



**Dudley Neighbors Incorporated
Community Investment Plan 2023-2025**

SECTION 1: COMMUNITY TO BE SERVED BY DUDLEY NEIGHBORS INC

Dudley Neighbors Inc.'s (DNI) service area is the Dudley neighborhood of Roxbury and North Dorchester in Boston, Massachusetts, known as the Dudley Village Campus (DVC). This neighborhood spans approximately 1.3 square miles between Nubian Square, Grove Hall and Upham's Corner and is home to approximately 8,400 households and 24,000 individuals. Dudley residents are approximately 33% African American, 28% Latino, 24% Cape Verdean and 12% white. Approximately 23% of Dudley residents are foreign-born, with 41% speaking a language other than English at home. Dudley is a young neighborhood; over 38% of the population is 19 years and younger.

The Dudley Village Campus is one of the poorest neighborhoods in Boston. The median household income in Dudley is below \$29,000, compared to \$50,000 for the city as a whole. 35% of Dudley families are at or below the federal poverty line, compared to 16% for the City of Boston. Less than half of all people in Dudley have full-time employment and the unemployment rate is above 10%, with young unemployment more than twice that. 35% of Dudley residents aged 25 and over lack a high school credential. Only 11% of residents have a bachelor's or higher degree.

The Dudley Triangle, 62 acres in the heart of the larger DNI service area, has been the primary geographic focus of DNI over the past 30 years. This area shares the demographic characteristics of the larger DNI service area and was home to more than 800 blighted vacant lots that have now been turned into affordable housing, open space, community farms and gardens, and other projects, all of which sit on the DNI community land trust.

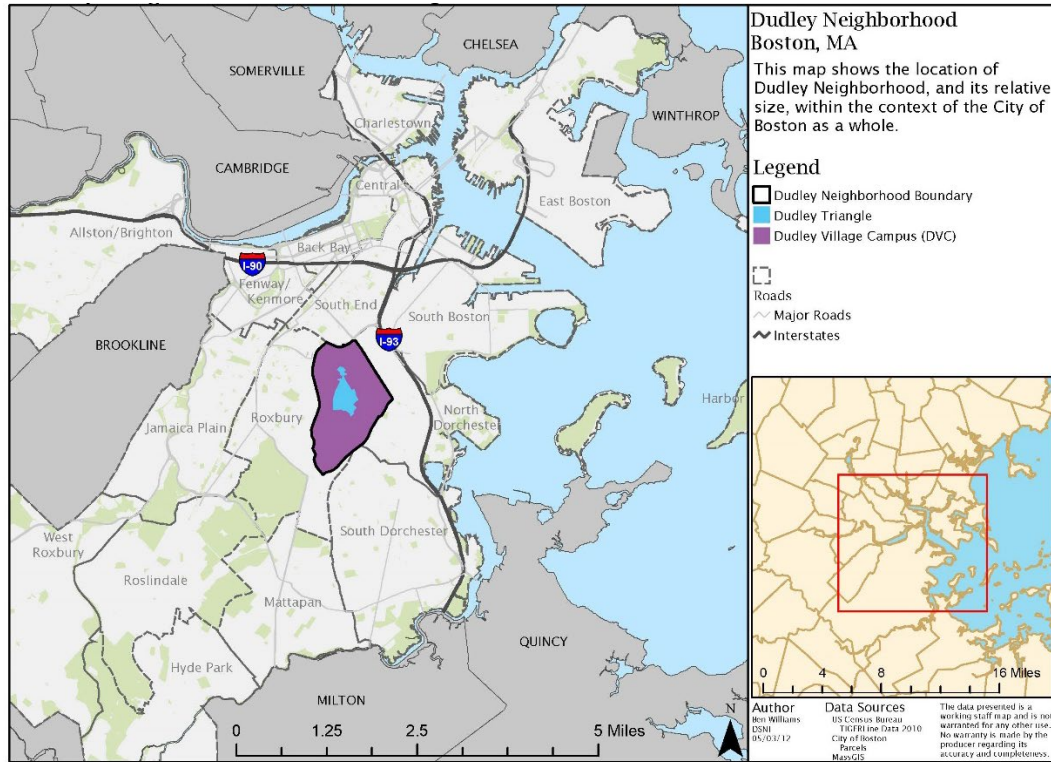
Added to this Triangle is a parcel of land in Upham's Corner. The Citizens Bank Building, acquired by DNI in April 2017, presents new planning and development opportunities in a wider catchment area; this new parcel is also the first privately acquired commercial space we will develop as part of the Community Land Trust (CLT).

