

**Fenway Community Development Corporation  
Community Investment Plan 2020 to 2022**

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**Fenway Community Development Corporation  
Community Investment Plan 2020 - 2022**

**Executive Summary**

Fenway CDC was one of Boston's first CDCs, founded in 1973 by residents to address gentrification and stabilize the Fenway neighborhood. Over 46 years, Fenway CDC has developed and preserved affordable housing, engaged residents to improve their neighborhood, and provided programs and services to improve the economic and social well-being of families and individuals in the Fenway and Boston neighborhoods.

**Fenway CDC achieved the following accomplishments for our Community Investment Plan of 2017 - 2019 through increased CITC funding and operational capacity:**

**Housing Development and Preservation**

- Continued to provide safe homes for over 600 residents through 9 residential properties
- Renovated 52 units at Burbank Gardens and purchased 97 units at Newcastle-Saranac to protect residents from displacement and preserve the long-term affordability of these properties, and maintained all properties to ensure they are updated and financially sustainable
- Cultivated new potential housing projects to increase the future stock of mixed-income housing

**Resident Services and Workforce Development**

- Sustained our program to help residents access social services to stabilize their lives
- Increased our activities to provide residents with job skills training and placement services
- Expanded our Fenway Fair Foods program to ensure more residents to have access to affordable fresh food and nutrition education
- Launched weekly career counseling and financial coaching sessions to serve more residents

**Community Planning and Organizing**

- Engaged resident leaders and collaborated with community partners to suggest improvements for the City's housing policy to create new stock of mixed-income housing

As of November 20, 2019, Fenway CDC allocated to donors a total of \$191,824.50 out of \$200,000 which was 95.9% of our 2019 Community Investment Tax Credits (CITC). We distributed \$107,428 which was 53.7% of CITC. United Way distributed \$84,396, 42% of CITC and had about \$8176, with 4% tax credits remaining. We will continue to engage existing and new investors through Fenway Ball Gala, Taste of The Fenway festival, and cultivation events, see Attachment B.

**We are requesting \$200,000 in Community Investment Tax Credits for 2020 to achieve our goals for Fenway CDC's Community Investment Plan 2020 - 2022:**

- Create a housing pipeline of affordable units to be acquired and rehabilitated
- Collaborate with residents and stakeholders to improve the City's Inclusionary Development Policy, secure deeper community benefits for the Fenway, and address housing affordability and social issues
- Improve the economic and social well-being of Fenway CDC tenants and community residents by providing access to social services, education, job skills training, employment, healthy food, financial education and counseling, and health improvement programs
- Build a stronger neighborhood by engaging residents, businesses, and institutions through community events, and the Fenway CDC's membership program

## **Section 1: Community or Constituency(ies) to be Served by the Organization**

Since its inception, Fenway CDC has served the residents of Fenway and other Boston neighborhoods. Our primary service area is bounded by Massachusetts Avenue, Huntington Avenue, Longwood Medical Area, and Commonwealth Avenue. Our primary target population consists of low-income and moderate-income households occupying roughly 12,300 rental units in the Fenway. About 80% of our participants are Fenway residents and 20% come from other Boston neighborhoods as we partner with community organizations and CDCs for our programs and services. Our Community Planning and Organizing department works to advance the Fenway's Urban Village Plan - a sustainable, smart-growth model where residents, businesses and institutions thrive together. For more information about the Fenway's Urban Village Plan, please visit [www.fenwaycdc.org/urban-village.html](http://www.fenwaycdc.org/urban-village.html).

### **Demographics**

According to the 2013-2017 American Community Survey, there are approximately 32,275 people living in the neighborhood, with 31% being 18-24 years old (college-age). The Fenway CDC views the 22,000 residents who are 25 years old and older, plus children under 18 as the more permanent audience for messaging and engagement on anti-displacement strategies. About 18,300 working age (age 25-64) adults reside in the Fenway, with 24% of them living below the poverty level. Seniors account for 8% of the Fenway population, with 40% living below the poverty level. Children under the age of 18 comprise about 4% of the Fenway residents, with 57% of these children living below the poverty line.

