

Section 1 - Community or Constituencies to be served by the organization

Madison Park Development Corporation's (MPDC) primary service area includes Boston's Roxbury neighborhood, focusing on Lower Roxbury and Nubian Square. With a population of approximately 55,000 Roxbury is home to a community that is 42% Black/African American; 31% Latine; 6% Asian-American/Pacific Islander; 13% White; and 9% Other Races. While Roxbury is a neighborhood full of assets like a robust network of community-based organizations/institutions, and has a rich history as the cultural hub of Boston's Black community, the neighborhood has also faced decades of structural and systemic inequities that have translated to intractable socioeconomic disparities.

Of the nearly 2,300 residents of MPDC affordable rental housing properties, 72% have a household income at 30% or less of the Area Median Income (AMI); 21% are between 31% and 60% AMI, 4% are between 61% and 80% AMI and a just 2% have a household income above 80% AMI. Our resident population reflects the broader Roxbury neighborhood, with approximately 50% of residents Black/African American, 2% AAPI and 13% White, though more than 33% of households either choose not to disclose race or report Some Other Race. Separately, 55% of residents identify their ethnicity as Hispanic/Latine. It is important to note that due to federal reporting requirements that utilize the U.S. Census Race/Ethnicity reporting format, MPDC's property management partners track Race and Ethnicity separately, which likely accounts for the high percentage of residents reporting "Some Other Race." Finally, 37% of MPDC's households are senior-headed. Through its robust set of programs and initiatives implemented through MPDC's Community Action department and Dewitt Center and Hibernian Hall facilities, MPDC, as part of its commitment to comprehensive community development, a portion of MPDC's constituency includes program participants/event guests who are not MPDC residents. More than 90% of program participants are also people of color, predominantly Black or Latine, and the majority reside in the Roxbury, Dorchester and Mattapan neighborhoods, though MPDC's youth workforce development programs in particular attract participants from throughout Boston.

MPDC has developed or preserved a total of 1,591 units of housing, including 1,462 affordable rental units and 129 affordable homeownership units. Of the rental units, 1,249 are under MPDC's direct management While properties are primarily concentrated in the Lower Roxbury/Nubian Square sections of Boston's Roxbury neighborhood, MPDC also has properties in the South End, Dorchester and Mattapan. Lastly, MPDC has 120,000+ square feet of commercial space in Nubian Square. These properties are occupied by 15 businesses, agencies and nonprofits, which provide as many as 250 local jobs and generate key economic activity in the neighborhood. Please refer to the attached portfolio and pipeline summaries for additional information.

Section 2 - Involvement of community residents and stakeholders

Overview. MPDC's history is grounded in organizing, advocacy and fostering the leadership capacity of individuals who have traditionally been locked out of power by systems and institutions. The group of

community activists who would eventually transform their efforts into one of the nation's first community-based, nonprofit affordable housing development entities, was explicitly driven by a commitment to addressing racial and economic inequities, and the legacy of their fights inform MPDC's organizational mission today. This legacy of fighting for racial and economic equity is still the guiding force of MPDC's organizational vision for the Roxbury neighborhood, more than fifty-five years later. MPDC has worked to foster a comprehensive infrastructure of resident leadership bodies and community partnerships that, in addition to ongoing affordable housing needs, support mobilization efforts around a wide range of pressing community issues, including public safety and violence prevention, neighborhood health inequities, youth development and employment and civic issues.

Strategic Planning. The submission of MPDC's 2023-2025 CIP also coincides with the strategic planning process MPDC has been engaged in for the last 18 months, resulting in a plan which will also cover 3-year period beginning from 2023-2025. During the strategic planning process, significant resident and stakeholder outreach and engagement efforts were undertaken, with more than 75 MPDC residents, Roxbury community members, board members, staff and other key stakeholders engaged through surveys, interview and focus groups. This input played a significant role in shaping the plan's strategic priorities and overarching goals, which are outlined in Section 3.

Resident Engagement Across MPDC

Real Estate. MPDC engages regularly with residents to advance our real estate development projects. At the earliest stages of all new development, MPDC's Board of Directors and Real Estate Committee, fully vets and approves new opportunities and gives guidance to staff. All developments in our current development pipeline have included significant resident engagement including meetings with residents and program participants, abutters, local neighborhood associations and elected officials. In addition, the City of Boston facilitates the Roxbury Strategic Master Plan Oversight Committee (RSMPOC), project specific Project Review Committees (PRC) and public meetings in connection with entitlements/regulatory approvals.

Asset Management/Projects Under Management. MPDC's portfolio is overseen by 4 third party property management companies. MPDC meets regularly with property management, residents and 3 active resident associations.

Community Action. The Community Action department plays a central role in MPDC's resident engagement efforts, collaborating with and supporting a representative group of resident and community leadership bodies comprising nearly 50 people, which provide input on strategic priorities and on-going feedback regarding programmatic efforts and initiatives.

- Resident Associations- MPDC supports and coordinates with a group of three active resident associations that meet monthly, located within MPDC's Madison Park Village, Orchard Gardens and Dudley Greenville properties. In addition to serving as key advocates/liaisons among MPDC and our property management companies WinnResidential and Trinity Residential, resident association members were engaged in our most recent strategic planning process and are a key source of input on MPDC real estate projects.
- Voter Committee- This team of 8-12 MPDC residents and other Roxbury community members works to ensure that the Roxbury neighborhood is represented as an important voting constituency within Boston, including conducting outreach and mobilization around ballot initiatives, key legislation, as well as supporting Get Out the Vote efforts for local elections, etc.

- **Madison Whittier Coalition-** The coalition (which counted more than 40 members at its peak prior to COVID-19 and now is led by a core group of 6-8 members), which was formed in response to a major road redesign project that significantly impact a large swathe of MPDC's resident population, has now evolved into an important collaborative leadership group, comprising residents of MPDC's Madison Park Village as well as the new Flat 9 at Whittier development (formerly Whittier Public Housing), and focuses on monitoring and providing community input on major built environment projects taking place within the Lower Roxbury/Nubian Square neighborhoods.
- **Peer Health Leaders/Garden Leaders –** This team of 10 residents focus on MPDC's Health Equity & Wellness initiatives, including helping to oversee MPDC's Community Gardens from March through October each year,
- **Youth-** While MPDC does not have a formal youth leadership committee, youth and young adult residents and program participants are frequently included in the above leadership groups, as well as other opportunities. Recently, MPDC's Director of Real Estate has conducted a series of workshops on the affordable housing development process and MPDC's upcoming projects, with a group of youth giving public comment at a public meeting for a MPDC project in predevelopment.

