against Poverty

The Coalition Against Poverty organizes working people and families in Fall River, New Bedford, and Brockton. The Coalition's agenda includes sustaining and expanding access to health insurance for low- and moderate-income individuals, increasing funding for low-income housing programs, and increasing benefits for workers' through paid sick leave and/or paid family leave. The Coalition builds grassroots power through a process of outreach (including door-knocking in low-income neighborhoods and public housing), volunteer recruitment, and leadership development.

**Priority area:** Workers' rights and a living wage; affordable housing

**Geographic region:** Southeastern Massachusetts

**Grant:** \$20,000

[www.caporganize.org](http://www.caporganize.org)

### **Centro Presente, Inc.**

Centro Presente organizes Central American immigrant workers to recoup unpaid wages and end workplace intimidation. Grant funding will help Centro Presente strengthen its Latino Immigrants Workers Center with an ultimate goal of creating a solid base of Latino immigrant workers that organize themselves and others to stand up for their rights as workers.

**Priority area:** Workers' rights and a living wage

**Geographic region:** Greater Boston (especially East Boston, Somerville, Chelsea), and Framingham

**Grant:** \$20,000

**[www.cpresente.org](http://www.cpresente.org)**

### **Brazilian Immigrant Center, Inc.**

The Brazilian Immigrant Center is a membership organization of over 700 Brazilian workers in Massachusetts, most of whom are recent immigrants. Grant funding will support organizing efforts to stop wage and workplace safety violations. In the coming year, the Brazilian Immigrant Center plans to establish a Workers' Council. It will also develop a triage process to review the claims of workers who are seeking the Center's help and identify strategies to change employer and industry-wide abuse of Brazilian workers.

**Priority area:** Workers' rights and a living wage

**Geographic region:** Greater Boston (especially Allston and Framingham)

**Grant:** \$20,000

**[www.braziliancenter.org](http://www.braziliancenter.org)**

### **Homes for Families**

Homes for Families is a collaborative of families who have experienced homelessness along with service providers, advocates and other stakeholders who educate, organize, and advocate for improved public policies to address the root causes of family homelessness. With Burgess funding, Homes for Families will be able to increase training and support for parents who have experienced homelessness so that they can better set the organization's priorities, hold leadership positions within the organization, recruit, teach and mentor more parents.

**Priority area:** Affordable housing

**Geographic region:** Statewide

**Grant:** \$20,000

**[www.homesforfamilies.org](http://www.homesforfamilies.org)**

### **Maya K'iche'**

Maya K'iche' advocates for and with Mayans of the Department of K'iche', Guatemala, who reside in New Bedford. Maya K'iche' advocates for the human rights of immigrant workers in the hazardous fish-packing industry. It works for fair-treatment and responsiveness from local police, medical and community institutions toward the Mayan population. Burgess funding

## BURGESS URBAN FUND

will support leadership training for the junta directive/executive board of Maya K'iche'.

**Priority area:** Workers' rights and a living wage

**Geographic region:** New Bedford area

**Grant:** \$20,000

### **Merrimack Valley Project, Inc.**

The Merrimack Valley Project is a regional coalition of member organizations that include churches and synagogues, local labor unions and ethnic community organizations. Funding will support two campaigns: 1) winning 200 units of affordable, workforce housing in Lowell; 2) securing funding from the Gillette Company and other regional employers to expand an ESOL and career ladder program for 120 to 250+ low-wage immigrant workers in Lawrence.

**Priority area:** Workers' rights and a living wage; affordable housing

**Geographic region:** Lawrence and Lowell area

**Grant:** \$20,000

[www.merrimackvalleyproject.org](http://www.merrimackvalleyproject.org)

### **Union of Minority Neighborhoods**

The Union of Minority Neighborhoods is a social change organization run by people of color, committed to organizing and inspiring communities of color to mobilize on issues of concern within their respective communities. Funding will support an ongoing campaign to reform laws and practices relating to the use of criminal records in employment and to address the racial implications associated with criminal background information. UMN aims to pass anti-discrimination resolutions and ordinances in cities and towns throughout the state and carry out an effective statewide legislative reform campaign.