### **Geography**

The Fenway is home to 11 educational institutions which are important drivers of the regional economy. Their students add significant pressure to the local housing market. Fenway CDC continues to partner with these institutions to provide civic engagement and service-learning opportunities in which students participate in our programs to serve low- and moderate-income residents. Since 1994, we have forged several partnerships with institutions to create and sustain a workforce development program to promote economic development for both residents and the institutions. We continue to encourage institutions to house more students on campus - which will relieve some pressure on the Fenway housing market and generate opportunities for the creation of affordable, non-student housing in the Fenway.

### **Economy**

As per Boston Planning & Redevelopment Agency Research Division's April 2019 report, as of 2017, the median household income in Fenway was \$39,550, substantially lower than Boston's median income of \$62,021. 7,672 individuals in the Fenway experienced poverty, which accounted for 6% of Boston's impoverished of 20.2%.<sup>1</sup> Their March 2014 "Poverty in Boston" report showed that 43.7% of Fenway's households live below the poverty level compared to 21.6% citywide. The same study also reported that over 40% of Fenway residents have spent *half or more* of their income on rent. The unemployment rate in the Fenway is about 9.8% as compared to 2.9% citywide.<sup>2</sup> According to a 2013 study by Harvard's Joint Center for Housing Studies, rents in Greater Boston were the third highest among the nation's metropolitan areas. An October 2013 study conducted by Northeastern University showed that rents in Greater Boston had risen by 38% to an average of \$1,800 from \$1,300 a decade earlier. Between 2011 and 2018, 1,458 new housing units were built in the Fenway. More than 80% of these units were luxury apartments. Rents for a two-bedroom apartment in the Fenway currently start at \$2,500.

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<sup>1</sup> Source: Boston Planning & Development Agency Research Division, April 2019

<sup>2</sup> <http://www.bostonplans.org/getattachment/01cef762-956d-4343-a49a-b41c280168ae/>  
Fenway CDC Community Investment Plan 2020-2022

## **Section 2: Involvement of Community Residents and Stakeholders**

### **Stakeholder Involvement in the Development of the Community Investment Plan (CIP)**

Fenway CDC's Community Investment Plan 2020 to 2022 reflects input from our board and staff, feedback from residents, and qualitative and quantitative data which we collect through regular community needs-assessment surveys and focus group sessions. The Board and staff of Fenway CDC participated in a strategic planning process which began in the spring of 2018 and resulted in the creation of a five-year strategic plan from 2019 to 2023. It was adopted by the Board of Directors on March 13, 2019. The process was informed by interviews and surveys with 120 stakeholders, including Fenway CDC tenants, policymakers, funders, developers and Fenway CDC leaders. Components of our strategic plan are incorporated in this CIP.

### **Mission**

Fenway CDC works to preserve the Fenway as a vibrant and diverse neighborhood by developing affordable housing, providing programs that enrich lives, and strengthening community voices.

We seek to capitalize on opportunities and address challenges that arise from the Fenway's unique location in the city of Boston and the high concentration of world-renowned academic and medical institutions in our neighborhood. Fenway CDC strives to improve and maintain diversity, accessibility, and social cohesion with community stakeholders. The expansion of institutions and increased private development continues to drive up housing and living costs in the Fenway. The acquisition and creation of a substantial number of affordable housing units in the neighborhood is key to meeting the housing needs of low- and moderate-income residents. Fenway CDC addresses community needs through three programs. Please see our logic model at Attachment C.

#### ***1. Housing Development and Preservation***

Over 46 years, Fenway CDC has developed and preserved more than 600 homes for thousands of residents. We currently own and manage 403 units of mixed-income housing. We work closely with institutional partners, government officials, residents, and private developers to forge housing partnerships. In 2017, Fenway CDC acquired 52 units at Burbank Gardens and renovated the property in 2018. During 2019, we purchased 97 units at Newcastle-Saranac in Lower Roxbury. We protected the tenants from displacement, and preserved the long-term affordability of these two expiring-used developments. Currently, we are cultivating new housing projects in our pipeline.

#### ***2. Community Planning and Organizing***

We continue to collaborate with residents, working professionals, community organizations, issue-specific interest groups, local institutions, elected leaders, and others to improve housing development policy. We tackle gentrification issues, and prevent homelessness by creating community support throughout Fenway and Greater Boston. Our activities are directed by a diverse coalition which includes elders and families, low- and moderate-income individuals, immigrants, the disabled, and community partners.