Hibernian Hall. Since its opening in 2005, Hibernian Hall has served as both a cultural hub and physical community-building space, operating at the intersection of performance, the creative economy and civic engagement. In 2022, Hibernian Hall collaborated with over 45 artists, produced two original full length premiere productions and hosted over 15 events in partnership with over 12 small businesses, entrepreneurs and organizations. Hibernian Hall hosted two playwright workshops that led to the production of six original plays and recently produced and hosted the premiere of ALIVE; an original collaborative, immersive dance - theater performance. Since January 2022, Hibernian Hall has welcomed over 2,000 MPDC and local community residents. Hibernian Hall's success is linked to a welcoming and inclusive environment and its close ties with the community. In addition to its role as an important community venue that annually attracts thousands of guests and event attendees, Hibernian Hall is guided by a 21-member Community Advisory board that includes local artists, arts professionals and local arts patrons.

Dewitt Center. The Dewitt Center opened its doors in July 2018 to serve as a welcoming community center for MPDC residents and to provide programs for people of all ages. The 21,700 sq. ft. state-of-the-art center includes a spacious gym, multi-purpose classrooms, a technology lab and Teen Room. The center also showcases an impressive collection of art work by local artists. The Dewitt Center has become an important community hub for resources and civic activity (including serving as a polling location), and since 2018, thousands of residents have participated in programs and events. MPDC leverages this facility for resident engagement meetings, community forums and information sharing opportunities.

Community Impact Measurement Survey. In collaboration with NeighborWorks America, MPDC has conducted this comprehensive quality of life survey every three years, since 2013, to gather assess MPDC's impact in the community across a variety of domains and gain resident perspectives on community issues. This survey is implemented among a random, representative sample of around 200 MPDC residents throughout MPDC's affordable housing portfolio in its primary Nubian Square/Lower Roxbury catchment area and includes a standardized set of validated questions focused on satisfaction, community cohesion/neighborliness, safety and empowerment, along with custom questions developed by MPDC that provide an opportunity to collect data on specific needs and issues. In 2021, custom questions focused on the impact of the COVID-19 pandemic as well as residents' awareness of and satisfaction with MPDC programs and services.

Survey findings from the 2021 round provided important supplementary data for the strategic planning process and additional focus groups and community conversations will continue to inform future work plans.

Section 3 - Plan goals

MPDC 2023-2025 goals are based on new 3-year strategic goals and priorities identified during the organization's recent strategic planning process. As described in Section 2, the plan was based on a thorough review and assessment of MPDC's existing efforts and impact, external research and needs analyses, and most importantly, a comprehensive stakeholder engagement process that included more than 75 MPDC residents, staff, board members (three of whom are residents of MPDC rental/homeownership housing), and other key stakeholders like industry experts and community-based organizations.

- 1. Increase the wealth of MPDC residents and families**
 - *Strategy: Implement and expand wealth- and asset-building programs and initiatives*
- 2. Build upon MPDC's core real estate development function**
 - *Strategy: Optimize development decisions*
- 3. Improve the quality of life of MPDC and nearby residents**
 - *Strategies: a) Improve role clarity, communication, and accountability for and between Resident Leadership and management companies; b) Optimize safety and security efforts for MPDC residents and properties; c) Ensure that MPDC residents have access to effective and innovative health care services; d) Optimize Dewitt Center and Hibernian Hall programming and outreach, and ensure long-term sustainability; e) Increase capacity to engage basic political activities through partnerships and focus on developing MPDC resident political capacity*
- 4. Ensure MPDC residents can access the best available services and programs**
 - *Strategy: Improve access to best-in-class services and programs, including identifying new partners and service delivery models as necessary*
- 5. Improve MPDC's internal infrastructure and key functions to support future growth and impact**
 - *Strategies: a) Address key organizational elements during (and after) the implementation of the strategic plan; b) Strengthen the marketing and communications function, especially as it relates to MPDC residents; c) Update and improve the financing and fundraising functions; d) upgrade and improve efficiency of technology and software, particularly regarding data collection, monitoring and evaluation*

To operationalize MPDC's new strategic goals, MPDC has further identified three-year goals for each organizational line of business/program area, which collectively will advance MPDC's new comprehensive community development vision for the Roxbury neighborhood.

Real Estate Department

1. Advance a development pipeline of 4 new construction projects and 2 recapitalization projects including 783 units, 100 of which are homeownership and 27,400 SF of community based commercial space.
2. Secure designation for Parcel 3 in partnership with HYM Investments and My City at Peace and advance permitting for approximately 742,000 SF of life science, office, local retail and community space in addition to 466 units of mixed income housing, including 184 for sale.

3. Continue to support financial empowerment and homeownership for MPDC residents through homeownership education, financial coaching, home purchase technical assistance and down payment assistance.

Community Action Department

1. Serve up to 515 MPDC resident families through Community Action programs by December 2025
2. Increase access to positive youth development and college and career resources for MPDC youth and youth from other nearby neighborhoods: a) Increase proportion of MPDC residents to 30-32% by end of 2025; b) Provide employment, educational and enrichment services to 285 young people between the ages of 14 and 24, in which 30 participants receive HiSET credential, 175 receive subsidized internship placement and 50 receive unsubsidized employment placement; c) Provide at least \$140,000 in college/post-secondary training scholarships by 2025
3. Increase resident leadership & civic engagement capacity among MPDC residents and Rox community members: a) Resident and Civic Engagement – Increase resident voter engagement by registering at least 100 voters, canvassing or outreach to all 1,318 MPDC; conduct comprehensive voter engagement efforts that reach 1200 MPDC residents in 2024/2025; and conduct additional outreach campaign centered on ballot initiative and/or policy priority in 2023 that engages 100 residents; b) Provide in-depth, multi-session leadership training to at least 50 residents by December 2025; c) Support/foster MPDC's resident leadership groups
4. Improve access to food, physical fitness and wellness resources among residents and community by: a) Providing improved food access and nutrition education to at least 560 MPDC and community residents through community gardening and food distribution activities; b) providing monthly fitness opportunities attended by at least 30 community residents; and c) engaging group of at least 50 MPDC residents in community/public processes around 3 major community built-environment/redesign projects in the Nubian Square area, in order to improve outcomes pertaining to social determinants of health by December 2025
5. Increase community experience and perceptions of safety and cohesion: a) Host community-building events that reach 300 MPDC residents/community members by December 2025; b) Increase access to trauma response resources; c) Support monthly community safety meetings that reach up to 50 MPDC residents annually; and d) Maintain staffing of at least 4 Block Captains through end of 2025