Table 1: Demographics of DNI Community

	Dudley Village Campus		Dudley Triangle	
Total Population	24,359		2,337	
White alone	3,002	12%	369	12%
Black or African American alone	13,838	57%	1,666	54%
American Indian and Alaska Native alone	176	1%	34	1%
Asian alone	358	1%	39	1%
Native Hawaiian and Other Pacific Islander alone	19	0%	4	0%
Some Other Race alone	5,171	21%	701	23%
Two or More Races	1,794	7%	299	10%
Hispanic or Latino	6,872	28%	905	29%

Source: U.S. Census and American Community Survey

Map 1: Dudley Neighborhood



SECTION 2: INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS

DNI is expert in engaging residents to work together to undertake community development programs, projects and activities which develop and improve our neighborhood in sustainable ways that create and expand economic opportunities for low- and moderate-income residents. Specifically, for the past 30 years, DNI has worked hand-in-hand with Dudley Street Neighborhood Initiative (DSNI) and other community partners to engage thousands of low- and moderate-income residents in deliberate community planning and development activities to ensure the residents are able to shape and benefit from development projects in their neighborhood.

The original planning process in the late 80's led to the creation of the Urban Village Plan that guides DNI's work to this day, with regular revisions. DNI works to support community leaders, merchants, and young people to participate on area planning and improvement committees. Most recently, community leaders and residents have participated in a Working Advisory Group (WAG) to select the developers of the former Citizens Bank Building in Upham's Corner. Working with a Request for Proposal (RFP) and community standards created through the engagement of over 250 residents, the WAG selected and recommended the developer of the building in Upham's Corner containing artist lofts, community space, affordable housing and commercial space.

From its inception, DNI and DSNI have undertaken needs assessments and outreach efforts to create housing and economic development initiatives that respond to the needs of the community. The original master plan was developed out of a lengthy neighborhood planning process that led to the creation of the Dudley Urban Village plan, which replaced the City of Boston's proposed master plan for the area. Later planning efforts included a detailed build out plan for the Dudley Triangle, which has guided DNI's efforts to acquire and develop blighted vacant land into permanently affordable housing and other uses that benefit the community. In 2017, DNI updated an extensive survey of residents of homes on DNI-owned land. This survey and follow-up meetings led directly to the establishment of initiatives to build assets and income of residents and seek out new partnerships around local workforce development.

The nine-member DNI Board of Directors meets bi-monthly to provide guidance and oversight over the activities described in this plan. The Board will be the main vehicle for ongoing implementation of the Plan. Importantly, DNI's oversight is continuously informed by a large group of stakeholders regularly engaged by DNI in partnership with DSNI. We predict the following over the course of the Plan.

- DSNI Board of Directors: The DSNI Board of Directors consists of 35 elected members who are responsible for the governance of DSNI and monitoring overall development

coming into the catchment area. Meetings are held monthly. DNI staff are present and receive feedback on the needs of the neighborhood which intersect with the CIP.