**Priority area:** Access to employment

**Geographic area:** Statewide

**Grant:** \$20,000

[www.unionofminorityneighborhoods.org](http://www.unionofminorityneighborhoods.org)

## **Special Grants**

Each year, the Burgess Urban Fund also supports a limited number of special projects that support organizing in ECM's priority areas but are not, strictly speaking, organizing efforts, or organizing projects that mobilize and empower a grassroots constituency but are not focused on ECM's priority areas.

### **Alternatives for Community & Environment (ACE)/T Riders Union**

ACE builds the power of communities of color and low-income communities to work against environmental racism and achieve environmental justice. T Riders Union is a special project of ACE,

working for fair public transit practices and investments, especially in the neighborhoods of Roxbury, Dorchester, and Chelsea.

**Geographic Area:** metro Boston

**Grant:** \$15,000

[www.ace-ej.org/tru](http://www.ace-ej.org/tru)

### **Center to Support Immigrant Organizing (CSIO)**

CSIO promotes immigrant leadership in the movement for social change, working to support immigrant groups and communities who organize immigrants. This grant provides funding for CSIO's Immigrant Organizing Network Internal Technology Initiative, giving technical and structural support to several key immigrant groups, including Centro Presente, the Chinese Progressive Association, the Association of Haitian Women, Cape Verdean Community UNIDO, the Brazilian Immigrant Center, and the Irish Immigrant Immigration Center.

**Geographic Area:** metro Boston, west of Boston, and southeast Massachusetts

**Grant:** \$15,000

### **Ex-Prisoners and Prisoners Organizing for Community Advancement (EPOCA)**

EPOCA is comprised of ex-prisoners and felons, along with allies, family and friends, coming together to create resources and opportunities for those who have served time. The grant will fund EPOCA's work in leadership development and creating shared power among those directly affected by the criminal justice system, as well as working to reform the CORI (Criminal Offender Record Information) laws and expanding New Leaf, their program that trains ex-prisoners entering the workforce and supports the employers who hire them.

**Geographic Area:** Worcester area

**Grant:** \$15,000

### **Survivors, Inc.**

Survivors, Inc. is a group of low-income women and their allies who organize and educate around poverty, welfare, and low-income survival issues. They provide a forum for the voices of these women to be heard through organizing, leadership development, and specific skills training in writing, speaking, advocacy, computer skills, and other areas. They connect welfare office outreach and campus organizing with local and broader grassroots efforts to eliminate social and economic injustice. This grant will support Survivors, Inc.'s WEAVE project (Women's Empowerment for Advocacy, Vocation, and Education), a coalition-building, education, and training program.

**Geographic Area:** metro Boston

**Grant:** \$15,000

[www.survivorsinc.org](http://www.survivorsinc.org)

**T**he Pelham Fund is an economic justice loan fund that seeks to help marginalized entrepreneurs in low-income communities launch small business, worker-owned cooperatives, land trusts and other similar economic initiatives that empower low-income people and create wealth. At the close of the 2006–07 program year, the Pelham Fund has never been stronger; it has record levels of parish and individual participation and its funds deployed ratio remains above 85%.

The Pelham Fund borrows money from parishes, individuals and Episcopal Church institutions and then re-lends to local community organizations that specialize in lending to small businesses and community controlled affordable housing including land trusts and housing cooperatives. These lenders are selected for their commitment to economic justice, experience with small business lending and economic development, financial stability, and geographic focus.

The Pelham Fund also awards a small number of grants to our lender partners who are developing innovative approaches to creating wealth among poor and disadvantaged communities.

The Pelham Fund currently has 21 investors, including 10 parishes, many individuals, and the Diocese of Massachusetts and Episcopal City Mission.

The Fund has loans and CD deposits with nine groups located throughout New England:

- The Cape and Islands Community Development, Inc. works to promote economic development and job creation for small businesses on Cape Cod. In 2006, the Pelham Fund Trustees renewed CICDI's \$100,000 Pelham Fund loan until 2011 and awarded a \$5,000 technical assistance grant to fund their young entrepreneurs program.
- The Cooperative Fund of New England makes loans to cooperatively-owned businesses, including food coops, non-profit businesses, employee-owned businesses, schools and land trusts. In 2006, the Pelham Fund Trustees renewed CICDI's \$100,000 Pelham Fund loan until 2011 and awarded a

\$10,000 grant to assist with the research and development of a new micro-equity product.