Hibernian Hall - Hibernian Hall is committed to being a cultural arts and hub in Roxbury by providing the community with access to premier artistic shows year-round (8-10) collaborations with new partners (3-5 and increase revenue through securing grants (\$200K), and increasing rentals (minimum of 4 per month).

Hibernian Hall will provide:

1. Programmatic Cross-Fertilization and a Productive Exchange of MPDC & Non-MPDC based Audience Groups (2023-2026). Create a balance between full-length productions (programming and collaboration) vs one-day events, all accessible and open to MPDC residents. Create a variety of programming that encourage audience engagement through surveys and questionnaires.
2. Create a sharp brand and positioning as Roxbury's Cultural Hub (2023-2026). Continue to develop a growth model, an identity that grows along with the size and ambition of Roxbury's community.

Continue to interact with our MPDC residents through social media, in person engagements and printed media.

3. Continue producing series of workshops and events such as: The Master Playwright Workshop, Summer Movement Series, Film Series Workshop, Financial Education Workshop etc. All classes/events/workshops are open and free to MPDC Residents and they all aim to help participants graduate with a skillset in their according field.
4. Align with Roxbury's cultural DNA and serve the needs of our residents. Continue fostering relationships with Roxbury's small businesses and collaborate with them to bring their events to Hibernian Hall.

Dewitt Center - As the Dewitt Center enters its fifth year of operations, MPDC remains committed to exemplary programs and partnerships that will help enhance the quality of life for our residents in and beyond Madison Park. For the next three years, we will increase the number of partnerships from 20 per year to 30, while expanding programming that is specifically geared toward residents. We will increase resident engagement at the Dewitt Center by 20%. This will reflect an overall increase in their participation in programs and events. We will collaborate with our internal partners to maximize the health and safety of our community and also seek funding opportunities that will allow us to increase the number of MPDC led programs that serve children, teens and seniors.

1. We will assess all programs and conduct quarterly surveys and focus groups to determine resident interest (2023-2026). Based on feedback we will further develop our curriculum and implement 3-5 new programs per year.

2. We will work closely with Resident Services and our Marketing and Communications Team to increase awareness of programming and events in all properties. We will continue to use and enhance our marketing and communication strategies internally and externally through social media, newsletters, Dewitt TV, internal updates and tours. We will meet bi-weekly with key internal and external partners

3. We will maximize our facilities by securing partnerships with organizations that offer quality childcare in the Ellis Memorial Space, and STEAM in our Technology Lab.

4. We will work closely with Resource Development to secure additional grants that support our projected growth of innovative programs and services.

5. We will continue providing programs that meet the needs of our residents and surrounding neighbors through collaborations with internal programs.

Resource Development Department

- To raise \$2,250,000 in 2023 in grants in contacts with the breakdown below and increase grants and increase grants and contracts income by 10% in subsequent years (\$2,475,000 in 2024 and 2,722,500 in 2025)
 - \$1,150,000 in Community Action Grants/Contracts revenue
 - \$114,250 in grants for Hibernian Hall
 - \$116,500 for Dewitt Center
 - \$610,500 for Real Estate activities

- \$249,750 for General Operating (principally from NeighborWorks America)
- To raise \$570,000 from individual and corporate donors with \$550,000 from major donors using CITC and increase by 10% in subsequent years (\$627,000 in 2024 and \$689,700 in 2025)
- To strengthen cross department Resource Development, Communications and Program Coordination
- To improve technology infrastructure, standard operating procedures and systems pertaining to evaluation and quality improvement
- To increase MPDC's strategic and special projects capacity related to fundraising, programs and planning
- To provide educational opportunities internally to MPDC staff to assist with fundraising and to Hibernian Hall artists
- To overhaul the Friends of Hibernian Hall membership program to become profitable and attract younger new members

Section 4 - Activities to be undertaken

Real Estate Department

1. Orchard Gardens - Trinity Partnership - Rental Assistance Demonstration (RAD) conversion
 - a) Secure financing/begin construction on 331 units previously developed under HOPE IV program
2. 75 Dudley Street – Homeownership
 - a) Secure permitting approvals, financing and complete construction on 12 affordable homeownership units
3. 2085 Washington Street - Trinity Financial Partnership
 - a) Finalize permits, close financing and begin construction on 64 affordable rental and 32 mixed income housing unit
4. 84 Warren - Urban League of Eastern Massachusetts (ULEM) Partnership
 - a) Secure financing and begin construction on 43 affordable rental and 22 affordable homeownership units and 7,500 SF of office and program space for ULEM
5. Whittier Choice Neighborhoods - POAH Partnership
 - a) Complete conversion to permanent financing for 52 mixed income rental units; b) Close financing and begin construction on 230 mixed income rental units and 9,000 SF of community based commercial space
6. 40-50 Warren St – New Urban Collaborative Partnership
 - a) Update design and regulatory approvals, secure financing and begin construction on 25 units of homeownership and 8,500 SF of community based commercial and office space
7. Parcel 3 – HYM Investments and My City at Peace Partnership
 - a) Secure designation and complete master planning and permitting for 740,000 SF of life sciences, community-based retail and community space and 282 mixed income rental and 184 mixed income homeownership units
8. Vacant Parcel
 - a) Identify permanent uses and transfer ownership of 4 currently vacant parcels owned by MPDC
9. Madison Park Next Door – Financial Empowerment and Home buying Support
 - a) Hire a program manager; b). Hold 2 certified home buying classes per year; c) Provide or make referrals for individualized financial coaching; d) Provide down payment assistance to 4 households per year; e) Continue the Family Self Sufficiency program and increase enrollment by 25% each year; f) Establish Individual Development Accounts for Family Self Sufficiency participants