- Sustainable Development Committee: A committee comprised of Board members of DNI, Board members of DSNI, the Director of DNI, the community organizing team of DSNI and neighborhood residents monitor proposed developments in the area.
- Resident Development: DNI, in partnership with DSNI, is expert in providing resident leadership development and empowerment activities that build resident capacity while linking to the goals of this Plan.
- Engage 200 residents in the development of the DNI-owned Citizens Bank building, ensuring the developers honor the resident-led RFP process that best carries out the vision of the Arts and Innovation District plan in Upham's Corner.
- Engage 200 residents in the planning of the physical development of the DNI catchment area including both privately held and City-owned parcels (including 200 vacant plots). Residents are organized to give feedback at critical times during the planning process.
- Engage 200 residents, small business owners and artists in the Upham's Corner implementation process.
- Hold one annual homeowners meeting (60-90 attendees). The annual meetings are important feedback opportunities and leadership development opportunities for residents on the Community Land Trust.

In addition, we hold monthly homeowner meetings and engage 1-1 with residents on development in the community. These meetings serve as an opportunity to learn about the needs of the homeowners and provide homeowners knowledge around resources, such as food, environment, and legal assistance.

These mechanisms ensure that the DNI constituency is actively involved in identifying priority issues and in the governance of the organization. The involvement of community residents and stakeholders is the foundation of our work and key to our long-held guiding value of *development without displacement*.

SECTION 3: PLAN GOALS

Goal 1: Plan physical and economic development of the neighborhood.

Primary to the mission of DNI is the development opportunities and planning efforts in the neighborhoods in the DNI catchment area. This work benefits all residents of the Dudley neighborhood, particularly low-income residents, youth, small business owners and others who are not typically as engaged in the neighborhood revitalization planning efforts. By providing tools and support to build capacity and leadership, DNI will ensure that neighborhood

development projects will be shaped by residents and will provide concrete improvements and benefits for the Dudley neighborhood.

Now that the development of City-owned land in the Dudley Triangle is nearly complete, DNI will partner with the Mayor's Office of Housing (MOH) to engage the community around the approximately 200 City-owned vacant lots in the larger DNI catchment area. Many of these parcels will be developed into affordable low- and moderate-income housing, adding new families to the community land trust. Other parcels will be turned into playgrounds, community gardens, urban farms and other projects to benefit the neighborhood.

Along with housing, DNI, with DSNI, is engaging small businesses in the Dudley Triangle to assess the needs, connect them with free 1-on-1 technical assistance and gaining resources to improve the external appearance and internal needs of the businesses.

Benefits: Residents gain leadership skills during the planning process. Low- and moderate-income residents benefit by being engaged in a community development process that prioritizes their need for affordable housing, resident-owned businesses that meet the community's needs, and job creation during development. Everyone benefits from a stabilized neighborhood where development includes a neighborhood with a mixture of commercial, civic, cultural, educational, recreational, open spaces and housing.

Goal 2: Lead the Upham's Corner Neighborhood Arts and Innovation District implementation effort, in partnership with the City of Boston and neighborhood partners.

The Upham's Corner Neighborhood Arts and Innovation District represents a specific physical and economic development in the Dudley neighborhood. DNI, with DSNI, played leading roles in ensuring strong resident involvement in the City of Boston's Imagine Boston 2030 master planning effort. Hundreds of residents, small business owners and young people participated in community meetings and smaller workshops to express their priorities for development in Roxbury and North Dorchester, including the Upham's Corner neighborhood. As a result of the organizing process, the City of Boston decided to designate Upham's Corner as a pilot Neighborhood Arts and Innovation District and asked DSNI to co-lead a community process to develop Requests for Proposals (RFPs) for publicly owned sites in the district. These sites include the Strand Theatre and the former Bank of America site. DNI was able to acquire, with the support from the City, the former Citizens Bank building across the street from the Strand. These properties owned by nonprofits make up a unique opportunity to add hundreds of units of affordable housing, commercial and artistic spaces, a revitalized Strand Theatre that serves the community, and a state-of-the-art Upham's branch library.