- JOBS For Fall River, Inc. finances small business loans for retail, service, and manufacturing enterprises in Fall River. In October 2006, Steve Parr, the Director of Finance at the Fall River Office of Economic Development described how JOBS uses its Pelham Fund \$100,000 loan at coffee hour presentation at Church of the Ascension, Fall River.
- The New Bedford Economic Development Council works with small business and the maritime industry in New Bedford and neighboring communities. The Pelham Trustees voted to increase NBEDC's loan to \$75,000 in April 2007.
- The New Hampshire Community Loan Fund serves as a catalyst, leveraging financial, human and civic resources to enable traditionally underserved people to participate more fully in New Hampshire economy. In particular, NHCLF is a leader in helping low-income people buy their trailer parks and own them as a cooperative. The Pelham Fund has a \$25,000 loan with the NHCLF.
- In April 2007, the Pelham Fund Trustees voted to make a \$50,000 loan to the Dorchester Bay Neighborhood Loan Fund, a certified Community Development Financial Institution (CDFI) micro-loan fund that provides pre-and post-loan technical assistance and a Small Business Administration (SBA) micro-loan program that serves Boston's Dorchester neighborhood. In addition, the Pelham Trustees voted to make recoverable grants to the Dorchester Bay Neighborhood Loan Fund totaling of \$20,000 to fund a loan loss reserves for both the Pelham Fund loan and an \$100,000 loan from the Small Business Administration.
- Coastal Enterprises Inc., CEI, is nonprofit Community Development Corporation and Community Development Financial Institution that develops job-creating natural resources and small business ventures primarily in rural regions of Maine.

## PELHAM FUND

A pioneer in the CDC/CDFI field, CEI is one of the nation's premiere rural CDC/CDFIs. CEI serves all of Maine and areas of northern New England and upstate New York. The organization provides capital and support in the development of job-creating small businesses, natural resources industries, community facilities, and affordable housing. The Pelham Fund has a \$25,000 loan pending to this organization.

- The Fund has a \$50,000 certificate of deposit with the Vermont Development Credit Union which helps support rural farmers, artisans, and other small business operators.
- In April 2007, the Pelham Fund Trustees voted to place a \$25,000 certificate of deposit with the Winthrop Federal Credit Union, a community development credit union that serves Winthrop, Chelsea, Revere, Everett and Boston. WFCU runs a full service Credit Union for low-income people and is a Small Business Administration (SBA) approved micro lender.

The Pelham Fund seeks to make a difference in the lives of individuals and in the communities that make up the rich tapestry of New England. We support pizza parlors, video stores, bakeries, clothing retailers, ethnic restaurants, food coops, and worker-owned businesses.

As communities and businesses struggle with economic uncertainty, the ability of the Pelham Fund to make a positive impact in the lives of working people increases. Businesses are being strengthened, lives are being lived more fully, and justice is being brought to those who need it most. The Episcopal City Mission and the Trustees of the Pelham Fund for Economic Justice invite individuals, parishes, and other organizations to join us in investing in our communities. A loan application is available from ECM's web site: <http://www.episcopalcitymission.org/publications.html>.

## MORVILLE HOUSE



“I think it’s wonderful to live here.  
I wouldn’t want to live anywhere else.  
Everyone is very nice and it’s my  
home away from home.”

— CATHERINE MOBLEY

**T**he new Morville House is a dynamic and thriving home for more than 200 residents. The renovation of the first floor into a full-service senior center brought with it a multitude of programs and activities to the residents beyond what could be provided in the previously limited space. Residents participate in a variety of arts and crafts projects. Many of their paintings and watercolors decorate the lobbies and common rooms. The five computers and library are in constant use. At the request of residents, the library includes foreign language newspapers. The Suzanne Edwards Fitness Room, equipped with state-of-the-art machines designed to increase cardio-vascular and muscle strength, as well as flexibility, balance and agility, is open to all residents who have been oriented to the equipment. In addition, there is a weekly exercise program and a walking club—whose members kept track of their miles and reached their goal of “walking to California” this year. A variety of movies are shown weekly in the media room, which is also the gathering

## MORVILLE HOUSE

“Morville House is a multicultural environment that brings sharing of cultures through food, customs, clothes (original dress), dance and language. New friendships are built – it is a community within itself yet leaves the opportunity for outside interests also. Staff is genuinely warm, caring, accessible and helpful.