10. Pipeline Development – Ongoing

- a) Identify one new development opportunity per year

Asset Management

1. Review and approve annual budgets and capital expenditures
2. Review financial statements and performance indicators on a monthly basis
3. Monitor maturing loans and capital events
4. Participate in quarterly owners' meetings with 3 third party property management companies
5. Facilitate monthly calls with MPDC Finance and WinnResidential's corporate accounting staff
6. Participate in monthly portfolio capital planning calls with WinnResidential leadership; emphasis is on tracking status of various capital projects planned in 2023.
7. Proactively manage all resident complaints brought to MPDC's attention to ensure that property management timely responds to issues with a comprehensive corrective action plan and ongoing communications to inform residents and owner of actions being taken to resolve issues, if applicable.
8. Create an internal Condominium Best Practices for Developer's guide, applicable to MPDC's homeownership projects.
9. Create and implement sustainable landscaping plans for all MPDC properties.
10. Monitor Energy Contract Procurement
11. Identify/implement 1-2 green / renewable capital upgrades for each of MPDC's properties per year
12. Explore arboretum designation requirements for Madison Park Village
13. Monitor commercial leasing and new tenant selection
14. Dewitt Community Center – Pursue reduction in property assessment with the goal of decreasing annual property taxes by 50%
15. Hibernian Hall – Implement kitchen renovation and marquee upgrades
16. Kitchen Renovation – Goal is to issue a targeted general contractor RFP in early 2023 to redesign / reconfigure a downsized 3rd floor commercial kitchen that meets health department and ISD code.

Community Action

1. Health Equity & Wellness- MPDC will continue to implement and grow its Healthy Living activities and Built Environment Policy, Systems & Advocacy efforts.
 - Food Access & Nutrition Education: a) Grow at least 600 pounds of produce annually from 2023-2025 at its community gardens; b) By December 2023, implement a community engagement process focused on designing a greenhouse at MPDC's Hope Garden; c) Implement 3-4 cycles annually of 4-week Meal Preparation & Participation nutrition education/cooking classes that by December 2025 reach 100 unique households, at least with 40 percent of which will be MPDC residents; d) Reach at least 250 unduplicated households annually from 2023-2025, 85% of which will be MPDC resident households, via bi-weekly food distributions and meal deliveries across MPDC's portfolio; e) Host at least two community garden events annually attended by at least 65 residents
 - Fitness & Health Living: a) By December 2025, increase awareness of health prevention and chronic disease by implementing up to 20 workshops reaching 150 people; b) By end of 2023, pilot implementation of blood pressure screenings over 4-month period across 5 properties, reaching 80

- residents; c) Engage 50 older adults annually from 2023-2025 in 1:1/small group fitness opportunities via the Pauline Sheridan Room/other fitness opportunities; d) By December 2025, a team of MPDC Peer Health Leaders will have completed Non-Certification track Community Health Workers program
- Built Environment: a) By December 2023, pilot a 3-part three trainings series led by MPDC Garden Leaders focused on the Social Determinants of Health that engage at least 30 community gardeners/MPDC residents; b) Engage a group of up to 6 community partners by December 2025 in support of advancing built environment goals; c) Conduct at least 3 engagements with elected officials annually regarding upcoming/active built environment projects in the Nubian Square area annually between 2023 and 2025; d) Finalize new built environment needs analysis, in partnership with Boston Public health Commission by June 2023; e) By December 2024, identify updated model and leadership group name for current Madison Whittier Coalition
2. Community Support-MPDC's Community Support efforts will focus on violence Prevention and Trauma Response activities, including:
- Community Building & Placemaking: a) Complete at least 6 community-building/placemaking events by December 2025 that increase community cohesion and awareness of MPDC Community Support efforts; b) Maintain average monthly attendance of 20-24 residents at Village in Progress (Community Support) safety meetings at Madison Park Village and Orchard Gardens; c) Engage at least 75 children aged 6 to 14 for Summer Rox basketball camp by 2025, as part of multi-generational community-building strategy; d) Provide annual training/leadership development, and monthly stipends to a team of 3-4 community support Block Captains/Junior Block Captains (youth/young adults) from 2023-2025
 - Community-Public sector partnerships: a) Participate in at least 2 events annually from 2023-2025 with ties to citywide initiatives focused on gun violence prevention; b) Maintain MPDC Community Support representation at monthly Violence Intervention & Prevention (VIP) and Roxbury Neighborhood Trauma Team meetings through December 2025
 - Trauma response/resource referrals: a) Hold at least 12 Trauma Support circles by December 2025, internally/in collaboration with partners like Whittier Street Health Center; b) Maintain accurate records for community violence/other trauma incidents, as well as people engaged with services through Roxbury Trauma team, to supplement BPD records/track trends between 2023-2025
3. Resident Leadership & Civic Engagement
- Increase MPDC leadership capacity: a) By September 2023 develop and sustain and improved MPDC Garden Leader program; b) By August 2024 ensure a sustainable Peer Health Leader program that includes recruitment and engagement of at least 4-6 Peer Health Leaders; c) By December 2025, empower 5 to 8 residents to host at least 3 community building events, each reaching at least 30 residents; d) By December 2025, host 6-8 civic engagement gatherings with 50 resident leaders that support leaders and build cohesion and collective power; e) From 2023-2025, support a team of at least 4-6 resident leaders participating in annual NeighborWorks Community Leadership Institute
 - Support advancement of Resident Association goals: a) From 2023-2025, maintain and support collaboration with 3 MPDC resident associations via monthly to bi-monthly meetings; b) By December 2025 participate in 30 Property Management resident meetings and Resident Service Coordinator meetings; c) By December 2025 support and implement 10-12 events that will engage at least 1-100 residents annually, with at least 4 events initiated and/or planned by Resident Associations