The effort marks one of the first times the City and a community-based organization have partnered to co-sponsor a neighborhood planning process. DNI with DSNI has played a key role in conducting outreach to residents, artists, small business owners and youth, as well as creating interactive agendas for community meetings, educating residents about the development process, and holding the City accountable for and the release of RFP language that reflects the community's priorities including the implementation of strong workforce development standards (such as 51% local/51% POC/15% Women), community-driven benchmarks for affordable housing, fair wage requirements, and a list of desired and non-desirable businesses (non-desirable uses that in the past included check-cashing businesses, liquor stores, etc.).

Strategic public investment in the creation of affordable housing and affordable commercial space along the Fairmount Indigo corridor is intended to preempt gentrification typified by private speculation attracted by public investment in transportation. Over the next three years, DNI will emphasize the continued community monitoring of the selected developers, ensuring the spirit of the language of the RFP and the submitted proposal are honored.

Benefits: Residents gain leadership skills during the planning process. Low- and moderate-income residents benefit by being engaged in a community development process that prioritizes their need for affordable housing, resident-owned businesses that meet the community's needs, and (construction and construction-related) job creation during pre-construction and during construction. Creation of a community-oriented, community-driven arts district that contributes to a thriving Uphams Corner neighborhood.

Goal 3: Sustain the operations and expand the scope of Dudley Neighbors, Inc. Community Land Trust to promote development without displacement and serve as a model for other communities.

The Dudley neighborhood is highly vulnerable in terms of housing stability for its residents. The number and concentration of foreclosure petitions over a period of several years remains extraordinarily high compared to other parts of the City. This also suggests that the housing instability of children in the target area has increased. There has been a dramatic increase in rates of family homelessness in Massachusetts. Within Boston certain communities have a disproportionate number of homeless families, specifically Dorchester and Roxbury.

DNI's Community Land Trust is a proven example of a strategy to prevent both foreclosure and homelessness by ensuring that housing is permanently affordable. DNI provides leadership to the growing Greater Boston Community Land Trust Network to support emerging CLTs in Chinatown, Dorchester, Chelsea, Somerville and other communities. These efforts will result in policies and resources to prioritize disposition of public land to projects that maximize community and create affordable housing.

Benefits: Increasing protection of current housing stock affordability and advocating for new affordable housing in the neighborhood will benefit low- and moderate-income families and help stabilize the entire community. Supporting others in this model will expand housing opportunities while improving community processes beyond our catchment area and city- and state-wide policies.

SECTION 4: ACTIVITIES TO BE UNDERTAKEN

For each goal, activities are summarized below. The expected impacts under each goal are detailed in Section 5.

Goal 1: Plan physical and economic development of the neighborhood.

Activities:

- Finalize development of all remaining city-owned land in the Dudley Triangle and undertake a planning process to prioritize uses for the more than 200 parcels of vacant land in the larger Dudley neighborhood.
- Engage residents in development planning processes for DNI-sponsored projects at Dudley/Miller Park (commercial), Magnolia Street (new affordable homeownership), Dudley/Brook Avenue, Magnolia Gardens (greenspace) and various community garden and farm sites around the neighborhood.
- Provide oversight and direction of private development in the Dudley neighborhood through the work of the Sustainable Development Committee, which reviews proposed projects and advocates for community benefits.
- Engage 200 residents, youth, small business owners, artists and other stakeholders in the physical planning of the neighborhood.
- Engage small businesses across the neighborhood to determine their physical needs, gain resources to improve the exterior of businesses and connect small businesses with technical assistance from partners.

These activities will ensure that a mixture of commercial, civic, cultural, educational, recreational, open spaces and housing are developed in a resident-driven process with the desired outcome being deliberate development that does not displace current residents.

Goal 2: Lead the Upham’s Corner Neighborhood Arts and Innovation District implementation effort, in partnership with the City of Boston and neighborhood partners.