— CAROL HAAS

place for a “Sports Club”, whose members like to watch a game and enjoy pizza. The exam room provides space for a weekly nurse consultant and periodic visits from the podiatrist. The beauty salon is also popular with residents (and staff). Residents have found that playing pool is a universal language. This is just a taste of all that happens in the new Morville House.

However, it continues to be the residents, new and old, who make Morville House shine. Our residents come from across the USA and around the world. The majority of residents speak one of four languages, with many other languages spoken by a smaller number. The resident handbook is now available in English, Russian and Chinese. The new Morville House, with its 30 additional apartments, has made it possible to reach out to more homeless individuals—a priority and a mission for Morville House. Working in particular with Elders Living at Home, Boston Medical Center and Metropolitan Boston Housing Partnership, Morville House has found the right combination of social, psychological, medical and financial support to give formerly homeless residents the chance they deserve to have a home.

## FINANCIALS

Overall the financial position of Episcopal City Mission as shown in its balance sheet is very positive and healthy. Total operating income remained flat again for the past year. However, we are troubled by the fact that contributions were down about 50%. The Executive Committee will be working to turn this around.

Program expenses were up significantly. The Community and Economic Development Program's expenses include two grant cycles for the Burgess Urban Fund totaling \$447,225. The 2005 cycle was delivered in 2006 due to the lengthy internal re-evaluation and restructuring of the Fund in 2005.

Similarly, there was an increase in expenses for the Parish Based Economic Development Program as the program committee awarded a number of feasibility study grants to parishes in 2006. For details please read the program reports.

In sum, the financial position of ECM is very healthy. *(See pages 16 and 17 for details.)*

## Episcopal City Mission Statement of Activities

	Unrestricted
<b>INCOME</b>	
Interest and dividends, net of fees	295,481
Contributions from Individuals, Parishes and Parish Orgs	71,110
Diocesan Grants	60,000
Other income	9,647
Net assets released from purpose restrictions	91,037
Total operating income	<u>527,275</u>
<b>EXPENSES</b>	
Community and Economic Development	490,212
Parish and Diocesan Programs	117,772
Housing Related Programs	154,891
Public Policy	51,096
Constituent Education	110,390
Administration	180,934
Total expenses	<u>1,105,295</u>
Change in net assets from operations	(578,020)
<b>OTHER INCOME</b>	
Development fees	34,294
Ground lease fee	158,000
Accrued interest on mortgage	228,932
Realized gain (loss) on sale of securities	609,729
Increase (decrease) in unrealized gain	58,544
Total non-operating income	<u>1,089,499</u>
Change in net assets	511,479

## Episcopal City Mission Statement of Changes in Net Assets

	31-Dec-06
<b>ASSETS</b>	
Investments at market value at year end	13,203,968
Other assets	8,926,020
Total assets	<u>22,129,988</u>
<b>LIABILITIES AND NET ASSETS</b>	
Liabilities	124,596
Net assets:	
Unrestricted	19,543,596
Temporarily restricted	707,129
Permanently restricted	1,754,667
Total net assets	<u>22,005,392</u>
Total liabilities and net assets	<u>22,129,988</u>

31-Dec-06		31-Dec-05		
Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
34,525	330,006	254,980	29,495	284,475
	71,110	101,832	38,280	140,112
29,750	89,750	60,000	29,750	89,750
504	10,151	8,526	416	8,942
(91,037)	0	91,135	(91,135)	0
<u>(26,258)</u>	<u>501,017</u>	<u>516,473</u>	<u>6,806</u>	<u>523,279</u>
	490,212	81,989		81,989
	117,772	95,730		95,730
	154,891	170,505		170,505
	51,096	42,287		42,287
	110,390	131,224		131,224
	180,934	160,268		160,268
0	<u>1,105,295</u>	<u>682,003</u>	0	<u>682,003</u>
(26,258)	(604,278)	(165,530)	6,806	(158,724)
	34,294	0		0
	158,000	158,000		158,000
	228,932	232,949		232,949
29,152	638,881	431,340		431,340
(21,018)	37,526	(47,912)		(47,912)
<u>8,134</u>	<u>1,097,633</u>	<u>774,377</u>	0	<u>774,377</u>
(18,124)	493,355	608,847	6,806	615,653

### 31-Dec-05

12,825,699  
8,726,957  
21,552,656

40,619

19,032,117  
725,253  
1,754,667  
21,512,037  
21,552,656

**T**his past year of new growth, development, and transition for the Public Policy Program. We said goodbye to Associate Director Rachel Anderson, who left ECM after leading the program for three years, and welcomed Interim Director Elizabeth Green.