#### ***3. Resident Services***

We recognize that people often need more than a home to build a stable life, which is why, in addition to housing, we provide Resident Services and "Walk to Work" workforce development programs to help low- and moderate-income residents access housing, social services, job skills training and placements, employment opportunities, financial counseling, health improvement programs, and education programs. We serve a diverse population including children, youth,

families, formerly homeless residents, people with physical disabilities and special needs, members of the LGBTQ community, and senior citizens. Please see Attachment D for our testimonials.

### 1. Membership

Fenway CDC's residents elect up to 15 members of the board of directors at our annual meeting, and board members elect 3 members who share Fenway CDC's goals and mission. We engage our members through community meetings, educational workshops, and events. In April 2019, 135 community stakeholders attended Fenway CDC's 46th annual meeting to celebrate our community impact.

### 2. Board of Directors

Fenway CDC has a board of 18 members who meet on the fourth Wednesday of each month. They contribute a variety of expertise from diverse professional backgrounds. One third of the board are people of color. Board members participate in one or more of our committees to provide governance and strategic oversight for Fenway CDC's work.

### 3. Executive Committee

Our Executive Committee, comprising board officers and chairs of our committees, meets on the second Wednesday of each month. The members evaluate and recommend key decisions to ensure that resources and programs align with Fenway CDC's mission to serve our constituents.

### 4. Finance Committee

Fenway CDC's Finance Committee meets on the second Wednesday of each month. Committee members analyze financial data, evaluate the organization's financial performance against an annual budget, review funding strategies, and monitor and improve financial policies. The committee reviews all major financial decisions and makes financial recommendations to the board.

### 5. Nomination Committee

The ad-hoc Nomination Committee identifies and interviews potential board members with a focus on developing new leadership within the organization and the community.

### 6. Marketing and Development Committee

Our Marketing and Development Committee meets quarterly and conducts monthly conference calls to contribute strategies to increase funding capacity and promote the CITC program.

### 7. Housing Development Committee

Our Housing Development Committee meets monthly to provide guidance to the housing staff and help resolve project-related issues. When planning a new development, we assemble residents and community stakeholders to share their perspectives in shaping a project. In building refinance or rehabilitation projects, we involve residents from the initial planning phase. Broader constituencies are engaged when the project is intended to serve special-needs populations.

### 8. Urban Village Committee

Fenway's Urban Village Committee (UVC) is comprised of resident leaders and community residents, and they meet quarterly. The meeting agenda and dates are publicized through email notices and the Fenway Newspaper. The UVC undertakes the community planning function of Fenway CDC and provides a platform where the community can monitor and respond to developments planned for the neighborhood. The committee assigns a single individual to each major development project as "point person." Other UVC members act as peer editors and collaborators. This allows us to respond to the Boston Planning Development Authority (BPDA) and developers with information received from residents. The UVC chair and staff liaison report to

the board about the latest developments in our neighborhood, as well as UVC member activities such as comment letters on development projects and participation in public planning meetings.

#### 9. Residents Steering Committee (RSC)

The RSC consists of Fenway CDC board members, staff, and Fenway resident leaders. The committee provides guidance, strategic direction, and oversight to improve the quality of life for Fenway residents, Fenway Family Coalition members, and Building Captains.

#### 10. Fenway Family Coalition (FFC)

The FFC is comprised of parents, guardians, and care givers in the Fenway neighborhood who collaborate to improve the quality of life for families and children. FFC members create parent-child interactive opportunities by developing programs, services, educational workshops, parenting seminars, and community events. FCC members are concerned about social engagements and social determinants of health in their community and host events to address them.

#### 11. Tenant Organizing

Fenway CDC has a long history of supporting tenants to preserve “expiring use” units through community organizing. Our efforts contributed to the preservation of over 600 units of mixed-income housing. We are the only neighborhood-based group in the Fenway working to preserve affordable housing and dedicated to promoting social and economic diversity. Our tenant organizing builds leadership among low-income residents to resolve landlord-tenant issues and improve their living conditions. We have undertaken tenant organizing work at Our Lady’s Guild House at Charlesgate West in Boston; the Burbank Apartments working with a tenants’ association; Saint Botolph Terrace; Clearway Street; and with Emerson College students moving into the Fenway. Our counseling and training support has helped hundreds of residents preserve affordable housing, promote tenants’ rights, manage conflicts with landlords, and improve living conditions. We work with elected officials, other community organizations and CDCs, Greater Boston Legal Services, City Life, Massachusetts Alliance of HUD Tenants, and Metro Housing Boston to provide stabilizing services to Fenway residents.

