

COMMUNITY WEALTH BUILDING AT **Hudson River Housing, Inc.**

WHAT IS COMMUNITY WEALTH BUILDING?

“Community wealth building is a systems approach to economic development that creates an inclusive, sustainable economy built on locally rooted and broadly held ownership. Community Wealth Building calls for developing place-based assets of many kinds, working collaboratively, tapping large sources of demand, and fostering economic institutions and ecosystems of support for enterprises rooted in community.”

- *The Democracy Collaborative*

WHY IS COMMUNITY WEALTH BUILDING IMPORTANT TO HUDSON RIVER HOUSING?

OUR MISSION. Hudson River Housing’s mission is to provide a continuum of services that improves lives and communities through housing with compassion and development with vision. We open up pathways of opportunity that help people and places achieve their full potential.

IT’S ABOUT MORE THAN JUST HOUSING. As an agency, HRH already strives to create opportunities for wealth building by providing affordable housing and connections to job training and employment opportunities. However, as an organization operating on an \$10 million dollar annual budget and a major employer of 150, Hudson River Housing is also an anchor institution with considerable economic power. The concept of Community Wealth Building provides us with a more comprehensive lens for focusing and evaluating our work to help create a more inclusive and sustainable economy.

TRADITIONAL APPROACH

COMMUNITY WEALTH BUILDING



Aims to attract firms using incentives, which increases the tax burden on local residents

Develops under-utilized local assets of many kinds, for benefit of local residents



Supports absentee and elite ownership, often harming locally owned family firms

Promotes local, broad-based ownership as the foundation of a thriving local economy



Pays less attention to whether money is leaking out of the community

Encourages institutional buy-local strategies to keep money circulating locally



Decision-making led primarily by government and private sector, excluding local residents

Brings many players to the table: nonprofits, philanthropy, anchors, small business, and cities



Key metric is number of jobs created, with little regard for wages or who is hired

Aims to create inclusive, living wage jobs that help all families enjoy economic security



Relies on generalized training programs without focus on linkages to actual jobs

Links training to employment and focuses on jobs for those with barriers to employment



Accepts status quo of wealth inequality, hoping benefits trickle down

Develops institutions and supportive ecosystems to create a new normal of economic activity

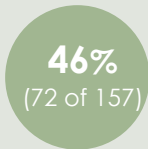
Hudson River Housing's 2018 COMMUNITY WEALTH BUILDING SCORECARD



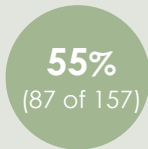
As an organization operating on an \$10 million dollar annual budget and an employer of more than 150, Hudson River Housing is an anchor institution with considerable economic power. This scorecard aims to highlight how we are currently building community wealth, and where we can set goals to increase our total community wealth building through strategic organizational practices like hiring, investments, and purchasing. Although HRH's footprint is much wider, this scorecard focuses on the City of Poughkeepsie (zipcode 12601) because we are headquartered here and it is the most vulnerable economic area in the county.

STAFF & BOARD DEMOGRAPHICS AND PLACE OF RESIDENCE

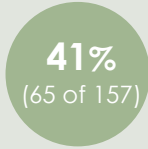
STAFF



Women

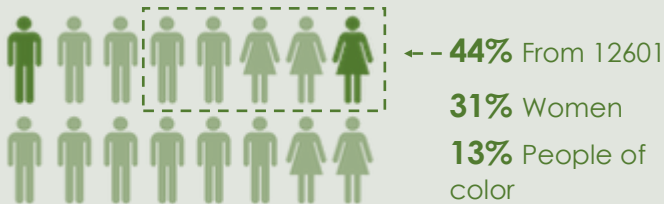


People of color

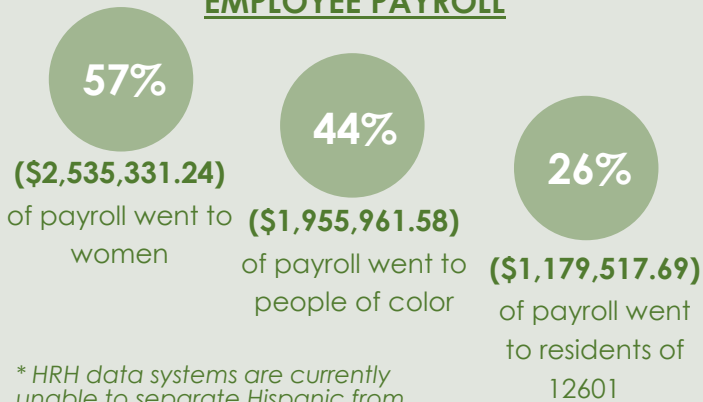


From 12601

BOARD



COMMUNITY INVESTMENT THROUGH EMPLOYEE PAYROLL



* HRH data systems are currently unable to separate Hispanic from White, so although this population experiences similar economic outcomes to other non-white groups, they are counted as White in this analysis.

AFFORDABLE HOUSING DEVELOPMENT

HOMEOWNERSHIP & FINANCIAL COUNSELING



Households from 12601 purchased a home in 12601 through HRH's Home Ownership Center

Individuals located in 12601 that received financial counseling

95

REAL ESTATE DEVELOPMENT



Affordable units provided to date

Affordable units under construction in 2018 to be completed by 2020



\$4.5 mil in grants was secured in 2018 for development of affordable housing in the future

→ **30% (\$1,485,000)** will go to Certified Minority or Women-Owned businesses (M/WBEs)*

→ **In 2018, 30% (\$2,348,569)** of project fees for real estate development went to M/WBEs*

* 30% of NYS-funded development must be spent at Certified Minority or Women-Owned Businesses.

LOCAL BUSINESS & BANK SUPPORT

HRH'S PURCHASES IN 2018

Total dollar amount of purchases: **\$4,878,095**

27% (\$1,318,103) spent in 12601

73% (\$3,559,993) spent outside of the City of Poughkeepsie (12601)

1.4% or \$68,720* of purchases were from M/WBEs

* Excludes NYS-funded real estate development, the bulk of HRH's economic impact.

SUPPORT TO LOCAL BANKS

In regional banks in 12601:

36 Asset Accounts: \$500k - \$600k
2 Accounts: \$100k



87% OF BANK-HELD ACCOUNTS IN 12601!