- Increase voter turnout within precincts/wards located within MPDC catchment area: a) By December 2023 develop and implement eight educational civic trainings to reach 15 residents to be trained; b) By December 2025, engage in deep canvassing reaching 85 residents across MPDC properties, which result in recruiting up to 20 residents to participate as MPDC resident leaders/volunteers; c) By December 2023, pilot use of campaign design signage and social media campaign to increase resident engagement in leadership, civic engagement, and advocacy efforts; d) By December 2025, support and implement 10-12 civic engagement events which engage at least 100 residents annually; e) By June 2024, identify updated strategic priorities and activities for MPDC/RoxVote civic engagement efforts; f) By November 2024/November 2025, conduct GOTV campaigns that reach at least 1200 residents

4. Youth Workforce Development & Leadership

- Opportunity Employment Program (OEP): a) Complete outreach to 135 residents and community members annually from 2023-2024, at least 50% of whom will be new; b) By December 2024, serve at least 75 eligible participants in HiSET or workforce track; c) By December 2025, at least 25 OEP participants will receive HiSET (high school equivalency) credential; d) Provide 40 participants annually from 2023-2024 with industry-specific career exploration, workforce training opportunities; e) Pilot 1-2 new workforce/career exploration tracks by December 2024; f) Provide 1:1 and group mental/behavioral health support to at least 25 participants annually from 2023-2025
- School Year Youth Employment Programs: a) By November 2025, enroll approximately 75 unduplicated youth through annual School Year Youth Employment Programs, approximately 40% of whom will be enrolled in MPDC's Opportunity Youth Employment Program (OYEP) track designed to serve youth enrolled in alternative Boston Public high schools; b) Provide up to 12 hours per week for 18-20 weeks from October 2022 through April 2025 of paid job readiness, workforce training, enrichment programming, career readiness, community-based internships/academic support
- Summer Youth Employment Program (SYEP): a) By September 2025, enroll approximately 135 unduplicated youth through its annual Summer Youth Employment Program (SYEP); b) Provide up to 25 hours per week for 6-7 weeks from July-August 2023/2024/2025 of paid job readiness, workforce training, enrichment/recreation programming, career readiness and internships
- Scholarships: a) Ensure that at least 90% of youth program participants graduating from high school/completing HiSET credential apply for a MPDC Scholarship Program; b) Recruit at least 35 new/returning applicants annually

Hibernian Hall. Hibernian Hall reopened to the public cautiously in September 2021 and has since reached its goals of increasing funding sources, rentals, collaborations, programs and shows. To advance its new 3-year goals, planned Hibernian Hall activities include hosting and producing these original events:

- *Roxbury Roots* (Free and open to the public. Story telling event from Roxbury community leaders.)
- Financial Education Workshops (Collaboration with Roxbury resident & Financial Advisor Nick Josey. 5-part workshop, free and open to MPDC and Roxbury artists on how to save money, turn their art into a business and invest.)
- Film Series Workshops (3-month workshop aimed to teach MPDC and Roxbury youth acting, writing, behind-the-camera and editing skills. Free.)

- Summer Movement Series (Collaboration with VLA DANCE. 8-week workshop for MPDC & Roxbury adults to learn various dance styles. Free.)
- Playwright Workshop (Collaboration with Roxbury resident & artist Jacqui Parker. 3-month series writing workshop, free and open to MPDC and Roxbury artists on writing a short original play that was, then, produced by Hibernian Hall. MPDC and Roxbury audience members were asked to vote on their top 3 favorite short plays.)
- Master Playwright Workshop (Collaboration with Roxbury resident & artist Jacqui Parker. 4-month series writing workshop, free and open to the 3 playwrights selected by MPDC and Roxbury audience members. The playwrights turned their short plays into full length plays that will be produced at Hibernian Hall in 2023.)

Dewitt Center. The Dewitt Center will continue providing programs for MPDC and neighborhood residents. Currently we work with over 20 different program partners annually, all of whom provide robust programming with an annual reach of around 2000 in participants/event attendees. In the next three years, we will:

- Increase resident engagement by 25% by targeting our residents through marketing and focus groups
- We will offer 3-5 new programs based on resident feedback
- We will partner with a daycare center to provide on-site day care in the Dewitt Center, with a proposed capacity of 20 children, 7-10 slots reserved for residents
- Will partner with our internal programs and other non-profits to provide additional workshops for economic literacy, health and wellness, and youth development/education and technology
- Expand and enhance our teen program to provide a safe space for teens (new classes, workshops, etc.)

Resource Development and Evaluation- To achieve our goals of increased fundraising revenue, the MPDC Resource Development team will:

- Research/identify at least 10 new grant prospects for CA & convert 3-4. Research 5 new grant prospects for both Hibernian Hall and Dewitt.
- Submit at least 50-55 grant LOIs/proposals for Community Action programs
- Effectively manage active Community Action/related grants
- Conduct targeted outreach/donor stewardship for Sparks 2023 sponsors and convert 3 new sponsors
- Develop multi-channel fundraising campaign content for End of Year Campaign, with a goal of raising \$25,000 total and converting at least 3 new donors
- To publish an Annual Report every year
- To secure \$25,000 in Community Action program designated CITC donations
- Revise and implement data collection and entry plan among Community Action staff
- Develop and implement FY23-FY25 data monitoring plan
- Re-launch Salesforce committee and launch Salesforce redux
- Prospect new donors who are interested in supporting our programmatic work
- Cultivate new donors for solicitation through donor meetings and events
- Solicit gifts from prospects and existing donors with appropriate asks
- Steward existing donors through electronic, written, and personal outreach
- Provide CITC training and best practices of fundraising to MPDC staff

- Review internal fundraising processes for MPDC staff
- Lead grant funding and partnership workshop for Hibernian Hall artists
- Conduct Social Media Campaign to recruit new Friends of Hibernian Hall
- Hold an event geared to Young Professionals to recruit new Friends of Hibernian Hall

Section 5 - How success will be measured and/or evaluated

MPDC leverages a range of tools and annual planning documents/reports to measure and evaluate its impact, organizationally and by program/initiative. Overall, MPDC's evaluation and monitoring process is guided by multi-year strategic planning goals, as well as annual department- and program-level work plan goals. As part of MPDC's membership as a Network Organization with NeighborWorks America, MPDC submits annual Operating plans, multi-year Real Estate pipeline projections, and Community Building & Engagement plans (which encompass MPDC's work in the Community Action department).