### **Section 3: Plan Goals**

#### *Housing Development and Preservation*

Since the organization’s inception in 1973, Fenway CDC has developed and/or preserved over 600 units of mixed-income housing. According to the City’s affordable housing inventory database, Fenway CDC either owns or has produced 16% of the neighborhood’s affordable housing supply. Currently, Fenway CDC owns and manages 408 residential units, 75% of which are affordable to families and individuals earning 60% or less than Fenway’s area median income (AMI) at about \$39,550. We work closely with local institutions, city government, residents, and private developers to forge partnerships and seek out affordable housing development and preservation opportunities. Our affordable housing contributes significantly to the neighborhood’s racial and ethnic diversity, with nearly 70% of our units occupied by residents of color.

#### Goal 1: Expand Housing Development and Preservation

Over the next three years, Fenway CDC will continue to develop and preserve low- and moderate-income housing. We will continue to improve our current properties while exploring opportunities with institutions and private developers to develop new affordable housing units in the Fenway. By 2023, we aim to grow our existing portfolio to more than 500 units and facilitate the creation or preservation of another 100-200 affordable units through creative partnerships and advocacy efforts.

#### Goal 2: Expand Service Area

The Fenway CDC Board voted in 2013 to expand our development area beyond the Fenway to help us meet the challenge of high acquisition costs and competition for locally available property. Enlarging our footprint will allow us to seek out opportunities in other neighborhoods and communities. Our plan is to forge collaborations where our experience and skill can add value to the development of a property or enhance a partner's ability to develop. This initiative yielded its first success in early 2019 with the acquisition of Newcastle-Saranac, a 97-unit affordable residential property in the South End/Lower Roxbury area. By working outside our original footprint and partnering with another developer, we were able to preserve these affordable units and protect the existing residents from displacement. We anticipate that we will close the construction financing and begin rehab work in early 2020 with completion in early 2022.

### Goal 3: Improve Asset and Property Management

We are currently reviewing our asset and property management processes in order to find means of improving outcomes, both in terms of tenant satisfaction of our tenants and financial performance of the properties. This process will include experts in the field of asset and property management as well as tenants to ensure that those most directly affected by these changes have a say in the process.

### **Benefits to the community:**

- 1) Preservation of an economically diverse community allows people of modest means to live in a safe community close to jobs, public transportation, and amenities.
- 2) Preservation and expansion of the Fenway CDC's real estate portfolio ensures that more properties can remain affordable to people of modest means in perpetuity, and that more residents can readily access our services and programming.
- 3) Development of local affordable housing allows people to remain and build community in neighborhoods where they grew up but could no longer afford to live without rental assistance.
- 4) Real estate development activities promote economic development through the creation of construction, property management, and other related jobs.

### Community Planning and Organizing

Fenway CDC has been at the forefront of community-based planning since the late 1980s with notable success. We have a history of collaborating with community residents, area non-profits, issue-specific interest groups, local institutions, elected leaders, and others to strengthen resident engagement and develop community leaders to secure a more inclusive and sustainable future for the Fenway. As issues emerge from residents, we help connect different constituencies to organize campaigns that address challenges. Our activities are guided by a diverse coalition that includes low- and moderate-income residents, immigrants, and people with disabilities.

The Fenway neighborhood has seen a large increase in development since 2014. More than 6 million square feet of new development has been proposed, built, or started in the Fenway neighborhood including the Longwood Medical Area. Large-scale development and institutional expansion are driving our neighborhood to a tipping point with rising rents.

Fenway CDC was actively involved with our community partners to suggest improvements in the City's Inclusionary Development Policy to make housing affordable citywide. We saw success in December 2015, when Mayor Walsh signed an Executive Order prompting changes in the City of Boston's Inclusionary Development Policy (IDP), leveraging the private development market to ensure the continued development of affordable housing in Boston. IDP applies to residential developments with ten or more units that will require relief from the Boston Zoning Code. Under IDP, developers of these projects are required to build affordable units on-site; build or acquire affordable units in an off-site location; or, with former Boston Redevelopment Authority's approval,

provide a contribution to the Inclusionary Development Fund. The Executive Order signed by Mayor Walsh augments this policy by mandating additional units or funds, and affords a higher level of predictability and transparency in the development process.