Activities:

- Partner with the City of Boston and other neighborhood groups to hold community workshops and meetings that will engage residents, small business owners, young people, and artists to ensure that the projects reflect the community priorities and DSNI development standards.
- Support the Working Advisory Group to provide feedback to developers, ensuring that the development continues to meet the spirit of the RFP that was released based on community input.
- Lead efforts to ensure that potential developers in Upham’s Corner are exceeding community standards for construction employment, affordable housing and commercial space, and other areas that benefit the neighborhood.
- Organize community members to monitor the Upham’s Corner implementation plan over the next three years to ensure that specific development projects remain aligned with the neighborhood plan.
- Work with community arts groups and artists to ensure that the Strand Theatre is transformed into a vibrant community asset that serves as an economic and cultural anchor for the neighborhood.

These activities will ensure that housing, commercial and cultural space are developed in a deliberate, resident-driven process with the desired outcome being affordable spaces in the neighborhoods that can be occupied by existing neighborhood residents.

Goal 3: Sustain the operations and expand the scope of Dudley Neighbors, Inc. Community Land Trust to promote development without displacement and serve as a model for other communities.

Activities:

- Complete the physical build-out of the Dudley Triangle with completion of new affordable housing and commercial projects including Dudley/Miller Park and Magnolia Street.
- Strengthen communications and management of the community land trust through bi-monthly DNI Board meetings, regular homeowner meetings and resource fairs, and improved management systems.
- Provide post-purchase stewardship and foreclosure prevention services to land trust homeowners.
- Develop an organizational and business plan that ensures sustainability of DNI.

- Provide technical assistance and support around the community land trust model and community control of development to other neighborhoods, strengthening the Greater Boston Community Land Trust Network.
- Partner with the Greater Boston Community Land Trust members to advocate for resources and policies to expand the community land trust.
- Support a CLT Homeowners Fund to provide funds for improvements on the land trust, such as repairs on homes, to ensure that homeowners are able to stay in affordable housing.

The impact of these activities will be to 1) continue to strengthen and show the efficacy of our CLT model; 2) use the CLT as a vehicle to reach residents; and 3) support others in this model to expand housing opportunities while improving community processes beyond the DNI Triangle.

SECTION 5: HOW WILL SUCCESS BE MEASURED

For each goal in this CIP, we identify below our desired outcomes and impacts for 2023-2025. The tools and processes outlined after each set of outcomes will help us measure our progress with respect to those desired outcomes and impacts.

Goal 1 Measures of Success and Progress:

- # of community meetings
- # of residents engaged in community meetings
- # of leadership development trainings for residents

Goal 1 Outcomes/Impacts 2023-2025

- Regular meetings of the Sustainable Development Committee to oversee disposition of city-owned land in the Dudley neighborhood.
- Series of well-attended community meetings to develop Requests for Proposals for 200 city-owned parcels in the Dudley neighborhood.
- Increased capacity of DSNI resident leaders to play leadership roles in advocating and engaging other residents in neighborhood revitalization efforts.

Evaluation: Evaluation and monitoring of the impact of the neighborhood planning work will fall to the Sustainable Development Committee, which includes Board members of DNI and DSNI, residents and the director of DNI. The committee meets regularly to review development projects and track progress towards the priorities expressed in the Plan. Resident engagement is tracked through sign-in sheets and leadership is tracked in terms of how many residents are taking roles in setting agendas and facilitating meetings.

Goal 2 Measures of Success and Progress:

- # of participants in the Upham's Corner process
- # of residents engaged in community meetings with the City
- # of small business opportunities in Upham's Corner
- # of businesses receiving TA support from business associations and partner CDFIs

Goal 2 Outcomes/Impacts 2023-2025

- 200 residents, small business owners and artists actively participate in the Upham's Corner implementation process.
- Significant community voice in the implementation of developments in Upham's Corner.
- A new library, a revitalized Strand Theatre, new affordable housing and commercial and cultural spaces combine to make Upham's Corner a model for promoting development without displacement.
- Small businesses in the area are thriving, with no vacant storefronts.

Evaluation: Resident engagement is tracked through sign-in sheets and leadership is tracked in terms of how many residents are taking roles in setting agendas and facilitating meetings. Engaging Tufts University UEP program to document the implementation process and measure how well community priorities are being met.