In October, St. Stephen's Episcopal Church in Lynn hosted ECM's first annual Advocacy Convocation. More than 80 people attended from nearly 40 parishes around the diocese, gathering for a day of engagement and learning around these issues. Community leaders and advocates presented workshops on housing, health care, and the growing wage gap from a diverse group of partners, including Health Care for All, Neighbor to Neighbor, United for a Fair Economy, Merrimack Valley Project, Christ Church Quincy, and SW Boston Community Development Corporation. Over lunch, members of an immigration panel shared their stories with the larger group and answered questions; participants included a parishioner from San Lucas/St. Luke's in Chelsea and organizers from Centro Presente, the Massachusetts Immigrant and Refugee Advocacy Coalition, and the Brazilian Immigrant Center, and clergy from St. Mary's Dorchester and San Lucas/St. Luke's Chelsea. Many of these groups received grants from ECM's Burgess Urban Fund, and the day was a chance



**Public Policy Convocation 2006**

Photo: Kate Paradise



### **Lobby Day 2007**

Photo: Kate Paradise

for members of the public policy advocacy network to connect with these grassroots organizations who work on the same issues we advocate for on a state level. Small group discussion and brainstorming sessions for the future were also highlights of the day.

Spring 2007 brought ECM's Public Policy program to local parishes all over the diocese, as we held advocacy briefings in preparation for our Lobby Day, which took place March 27 at the Cathedral and then the Massachusetts State House. Nearly 100 attendees from more than 40 parishes participated in a day of learning and advocacy—including holding 45 meetings with state senators and representatives—around affordable housing, health care, and immigration issues. We were joined by Bishop Tom Shaw, Representative Denise Provost of Somerville, and other advocates from around Massachusetts.

There is still much work to be done! We look forward to advocating for justice in housing, health care, worker's rights, access to employment, and fair immigration policy in Massachusetts in the coming year, in partnership and coalition with other advocacy groups and by deepening our network around the diocese. Living out

our baptismal covenant, we are “seeking and serving Christ in all persons, loving our neighbors as ourselves, and striving for justice among all people.”

— Elizabeth Green  
*Interim Director of Public Policy*

### ***ECM partners with Bishop Shaw, the New Bedford congregations and Episcopal Relief and Development***

On March 6, 2007, Federal agents raided Michael Bianco, Inc., a factory in New Bedford that makes military equipment for the US Department of Defense. Approximately 300 workers were arrested because they were not able to present documentation demonstrating their legal status to work in the factory. These arrests created a humanitarian crisis, separating many parents from their children and immediately ending income for these families.

ECM working in partnership with the Bishop’s office applied to Episcopal Relief and Development and received a \$25,000 grant for aid and assistance for these families. This work put ECM on the cutting edge of working with our local New Bedford parishes and Burgess Fund partners for humanitarian aid combined with social and economic justice.

## PARISH BASED DEVELOPMENT

**T**he Parish-based Economic Development Program provides funding for congregations to plan and launch parish sponsored business ventures. The Social Enterprise should promote economic development in the congregation's neighborhood or community and have a double bottom line—both an economic and social return.

### ***Pre-venture Congregational Planning Grants***

ECM offers pre-venture refundable grants to congregations up to \$20,000 to explore the feasibility of a parish-based business venture. These funds will allow a congregation to do the initial planning that will result in a business plan or create a memorandum of understanding with a potential development partner.

A congregation will know that it wants to do something, but may not be sure of what it wants to do. There may be excess or under-utilized church real estate that could be redeveloped or there may be entrepreneurs in the congregation or community who want to partner with the parish to start a small business that serves the local community.

Pre-venture grants give a congregation funding to do the initial analysis and develop a business plan. Grants are awarded based on the initial program idea, how it promotes local community development, the potential to assist low-income individuals and families, and the likelihood of success. Preference will be given to projects where low-income and immigrant members are part of the parish or project leadership

### ***Start-Up Capital***

After completing an initial feasibility study, the congregation could then apply to ECM for a start-up, construction loan or development capital. The application would include a complete business plan and a request for a loan or equity. The request would be considered based on the project's ability to meet the double bottom line test—both an economic and social return. The investment terms would be negotiated with the Parish-based Economic Development Task Force based on the project's characteristics.