The Fenway neighborhood falls into Zone A of the IDP requirements. Developers who are seeking to build their units off-site will be required to increase the number of affordable units from 15% of the total to 18% of the total units in their development. This focus by the City of Boston highlights the continued need to develop and maintain affordable housing for Boston residents.

Over 40% of Fenway residents have spent half or more of their income on rent. Because of the large number of schools, colleges and universities in the neighborhood, the Fenway housing market has become inflated. These educational institutions need to help provide a sufficient amount of on-campus housing for their student populations to reduce pressures on the housing market and increase housing available to non-students. Since 1990, we have lost nearly 5% of families in the Fenway.<sup>3</sup> If this trend continues, lower-income families will no longer have access to a neighborhood that contains critical resources like hospitals, educational and cultural institutions, transportation, jobs, and recreational space.

Fenway's Urban Village Committee is the focus for our planning and development monitoring work. The qualitative and quantitative neighborhood survey data, focus group visioning sessions, and community partnerships will guide our future housing and community development work.

#### Goal 1: Building Community Leadership Capacity

Building community leadership capacity by engaging residents and emerging leaders and empowering them with the knowledge and tools to make positive change in their neighborhood has been a primary goal for Fenway CDC since its inception. We continue to focus on identifying and supporting community leaders who can help engage their neighbors in the Fenway and encourage more grassroots support for community development.

#### Goal 2: Equitable Inclusionary Housing Initiative

Fenway CDC will continue to collaborate with elected-leaders, other community organizations and CDCs to suggest improvements in the City's housing policy to ensure community participation and create future stock of mixed-income housing for low- and moderate-income residents. We saw success when the former Boston Redevelopment Authority (currently Boston Planning Development Agency, (BPDA) moved the Inclusionary Housing Development fund to the Department of Neighborhood Development (DND) to ensure transparency, proper tracking, and auditing of those funds. We continue to work with DND, BPDA, and a large coalition of groups to improve and strengthen the IDP. In addition, we are working with these groups to help pass a Home Rule Petition at the State House that will give the city the authority to put the IDP into the Zoning Code.

#### Goal 3: Tenant Organizing

Tenant organizing is a large part of how Fenway CDC helps improve the quality of life for Boston residents. Our tenant organizing work aims to educate and create collective power by working together in groups, unions, associations, and coalitions. The community benefits are:

1. Residents and stakeholders are empowered to contribute insights and perspectives about neighborhood issues.
2. Fenway CDC provides training, knowledge, and resources so residents can independently make positive changes to their neighborhood and improve their quality of life.

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<sup>3</sup> Fenway CDC Data, 2012. This figure was derived from 2010 BRA data plus the 173 expiring-use units that were converted to market-rate in 2011.



3. Develop a healthy, safe, cohesive and thriving neighborhood with economic opportunities for residents, businesses, and institutional partners.

#### Goal 4: Updating the Fenway's Urban Village Plan

During 2020-2021, Fenway CDC will update the Fenway's Urban Village Plan, which was updated in 2015 after its creation in 1999. This resident-led plan, which focuses on the needs of the community, allows Fenway CDC to provide guidance to developers in the Fenway that aligns with the residents' vision of the Fenway neighborhood while allowing for economic growth and development. The Plan can be accessed here:

<http://www.fenwaycdc.org/files/2015FenwayUrbanVillagePlan.pdf>.

We will continue to share the Plan with stakeholders and update it over the next three years.

#### Goal 5: Economic Development Support for Local Businesses and Community Engagement

Fenway CDC plans to help small businesses promote economic development by providing networking opportunities, advertising, and promotion. Fenway business owners will be able to share information about their services with Fenway CDC residents and access a great number of local customers through Fenway CDC's promotion of the businesses. Additionally, we will collaborate with Fenway businesses to identify local talents within the neighborhood. This will allow residents to work close to home while providing employers with local, reliable employees.