Goal 3 Measures of Success and Progress:

- # of community events to continue design process of vacant lot projects (Our Tierra Livri site, Dudley-Burrell site, and Dudley-Brook site)
- # of residents engaged in community events
- \$ given to homeowners through Homeowners Fund for improvements on the land trust
- # of applications for new homes on Magnolia Street
- # of Homeowner Meetings
- # of DNI Board trainings

Goal 3 Outcomes/Impacts 2023-2025

- Complete the physical build-out of the Dudley Triangle with completion of new affordable housing and commercial projects.
- Completion and sale of new affordable housing on Magnolia Street.
- Strengthen communications and management of the community land trust through bi-monthly DNI Board meetings, regular homeowner meetings and resource fairs.
- Development of a revised business plan that ensures the sustainability of DNI.
- Maintenance of low foreclosure rates of DNI homeowners through 1-1 advocacy and group training.
- Increased resources and policies to expand the community land trust model.

Evaluation: Participation of DNI homeowners in stewardship and foreclosure prevention activities will be tracked with sign-in sheets.

SECTION 6: COLLABORATIVE EFFORTS TO SUPPORT IMPLEMENTATION

The 25,000 residents of the Dudley neighborhood continue to be our primary partners for all our housing and economic development initiatives; this number will expand during our work in Upham's Corner. Residents play a leadership role in all aspects of the work, beginning with their service on the Board of Directors and committees. Through 1-1 engagement and neighborhood meetings, DNI holds itself accountable to resident voice and can build on the knowledge and experience of residents, youth and small business owners.

To implement the Plan, DNI will sustain and expand partnerships with several partners. These include neighborhood associations, nonprofit organizations, CDCs, philanthropic organizations, and municipal agencies.

Dudley Street Neighborhood Initiative (DSNI) is the primary partner of DNI, with DNI being a subsidiary organization. DSNI includes DNI in many of the grant applications to secure private funding, as well as supporting the community organizing work around developments in the Dudley neighborhood.

Specific partners include:

The **City of Boston Mayor's Office of Housing (MOH)** will co-sponsor a neighborhood planning process to prioritize uses of more than 200 vacant City-owned parcels in the DNI target area. Through the Mayor's Office, DNI (along with other members of the GBCLTN) secured \$2M to support an acquisition fund to remove land from the speculative market.

Project Hope will continue to collaborate through their Workforce Development initiative to support residents with job readiness training, access to career ladder opportunities and ongoing case management.

Local Enterprise Assistance Fund (LEAF) plays a key role in supporting small businesses in the Dudley neighborhood. They will provide technical assistance to local businesses and connect them with public and private resources, including Upham's Corner. DNI partners with LEAF to apply for funding to support Neighborhood Development and improvements on the land trust.

The **Greater Boston Community Land Trust Network (GBCLTN)** is a network of seven community land trusts (CLT), five of them based in Boston's communities of color. The GBCLTN members are community-based non-profit organizations led and represented by

community members, including those most challenged by housing and neighborhood instability. The GBCLTN supports current and emerging community land trusts (CLTs) for resident-led planning and long-term, collective control of land in and around Boston.

The Food Project operates the Community Greenhouse and the Brook Ave./West Cottage Farm, through long-term lease with DNI. The Food Project collaborates with DNI and other partners to provide access to healthy, local foods to area residents, with food from the farm and greenhouse sold at weekly farmers markets on the Dudley Town Common.

Boston Medical Center (BMC) has played a key role in supporting the CLT Homeowners Fund – a fund to support improvements on the Land Trust, ensuring homeowners can stay in affordable housing. BMC partners with DNI to apply for funding to preserve and create affordable housing.

Developers, such as **Dorchester Bay EDC**, **Preservation of Affordable Housing (POAH)**, **DVM Consulting** and **KNG**, work with residents to ensure the developments on the land trust continue to meet the desires of the community.