MPDC's Real estate department will continue to utilize needs assessments, internal and public data, as well as community input to determine fidelity to community vision. Our skilled staff utilize project management tools to monitor project progress, compliance and, budgets. For program departments outside of Real Estate, MPDC collects and tracks data through two primary channels: 1) internally, using program/initiative-specific data collection plans and templates which are populated on a weekly to monthly basis by MPDC program staff, then uploaded and managed in Salesforce; and 2) external reports and/or data collected by Resident Service Coordinators, employed by our Resident Services partners and stored within their own data management systems. MPDC leverages a range of survey and assessment tools to assist with the process of collecting quantitative and qualitative program data.

MPDC's Board of Directors also plays an important oversight role, monitoring MPDC's annual and multi-year strategic impact via bi-monthly board meetings and committee meetings (which include Real Estate, Finance, Investment, Fundraising and Governance). MPDC also leverages an advisory committee for Hibernian Hall, comprising a respected group of local artists and arts advocates, to guide and assess Hibernian Hall's work.

This updated CIP will also correspond with MPDC's new 3-year Strategic Plan. As part of this updated organizational strategic plan, MPDC will generate a monitoring dashboard which will allow the organization to assess annual progress towards major three-year goals for the entire organization, from Admin, Finance and Resource Development to programs, and to document any changes or updates to the plan.

Finally, in partnership with NeighborWorks America, MPDC also conducts the Community Impact Measurement (CIM) survey every three years, which assesses residents' needs and quality of life along a variety of dimensions over time. The most recent CIM was completed in Fall 2021, which provides MPDC with baseline data, while the next survey round, scheduled for 2024, will provide meaningful data to assess interim progress on our 2023-2025 CIP.

Section 6 - Collaborative efforts to support implementation

Please see the complete attached list of Partners and Funders.

As a 56-year old neighborhood institution, a key facet of MPDC's success has been the close collaborative relationships the organization has developed with a robust group of public agencies; healthcare, higher education and financial institutions; community-based organizations; and local businesses and other key private sector partners.

Real Estate

MPDC also employs three third-party property management companies to manage its affordable rental units, as well as to provide on-site resident services. Partners include WinnResidential, which manages 9 of its properties, 8 of which are located in Roxbury and 1 in the South End, while Trinity Management manages Orchard Gardens and Peabody Properties manages MPDC's School House properties, which include four properties (1 in Dorchester, 1 in Mattapan and 2 in Roxbury).

Programs

- Madison Park Next Door: MPDC works with Compass Working Capital and Winn to implement the Family Self Sufficiency Program among eligible households.
- Community Action: Key partners across multiple initiatives include Boston Public Health Commission, from which MPDC three separate contracts for Health Equity & Violence Prevention/Trauma Response efforts. MPDC's Youth Programs and Community Support initiatives also receive a significant amount of funding from the Massachusetts Department of Public health, as part of the Commonwealth's Gun Violence Prevention Initiative (beginning in June 2019).

Coalition/Advocacy

MPDC works closely with and NeighborWorks America and Massachusetts Association of Community Development Corporations (MACDC), as well as state-level affordable housing advocacy organizations like Citizens Housing & Planning Association (CHAPA) and Massachusetts Affordable Housing Alliance (MAHA).

New Proposed Partners

As MPDC embarks upon this new plan, we anticipate continuing to leverage many of our current partners, while also establishing new partners or new collaborations with existing partners. For example, a proposed component of MPDC's wealth-building efforts is to introduce Individualized Development Accounts through which MPDC can provide a match to escrow savings that participants in Family Self Sufficiency receive. MPDC may partner with Midas Collaborative to manage administration of IDA.

Section 7 - Integration of activities/consistency with community strategy and vision

MPDC's organization efforts are driven by a comprehensive community development vision that recognizes the complex interrelation of community needs and seeks to strategically address challenges that both prioritizes our core mission of expanding access to affordable housing while also recognizing that people are at the center of communities and as such, community development must necessarily go beyond the "bricks and mortar." MPDC's most recent strategic plan has further advanced and articulated this vision via an updated plan framework centered on promoting asset and wealth-building among MPDC residents and our broader constituency, building off of a previous five-year plan that was guided by the Healthy Neighborhoods framework. This updated CIP is closely aligned with the strategic 3-year goals identified during MPDC's strategic planning process, all of which have been further articulated via program-level goals, objectives and a comprehensive set of program/initiative-specific activities which together advance MPDC's comprehensive community development vision.

This Plan fits organically into MPDC's larger vision for the entire community, which is a result of decades of

effort on the part of community members and other committed stakeholders. MPDC maintains knowledge of community history, a clear vision, a deep commitment to the community, a pro-active approach to the work, a commitment to the collaborative nature of ensuring a healthy neighborhood, a commitment to resident-led efforts, and impressive staff capacity.

The Plan is informed by MPDC's mission and track record and by an organizational strategic planning process to be completed in 2023 which included community and stakeholder interviews, surveys, and focus groups. Assessments conducted with and shared by other community-based organizations also helped to shape our strategic plan and thus our current CIP.

- Roxbury Strategic Master Plan - <https://www.bostonplans.org/planning/planning-initiatives/roxbury-strategic-master-plan>
- Imagine Boston 2030 - <https://www.boston.gov/civic-engagement/imagine-boston-2030>
- Plan: Nubian Square - <https://www.bostonplans.org/planning/planning-initiatives/plan-nubian-square>
- Whittier CHOICE Neighborhood Transformation Plan - <https://whittierchoice.org/>
- Request for Proposals for Parcel 3 - <https://www.bostonplans.org/planning/planning-initiatives/plan-nubian-square-parcel-p3>

Each of these plans, beginning with the Roxbury Strategic Master Plan in 2004, represent deep resident involvement and investment in creating both a vision for Roxbury and long-standing mechanisms for oversight and engagement that serve to specifically guide the Goals and Activities included in this plan. Each plan includes an emphasis on affordable housing development that have quite literally shaped our real estate development pipeline, especially the significant homeownership component and greater focus on asset and wealth building. In addition, these plans have set forth a set of consistent core principles around civic engagement, youth and the environment that directly informs our Community Action activities which seek to directly invest in engagement, youth, culture and the wellness of community and residents.