#### *Resident Services and Workforce Development Program*

Our "Walk to Work" and Resident Services workforce development program has enhanced the ability of Fenway residents to pursue goals, maintain stable housing, overcome barriers to success, achieve self-sufficiency, and improve overall quality of life. Through housing counseling and social services support, we empower residents to achieve self-sufficiency and maximize their full potential. The Fenway Family Coalition provides positive role models to youth and support to families and parents raising children and teens in the Fenway. We organize financial literacy, health, educational and cultural events, and other activities to improve the wellbeing of residents. Many of these services are provided on site and with multi-lingual options that reflect the diversity of our residents.

##### Goal 1: Life Stabilization and Well-being

We will continue to see that participants attain the life conditions needed to enable them to take steps toward greater economic stability and well-being.

##### Goal 2: Education and Employment Skills/Job Readiness

Our education and employment program will assist residents in gaining job readiness skills and education needed for participants to secure and retain living-wage employment. Participants will increase their job-readiness skills, which will enable them to participate in the labor force.

##### Goal 3: Economic Stability

Participants will also access Fenway CDC's weekly Financial Clinic services, in partnership with Metro Housing Boston counselor to learn money management skills to overcome barriers of poverty and work towards becoming financially self-sufficient.

##### Goal 4: Tenant Services

Participants will have access to social benefits and ongoing case-management and service referrals.

##### Goal 5: Fresh Food Access

Creation of a new Lower Roxbury Fair Foods site will provide increased access to fresh, affordable groceries for more residents beyond the boundaries of the Fenway neighborhood as well as nurture community connections through volunteer opportunities.

## Goal 6: Membership Program

Engage Fenway CDC tenants and community residents to become Fenway CDC members. They will have opportunities to share their voices about neighborhood issues, vote on board of directors, and enjoy discounts from selected local businesses and merchants.

Benefits to the community include:

- 6.1 Promote economic development by helping residents to advance their education and secure jobs that increase their standard of living.
- 6.2 Help residents become economically self-sufficient and reduce their need for government assistance.
- 6.3 Reduce the population of homeless individuals and families in Boston by educating residents about the barriers to maintaining adequate, affordable housing.

## **Section 4: Activities to be Undertaken**

### **Housing Development and Preservation Activities**

#### 1. Pipeline Development

This is an ongoing effort. We are speaking and meeting with local institutions, other CDCs, for-profit developers, brokers, and property owners regularly, in order to seek out and evaluate new development and joint-venture opportunities. This will permit us to target properties for acquisition and work with the owners and community to agree on a development program that benefits everyone involved and meets the needs of the neighborhood. We are also mobilizing our Board, members, and neighbors for insight, expertise, connections, and political support in this work. We aim to begin construction on at least one new project by the end of 2022. These processes will not only help us with specific projects but will also help us with our cohesive long-term and overarching strategy as an affordable housing developer

#### 2. Community Organizing for Preservation

Fenway CDC's Housing Department will work closely with the abutters and residents of properties targeted for preservation in order to build support for the project. Housing and civic engagement staff will engage these important communities to ensure that our projects are financially and socially successful.

#### 3. Financing

We will maintain ongoing conversations with lenders and equity sources about the future of Fenway CDC's housing development opportunities. These relationships will enable us to navigate the funding processes more efficiently when we are ready to bring our projects to fruition.

#### 4. Fenway Affordable Homeownership

We will explore how to develop or co-develop at least 20 units of mixed-income permanently affordable, and limited equity co-ops and/or condos. This will create diversity in the housing products being offered in the neighborhood and can enable local residents to build wealth while remaining in the neighborhood.

#### 5. Create Principles to Guide Asset and Property Management

We will create an ad hoc taskforce that includes several tenant representatives and members of Fenway CDC's Housing and Resident Services Committees to review property management goals and affirm 4-6 social principles to guide property management. We will use these principles to evaluate our next RFP for Property Management services. Likewise, we will develop a series of financial principles to guide our asset management strategy and use these to inform our decision on whether or not to bring our asset management operations in-house (Asset management services are now performed by a partner CDC).

#### 6. Needs-assessment with Five Co-ops

We will engage the leadership of the existing five limited equity co-ops in the Fenway to offer our services in assessing their needs and opportunities. We will explore the possibility of individual co-ops or a new federation of co-ops contracting with Fenway CDC for such services as co-op share loans, co-op applicant list management, joint property management contracts, refinancing assistance, and other financial products possibly in conjunction with the Symphony Area Renaissance Trust. If this initiative proves successful we will explore offering co-op share loans and services to any new Fenway limited equity co-ops in the pipeline by 2023.