### ***Long Term Investment***

Once a project is in the start-up phase, ECM could be approached for a long term investment in the business venture. ECM's investment could be structured as debt, subordinate debt, guarantees, limited partner, or equity investment. The investment would be evaluated by ECM on the risk reward characteristics of the investment adjusted for mission and an overall target program portfolio return to ECM. In addition, ECM could assist the parish with applications for social venture financing from other financial intermediaries who specialize in this work.

In 2006–07, the following grants were awarded:

1. **St. Luke's and St. Margaret's, Boston–Allston.** A \$6,000 recoverable study grant to look at the possibility of an adaptive reuse of the rectory. The study found no financially feasible option.
2. **Holy Spirit, Boston/Mattapan.** A preliminary \$1,000 recoverable grant to begin a campus planning process for the three to four vacant acres of land behind the church and the potential redesign of the church parking lots diagonally across Mattapan Square from the Red Line T stop.
3. **St. John's, Boston/Jamaica Plain.** A \$5,000 re-coverable grant to create a business plan for the redevelopment the church basement/undercroft into a space that could be rented to a bilingual, for profit, preschool. The business plan will show if partnering with the preschool will create the cash flow to service debt.
4. **St. Stephen's, Boston/South End.** A \$7,500 recoverable planning grant to explore demolishing the current one story parish hall and replacing it with a two- or three-story structure to expand the congregation's ability to serve at risk, low-income children in their neighborhood.

5. **St. Stephen's, Lynn.** A \$7,500 recoverable planning grant to for a campus planning project that is likely to include the demolition of one of the parish hall wings and a reconfiguration of the parking lots to allow additional development on the church property for community ministry.
6. **St. James, Groveland.** \$9,000 Funding for a feasibility study for the congregation to acquire an abutting property for sale by the Roman Catholic Archdiocese that currently is a rectory and parish house.
7. **Boston Chinese Ministry.** \$20,000 to develop a vacant lot in Boston's Chinatown for Urban Chinese Ministry. Approximately 7,800 square feet of land with as-of-right zoning for 12 stories, short walk to South Station, across the street from Parcel 24, adjacent to vacant land controlled by Tuft's University's Medical School.

## AFFORDABLE HOUSING

The Affordable Housing Program gives congregations the opportunity to develop affordable housing in their community working a partnership with ECM. The program highlights are:

1. ECM offers technical assistance and pre-development refundable grants to congregations to explore the feasibility of affordable rental projects, including the development of affordable housing for a marginalized population in partnership with an Episcopal congregation. For example, this kind of grant could help a congregation do the initial planning that would allow the congregation to create a Request for Qualifications (RFQ) to solicit a professional development partner.
2. ECM will consider long-term, gap-filler loans or equity investment in a project. This will likely be the last cash in a transaction and the difference between a transaction going forward or not. The terms for the investment will compensate ECM for the risk taken adjusted for mission.
3. ECM will consider the construction of affordable home ownership housing as part of a transaction with multiple housing types. ECM will also explore ways to assist congregations working on projects like Habitat-For Humanity or Nehemiah.
4. ECM will work on the preservation of affordable housing where:
  - a. An Episcopal church is the owner, or
  - b. An ownership stake in the property will be transferred to the Episcopal City Mission, or
  - c. There is a possibility for existing low-income residents to become owners of their housing.

### *In 2006–07, the following grants were awarded:*

1. **Christ Church, Quincy.** \$25,000 in grants to preserve Porteus House, the former rectory, as an

eight-room SRO for homeless men. The congregation was ready to close the program and raise the rectory. Our grant first funded a feasibility study that helped the congregation understand its situation, put out a request for proposals and select a new non-profit management partner. They were awarded approximately \$200,000 in Federal HOME funds in March 2007 to renovate the property, repay ECM's grant and repay the Diocesan Loan from the former Stokes program, plus increase occupancy to nine from eight. The grant then funded the legal costs to establish the new non-profit organization controlled by the congregation that will own and operate the property.