Our development pipeline and portfolio act as a built environment nexus for all of our activities which go beyond providing homes and commercial spaces for businesses and organizations. The Real Estate department is central to our activities around asset and wealth building through homeownership and the two community facilities in our portfolio provide extensive dedicated spaces that house and enhance our youth development, civic engagement, recreational and arts and culture activities. Asset Management, by facilitating communication with property management, private security companies and implementing healthy and sustainable improvements to our portfolio directly supports activities that seek to address public safety concerns, enhance resident leadership and engagement and the health and wellness of our residents and larger community.

Community Action serves as a nexus of programming that enhances our ability to respond to community needs beyond bricks and mortar. Community Action supports Real Estate activities by conducting outreach to residents and community members and ensuring that they are engaged in development projects and other community improvements. Community Action also supports Asset Management by maintaining communication with and guiding the work of Resident Service Coordinators that directly assess and respond to resident needs and introducing and maintaining community gardens. In addition, Community Action activities support the Dewitt Center and Hibernian Hall by offering extensive youth programming and civic engagement opportunities at both of those facilities.

Section 8 - Financing strategy

Based on 2022 budget projections, the funding for the activities in this plan are currently derived from Real Estate and Asset Management activities (47%), Grants and Contracts (31%), Rental and Program Revenue (9%), Miscellaneous Sources (5%) and contributions generated by CITC related donations (4%).

Approximately \$1,800,000 of sources generated by Real Estate and Asset Management are reallocated to support Community Action, Dewitt Center and Hibernian Hall, with 100% of Contributions and Gifts allocated to support those activities as well. For the term of this Plan, we expect those levels to increase modestly, with the exception of Real Estate, which will see a significant increase in 2024 when development fees from the current pipeline begin to be paid.

MPDC has two full time Resource Development staff that support securing grants and contracts and cultivating individual donations and contributions. Strategies that are specifically related to CITC include an annual fundraising gala, three donor cultivation and on donor appreciation event per year, a year end appeal and an annual report. This is supplemented by allocating a portion of our annual tax credit to United Way to expand the base of donors that we are able to access.

2022 Sources of Funding	RE/AM	Community Action	Dewitt Center	Hibernian Hall	Total	% of Total
Real Estate Development	118,279				236,558	3%
Asset Management	3,852,367				3,852,367	45%
Rental Income	283,931		-	43,419	327,350	4%
Grants and Contracts	670,967	1,197,807	45,096	137,576	2,722,412	31%
Contributions & Gifts		100,000	100,000	200,000	400,000	5%
Program Revenue		29,275	406,668	11,063	447,006	5%
Miscellaneous	544,946	-			544,946	6%
TOTAL REVENUES	\$ 5,470,490	\$ 1,327,081	\$ 551,764	\$ 392,058	\$ 8,648,918	

Real Estate

MPDC is the oldest community development corporation in Massachusetts and has an extensive and successful history of affordable housing and commercial development. Real Estate activities are currently undertaken by 4 professional staff and supplemented with advisors or consultants, as needed. The pipeline of development projects in this plan (with the exception of the Orchard Gardens RAD conversion) already received commitments or have applications pending for the local and state resources necessary to leverage private investment and debt. In addition to capital and rental subsidies available through City of Boston Mayor's Office of Housing and the State Department of Housing and Community Development, we anticipate working with MassHousing on bond financing for the rental projects and capital subsidies for homeownership. In addition, MPDC has longstanding relationships with many key development funders: Bank of America, Eastern Bank, Silicon Valley Bank (formerly Boston Private), Red Stone, PNC, Massachusetts Housing Partnership, Community Economic Development Assistance Corporation, The Life Initiative, Massachusetts Housing Investment Corporation, MassDevelopment, Neighborworks Capital, NeighborWorks America, Community Housing Capital, and others. We also have extensive experience with the Boston Housing Authority and U.S. Department of Housing and Urban Development.

Asset Management

More than 75% of the units in our portfolio receive a market based rental subsidy or operating subsidy. This contributes to very steady revenue which in turn allows for investments into resident services and other areas that overlap with the activities in this plan. In addition, asset management

revenues in the form of management fees, deferred developer and sponsor loan repayments and distributions, has provided 40-50% of the sources that support other activities in the plan.

Community Action

These activities are largely funded through grants and multi-year contracts, which have been stable sources of revenue and are expected to continue at similar levels for the duration of this plan. MPDC's Community Action department now exceeds \$1,000,000 in grants/contracts revenue annually, including multi-year contracts with Boston Public Health Commission, MA Department of Public Health and Boston Office of Workforce Development. MPDC's youth workforce programs also receive funding during the summer and school year through the Department of Youth Engagement & Employment's SuccessLink program. The department also secures funding each year from more than a dozen private, community and, corporate foundations, as well as institutions like Boston Children's Hospital, Dana Farber cancer Institute and NeighborWorks America

Dewitt Center

The Dewitt Center was structured to provide free programming and membership at no cost to residents. In order to achieve this, the properties in our portfolio that are immediately served by its programs make annual payments to support activities. Dewitt Center also benefits from allocations of funding from NeighborWorks America, Dana Farber Cancer Institute and Children's Hospital, in addition to a modest level of program fees charged to partners for the use of the space.

Hibernian Hall

Arts and cultural programming at Hibernian Hall is supported by the City of Boston, the Massachusetts Convention Center Authority and the Massachusetts Cultural Council. Those sources are supplemented by ticket sales to some events and rental fees charged for the use of the space.