## **Community Planning and Organizing Activities**

### **Activity 1: Building Community Leadership Capacity**

- 1.1 Conduct a “listening campaign” with 100-200 residents. Share information on the Boston Tenant Coalition’s Inclusionary Development Campaign as well as Urban Village principles and Article 80 process.
- 1.2 Conduct leadership-training sessions for residents and organize community meetings.
- 1.3 Collaborate with institutions for service learning programs to involve students in our programs and activities to create positive community impact.

### **Activity 2: Equitable Inclusionary Housing Initiative**

- 2.1 Continue to strengthen relationships with nonprofit partners, private developers, elected officials and the Boston Planning Development Authority (BPDA).
- 2.2 Leverage partnerships to make concrete changes in the Inclusionary Development Policy.
- 2.3 Forge partnership with private developers, so that Fenway CDC could be owner or lessor of the Inclusionary Development Policy units that the developers provide onsite.

### **Activity 3: Tenant Organizing**

- 3.1 Build leadership among low-income residents and provide the foundation for social justice through training, counseling and support to help them preserve affordable housing, promote tenants’ rights, manage conflict, and improve living conditions.

### **Activity 4: Fenway’s Urban Village Plan**

Over the next three years, Fenway CDC will continue to engage residents and community stakeholders to participate in focus group discussion sessions, share their vision for the neighborhood, and update the plan. The Fenway’s Urban Village Committee works with Fenway CDC’s Director of Policy and Community Planning and Community Organizer to update the Urban Village Plan, a living document targeted to developers and elected officials who operate within the Fenway neighborhood. The plan reflects the current composition and state of the neighborhood, and outlining the new developments and policies that have been built and adopted, respectively, since the last update in 2015. Fenway CDC’s Director of Policy and Community Planning manages the engagement of the committee comprising residents and community stakeholders who are involved in planning, organizing, leading, and controlling the following activities to achieve the community’s common vision and goals.

- 4.1 Monitor institutional and private developments in order to mitigate any negative impact on residential area, preventing rising housing costs, displacement of residents, and reduction of local services.
- 4.2 Form partnerships to create sufficient and varied housing supply that promotes diversity and equal opportunities in the Fenway.
- 4.3 Form partnerships with neighborhood institutions to provide access to community space and facilities for residents to improve their social and physical well-being.

- 4.4 Identify transportation options for residents and working population in the Fenway neighborhood and improve accessibility for people with physical disabilities.

#### Activity 5: Economic Development Support for Local Businesses and Community Engagement

- 5.1 Promote economic opportunities through collaborations with local businesses, restaurants, and institutions for community events, membership program, and promotion activities. Examples of the community events include the: Annual Meeting, Fenway Porchfest Music Festival, Taste of The Fenway Food Festival, Halloween Trick-or-Treating, and Residents Block Party.

### **Resident Services and Workforce Development Activities**

#### Activity 1: Life Stabilization

- 1.1 Participants will access social benefits or services with assistance from our Resident Services staff to ensure that residents are receiving all benefits for which they are eligible.

#### Activity 2: Education and Employment Skills/Job Readiness

- 2.1 Each participant will develop a professional résumé and cover letter, complete 20 hours of job search weekly, participate in 1 to 3 hours of employment counseling, and access Fenway CDC's weekly Career Clinic sessions and annual Career Fairs. Participants will benefit from interview preparation, job readiness training, and placement services.
- 2.2 Fenway CDC will help individual entrepreneurs access training resources and referrals to achieve greater economic success through our collaborations with public and private community partners that provide resources or workshops in money management, tax preparation for small businesses, and accessing funding for entrepreneur.

#### Activity 3: Economic Stability

- 3.1 Participants will secure employment, increase the number of hours worked, and/or increase their hourly wages. Those who do not gain permanent employment will register with a temporary placement agency.
- 3.2 Participants will access Family Self-Sufficiency Program (FSS), program collaboration between Fenway CDC and Metro Housing Boston. That caters to participants in the federally-funded Housing Choice Voucher Program (Section 8). FSS is a voluntary program designed to help families achieve increased economic self-sufficiency over a five-year period. FSS participants are matched with an FSS Advisor who will provide one-on-one coaching and assistance with reaching their goals. This can include financial literacy, credit help, education, job skill developments, and career guidance. FSS participants have the opportunity to build an escrow account if their earned income increases.