The **YMCA** provides food that is distributed to homeowners and residents weekly.

SECTION 7: INTEGRATION OF ACTIVITIES/CONSISTENCY WITH COMMUNITY STRATEGY AND VISION

The Community Invest Plan is an outgrowth of thirty years of resident-led planning in the Roxbury/North Dorchester neighborhood, through a variety of processes that have involved thousands of residents.

DSNI's comprehensive plan for community revitalization was crafted in 1987 and involved hundreds of residents. That plan outlined the blueprint for a locally based economic development strategy based on the concept of an *Urban Village*. The Dudley Neighbors Inc. community land trust was formed out of the community planning process to serve as a vehicle for carrying out the neighborhood's development priorities.

In 1996, DSNI hosted a series of *Urban Village Visioning* sessions to revisit and update the original vision. Those sessions were designed to take the original plan through an iterative process that would help residents discover the points of leverage that can transform their vision of a vibrant multicultural urban village into a strategic plan and ultimately into reality.

The original vision has been reviewed and updated several times since 1996 and is overseen and monitored by the Sustainable Development Committee, which has developed design standards

and a community impact assessment tool to analyze public and private development projects in the neighborhood. This committee meets regularly to review proposed developments.

The strategies in this application are also fully aligned with the larger revitalization plans developed in Roxbury and Dorchester. Chief among these planning initiatives are *The Roxbury Strategic Master Plan* and *The Fairmount Indigo Planning Initiative*.

Dudley Neighbors Inc (DNI) has consistently implemented both past and present Community Investment Plans, each receiving approval from the resident board. Under these plans, DNI has remained committed to involving community members in the planning and execution of various developments throughout the Dudley neighborhood.

The Sustainable Development Committee, a group of residents organized by DNI, relies on community development guidelines established in the early 1990s as the basis for their support of development initiatives. These standards serve as the blueprint for how residents back development projects. Residents are actively working on further refining these standards, with a particular focus on enhancing environmental sustainability, accessibility, and community benefit agreements.

SECTION 8: FINANCING STRATEGY

The 30-year track record of DNI in bringing residents together to develop a common vision and partnering with nonprofit and for-profit developers to implement that vision demonstrates the value of long-term planning and connecting planning work with specific financing plans for implementation. In this way, DNI has been able to create momentum from one development project to the next and has been able to systematically build out the community vision over a period of many years. As a part of the development of the Community Investment Plan, DNI has continued to focus on opportunities to finance the implementation of the Plan and strategies for sustaining our organizing and development work over the long-term.

In addition to the Community Investment Tax Credit Program, DNI has identified several financing strategies to implement the Plan. These include:

- Continue our approach of seeking support from a diverse pool, including foundations, corporations and individuals;
- Identify new foundation sources to support specific elements of the Plan;
- Strengthen earned revenue through the *Speakers Bureau* community land trust tours and speaking engagements;
- Maintain and expand partnerships with legal and development entities that provide pro bono support for our work (e.g., Goulston & Storrs provides more than \$60,000/year in pro bono services);

- Leverage the CITC Program to undertake an aggressive individual donor campaign to support the goals and activities listed in this Plan; and
- Ground lease fees from homes, rental units and commercial space on the land trust.

Table 2: Anticipated Funding (not including CITC)

<i>Funding Sources</i>	
Private Foundations	\$100,000
Homeowner Ground Rent	\$100,000
Commercial Ground Rent	\$110,000
Individuals and Events	\$50,000
Pro Bono Services	\$75,000

Private Foundations: DNI has secured funding from private foundations to facilitate several critical initiatives, including the smooth transition of the DNI Director, the establishment of a community garden, and the creation of a CLT Homeowners Fund. Through strategic collaboration with the Greater Boston Community Land Trust Network (GBCLTN), DNI has been successful in obtaining additional funding via subgrants. Furthermore, DSNI has extended its support to DNI by providing general operating funds to sustain DNI staff.