2. **Bridge Housing, Martha's Vineyard.** A \$20,000 recoverable predevelopment grant for engineering and legal costs associated with building 15, two-family homes for homeownership in a land trust model in West Tisbury. Bridge Housing grew out of the affordable housing collaboration of several MV congregations including Grace, Vineyard Haven and St. Andrew's, Edgartown. The new homes will be built on land owned by a family at Grace Church and sold to the Martha's Vineyard Land Trust. The Trust will ensure long-term affordability. The Boston Community Loan Fund provided acquisition financing in May 2007 and ECM expects to be repaid from the construction loan.
3. **St. Paul's, Malden.** A \$20,000 recoverable grant for a feasibility study to explore replacing the parish hall of this historic Ralph Adams Cram designed church with a 12-story, mid-rise with underground parking less than a quarter mile from the Orange line T stop in Malden Center.
4. **St. Andrew's, Methuen.** A \$7,500 recoverable grant for a feasibility study to explore creating an urban village next to the historic Henry Vaughn designed church, along the Spicket River, by demolishing the rectory and parish hall, acquiring abutting property and relocating the church parking lot.

## PARISH GIFTS 2006

St. Andrew's Church, Ayer  
St. Paul's Church, Bedford  
Church of Our Saviour, Brookline  
St. Paul's Church, Brookline  
Trinity Church, Canton  
St. Stephen's Church, Cohasset  
Grace Church, Everett  
St. John's Church, Lowell  
St. Michael's Church, Marblehead  
St. Paul's Church, Natick  
St. Andrew's Church, New Bedford  
Grace Church, Newton  
Women of St. Mary's, Newton Lower Falls  
Christ Church, Quincy  
St. Johns St. James Church, Roxbury  
St. Luke's Church, Scituate  
St. David's Church, South Yarmouth  
St. Elizabeth's Church, Sudbury  
Epiphany Church, Walpole  
Church of the Good Shepherd, Watertown  
St. Andrew's Church, Wellesley  
St. Peter's Church, Weston



**Dorchester Bay Economic Development Corporation**

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## ECM FACTS

Episcopal City Mission was incorporated in 1844.

In 1846 a wealthy merchant member of St. Paul's Church (now St. Paul's Cathedral) made a gift of \$50,000 to incorporate the mission and to build a Chapel (the first St. Stephen's in Boston) to host the Sunday school and shelter ministries.

In 1891 ECM owned and operated a shelter for sailors in Charlestown; by 1915 ECM owned and operated a camp for poor children from the city; and by the 1920s a vacation home for overworked or sick mothers and children in Revere Beach.

Earlier in the 1900s ECM helped welcome new immigrant groups to Boston with immigrant worshipping communities that gave rise to various parishes.

In 1933 ECM received a bequest of a homestead and \$200,000 from Mr. Robert Morville. That bequest has been recycled various times and today it is the new Morville House with 176 apartments for low income elderly in the Fenway.

In 1970 when John Burgess was elected Diocesan Bishop after having been the Superintendent of ECM, the ECM bylaws were changed to include participation of all parishes and missions, focusing its ministry on work for social justice.

With the new structure also came financial independence from the Diocese. Most of ECM's operating budget comes from endowment income; a small portion comes from an annual grant from the Diocese and the remaining comes from annual appeals and other gifts.

ECM has developed a network of public policy advocates with representatives from 90 parishes in the Diocese—free to all who want to join efforts on behalf of the poor.

Happy are those whose help is the  
God of Jacob, whose hope is in the  
Lord their God, who made heaven and  
earth, the sea, and all that is in them;  
who keeps faith for ever; who executes  
justice for the oppressed who gives  
food to the hungry.

**PSALM 146**

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“And Mary said, “My soul magnifies the Lord, and my spirit rejoices in God my Savior, for he has looked with favor on the lowliness of his servant. Surely, from now on all generations will call me blessed; for the Mighty One has done great things for me, and holy is his name. His Mercy is for those who fear him from generation to generation. He has shown strength with his arm; he has scattered the proud in the thoughts of their hearts. He has brought down the powerful from their thrones, and lifted up the lowly; he has filled the hungry with good things, and sent the rich away empty. He has helped his servant Israel, in remembrance of his mercy, according to the promise he made to our ancestors, to Abraham and to his descendants forever. ”



## EPISCOPAL CITY MISSION

Diocese of Massachusetts

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