Section 9 - History, Track Record and Sustainable Development

History/Track Record

Founded in 1966, Madison Park Development Corporation is one of the nation's first community-based, non-profit organizations to independently develop affordable housing for low- and moderate-income residents, and through its pioneering organizing and advocacy, developed a model of resident-led community development, evolving to become a comprehensive agency promoting the full revitalization and redevelopment of Roxbury. MPDC has advanced its mission of achieving our mission of economic and cultural development of Roxbury through the creation and preservation of affordable housing for low-income residents, and by promoting the economic self- sufficiency and social well-being of residents, advocating for an equitable share of resources, and working with residents to create what has been hailed as a model for resident-led community development. MPDC has developed/preserved 1,462 affordable rental apartments (1,249 of which are under MPDC management), 129 affordable home ownership units and 121,000+ sf of commercial space. MPDC provides high-quality housing for nearly 2300 low- and moderate-income residents.

Over the last two decades, MPDC has successfully developed and implemented an expanded vision for its role in the Roxbury neighborhood, grounded in a comprehensive community development framework. In 2000 MPDC purchased and began the major historic rehab of Hibernian Hall, including a complete restoration of the

ballroom space, and since 2005 has operated as a vibrant arts, culture and civic venue. In 2018, MPDC built the Dewitt Center to serve residents of Madison Park Village and the surrounding community.

Over the past 21 years, MPDC has experienced tremendous growth across the institution, and has developed a strong business model. The organization's Community Action department, particularly the Youth Workforce Development and Leadership programs, have scaled significantly and are now recognized for their impact and quality by a range of partners and funders such as MA Department of Health, Office of Workforce Development, Boston Department of Youth Engagement & Employment, Liberty Mutual Foundation, Boston Children's Hospital and Roy A. Hunt Foundation.

Sustainable Development

Concentrate Development/Mix Use. As evidenced by MPDC's portfolio and current pipeline, concentrated and mixed-use development, as guided by local planning and development initiatives, are core principles guiding MPDC's approach to effective and equitable development. All but one project currently in MPDC's pipeline is mixed use, with all of those projects also including a mix of rental and homeownership housing. In 2021, MPDC also purchased an additional commercial property at 2136 Washington Street, executed lease/option agreements and implemented capital improvements. This project in particular offered an innovative opportunity to provide a pathway to ownership for a local Black-owned business, and address the rising issue of displacement among local businesses in Nubian Square.

Mitigate Adapt to Climate Change. MPDC has continued to steadily introduce resiliency efforts throughout its portfolio and to ensure that all projects in its development pipeline meet green and energy efficiency standards. In 2020, MPDC installed photovoltaics at 17 buildings on 9 residential properties with the goal of reducing energy-related costs. As outlined in the Asset Management plan goals, MPDC will continue to advance at least 1-2 greening/efficiency-related projects annually. MPDC is also in the process of conducting an assessment of a large plaza adjacent to MPDC's Dewitt Community Center, which includes conducting a series of community forums to gather input on their vision for this space. Ultimately, the goal is to redesign this plaza with a focus on climate resiliency. In addition to the critical importance of climate change mitigation and resiliency, we know that these efforts are also important components of advancing an equitable vision for the community. Neighborhoods like Roxbury have long been considered "Environmental Justice" communities, disproportionately impacted by climate change. MPDC works to address climate change on a micro and macro level for the benefit of residents.

Advance Equity. MPDC's history is grounded in a fight for justice and equity, and that legacy remains true to its mission today. MPDC's current strategic plan framework is explicitly driven by the goal of addressing the enormous racial wealth gap in Boston, which includes providing equitable access to asset-building resources. As a Black Woman-led organization (and a Black-led organization since its founding), with staff and board that are majority people of color, equity is an implicit driving force of all components of MPDC's work. Finally, as part of its strategic planning process, MPDC has launched an internal Race Equity Diversity & Inclusion (REDI) committee which will work to further advance and embed equity in MPDC's work. This committee is further backed by an approved financial commitment for REDI-related efforts by MPDC's board of directors.

Expand Housing Opportunities. MPDC's plan not only clearly outlines a commitment to expanding housing opportunities, it specifically demonstrates a commitment to a range of housing options, particularly increasing access to affordable homeownership opportunities (84 Warren Street, 75 Dudley, 2085 Washington Street, Parcel 3). In addition to developing a pipeline of new homeownership units, MPDC is also committing

significant internal resources to helping its residents gain access to homeownership (Family Self Sufficiency program, first time homebuyer down payment assistance).

Provide Transportation Choice. All of MPDC's current pipeline projects are considered Transit Oriented Development and in addition to ensuring that our housing portfolio facilitates the use of multi-modal transportation, MPDC's work through the Roxbury in Motion project (in partnership with Boston Public Health Commission) focuses on Policy, Systems and Environment strategies that promote a healthier built environment centered on Active Transportation and Complete Streets principles.

Increase Job and Business Opportunities- MPDC will continue to set internal labor benchmarks for all of its real estate projects that meet or exceed the Boston Residents Job Policy standards, as well as committing project dollars to Minority/Women-Owned (M/WBE) contractors and partners. The Parcel 3 project in particular will bring transformative job and business opportunities, through both the construction process as well as the resulting new lab and commercial space.

Plan Regionally. MPDC's partnership with organizations like Mass Association of CDCs (MACDC), collaboration with other Boston area CDCs, as well as close working relationships with both local and state agencies (Boston Planning and Development Agency, Department of Housing & Community Development and Metropolitan Area Planning Commission) help ensure that MPDC's local community development efforts fit within and align with broader regional needs/plans.

Make Efficient Decisions. MPDC's expertise in affordable housing development, acquired over its 56-year history and fostered further by our skilled leadership, including MPDC's current CEO and Real Estate Director, supports smart, strategic organizational decision-making. Further, as described in Section 6, MPDC utilizes employs a comprehensive monitoring and evaluation system to assess impact and guide planning efforts.

Protect Land/Ecosystems. MPDC will continue to prioritize protection and stewardship of Roxbury's limited open space. MPDC's Community Gardens provide community gathering spaces, while also addressing food insecurity, particularly access to fresh produce. MPDC's advocacy work focused on the built environment, through the Roxbury in Motion project, further affirms this commitment. In addition, this current plan seeks to establish an arboretum to document and protect existing mature plantings.

Use Natural Resources Wisely. This item is addressed by our portfolio greening commitment – to conserve natural resources by reducing waste and pollution and reducing our carbon footprint.