Homeowner Ground Rent: DNI receives revenue through ground rent from DNI Homeowners. These funds are used for the general operating of the organization.

Commercial Ground Rent: DNI receives revenue from the commercial properties on the land trust. These funds are used for general operations as well as improvements to the commercial buildings.

Individuals and Events: DNI held its first Annual Meeting since 2019. DNI will leverage future Annual Meetings, as well as the 40-year anniversary of DNI/DSNI to raise funds for the operation of the organization. DNI will also be hosting a series of CITC fundraising events to increase individual donations.

Development Financing: The successful execution of projects, such as the Upham's Corner development, hinges on the community-selected developers securing the necessary funding. These developers rely on various funding sources, including private investments and City/State funding. DNI maintains ongoing communication with the developers to ensure the seamless

progress of the projects, with the financing history being an integral aspect of our project support.

Additional Project Funding: DNI has received an invitation to seek funding for initiating the planning phase of the Trina Persad Park playground on the land trust, as well as for neighborhood beautification efforts involving murals in collaboration with local small businesses. Through our partnerships with LEAF and BMC, DSNI has not only secured funding but has also maintained an ongoing commitment to applying for support for the CLT Homeowners Fund. Additionally, DNI and the Greater Boston Community Land Trust Network have successfully secured \$2 million for an Acquisition Fund and a Grant Fund aimed at removing land from the speculative market.

SECTION 9: HISTORY, TRACK RECORD AND SUSTAINABLE DEVELOPMENT

Our work over the past 30 years has resulted in reclaiming physically devastated areas; rebuilding housing in the context of an urban village; developing permanent housing affordability and protections against foreclosure (referred to as *development without displacement*). Today, those lots are cleaned up and home to more than 226 families living in *permanently* affordable housing as well as parks and a greenhouse. Most of the 1,300 abandoned parcels identified by residents in the 1980s have been permanently transformed into new high quality affordable housing units, a community greenhouse and farm, parks, playgrounds, gardens, an orchard and other public places.

Specific examples of successful development projects sponsored by DNI include:

- Winthrop Estates: 36 units of affordable homeownership housing completed in 1994;
- Stafford Heights Cooperative: 41 units of limited-equity cooperative units, developed by Nuestra Comunidad Development Corporation;
- Dudley Village: 50 units of mixed-income rental housing developed by Dorchester Bay EDC;
- Woodward Park Homes: 52 units of affordable homeownership housing developed in partnership with New Boston Housing Enterprises; and
- Community Greenhouse: 10,000sf greenhouse developed on the site of a former Brownsfield site with funding from Mass Highway Department to settle EPA lawsuit over environmental violations at MHD facilities. The Greenhouse is operated by The Food Project.

The Dudley Triangle has been developed in a way that provides many of the amenities of a vibrant urban village. On the community land trust, DNI has implemented a mixed-use development strategy that includes affordable housing, a 1.5-acre community farm, a 10,000sf greenhouse, Trina Persad Playground and commercial spaces.

Our work is based on the theory that place matters, and that the ability for the residents to live in a better Boston is very much determined by the quality of opportunities and the resources of our neighborhood. Our commitment to transforming neighborhoods and to ensuring success for all of our families is propelled by our understanding that closing the *racial wealth gap* is central. We are committed to resident leadership and maximum resident participation, across racial groups within the community.

DNI commits to expanding housing opportunities to meet the needs of people of all income levels and household types. Of the 226 homes on the land trust, 96 are homeownership units, 77 are cooperative and 53 are rentals, with residents' incomes ranging from 30% to 100% of Area Median Income (AMI). In this way, DNI is living up to the original vision of creating opportunities for all families to remain and thrive in the neighborhood.

Central to the development of parcels in the neighborhood, DNI uses a community process and the use of resident created development standards to support new projects in the community. Any proposed development in the community must be presented in front of a resident committee, the Sustainable Development Committee (SDC). This process ensures that developers meet the standards set by the community and answer to residents.