#### Activity 4: Tenant Services

- 4.1 Participants will make tangible progress to complete the tenant education, financial clinic sessions, life skills workshops, and home-buying workshops to develop healthy habits, improve money management skills, and learn how to deal with life's adversities more effectively.

#### Activity 5: Fresh Food Access

- 5.1 Continue to manage Fenway Fair Foods site and set up a new Fair Foods distribution site in Lower Roxbury. Residents will have access to fresh fruits and vegetables through Fair Foods "\$2 per bag" initiative. This enables individuals, families, and seniors in need to offset their cost of living in an urban neighborhood. This program will serve up to 100

residents at each distribution, providing an affordable option for increased economic stability and increased health equity.

#### Activity 6: Membership Program

- 6.1 Conduct outreach and engage tenants and residents to become Fenway CDC members through community events, educational workshops, and annual meeting. Aim for 500 members by 2023.

#### **Section 5: How Success will be Measured and/or Evaluated**

Fenway CDC maintains comprehensive records pertaining to all of our acquisitions and development work, our asset and property management procedures, and all of the work that we conduct both with residents and non-residents. Because much of our funding is secured through public and private grants, we are experienced at reporting compliance data on a regular basis to demonstrate the ongoing nature and effectiveness of our work. We understand the importance of ensuring that our goals are specific, attainable, and measurable. Fenway CDC will provide data on all of our outcomes as required for securing CITC funding.

#### Housing Development and Preservation

Our housing development and preservation work will be measured by the number of people housed, the number of housing units preserved or created, the financial strength of our portfolio, and the number of community, institutional, and private development partnerships created.

#### Community Planning and Organizing

Our community *planning* efforts will be measured by the number of positive community outcomes achieved, the number of resident leaders trained, and the number of successful community partnerships forged for project development.

Our community *organizing* efforts will be measured by the number of service-learning programs continued or created in partnership with local institutions, the number of resident leaders trained, the number of at-risk residents helped by tenant organizing work, and the advancement of our Inclusionary Housing Policy work (as noted in Section 3, Goal 2).

We will evaluate City-Wide Development Policy improvement efforts in June 2020 and refine our approach as needed. We aim to develop 25 new activists as leaders, and recruit 100 Fenway CDC members by 2021. We will also identify supporters and prepare them for Article 80 public meetings in 2022.

#### Resident Services and Workforce Development

Life Stabilization work will be measured by the number of participants who are able to access one or more social benefits services (e.g., Food Stamps/WIC, Housing Vouchers, SSDI, Health Insurance/Medicaid, Fuel Assistance, Childcare Vouchers and Providers, etc.).

Our work in education and employment skills/job readiness will be measured by the number of participants who develop professional résumés and cover letters, who complete 20 hours of job search per week, and who attend 1 to 3 hours of employment-related counseling sessions (e.g. interview preparation, how to apply for jobs, information about basic skills necessary for employment, placement assistance). Additionally, we will measure the number of small business owners/entrepreneurs who participate in or access workshops and educational programs provided by Fenway CDC and our partners.

We will measure economic stability work by tracking the number of participants who secure employment, who increase the number of hours worked or increase their hourly wage, or who register with a temporary employment agency. We will track the number of participants who enrolled in Family Self-Sufficiency program to improve financial stability and build future economic assets.

Our success with Tenant Services will be measured by the number of participants who make tangible progress towards completing the tenant education, financial literacy workshops, life skills workshops, and home-buying workshops to develop healthy habits, improve money management skills and learn how to deal with life's adversities more effectively.

We will measure the success of our two Fair Foods program sites by tracking the number of residents who utilize the "Fair Foods" program each month and ensure that residents are aware of the availability of fresh fruits and vegetables at an extremely reduced cost.

We will evaluate the success of our membership program to achieve our goal of 500 members by 2023.

## **Section 6: Collaborative Efforts to Support Implementation**

### **Housing Development and Preservation**

As noted in Section 1, Fenway CDC has developed and maintained productive relationships with the surrounding hospitals, colleges, and universities to develop programs that provide civic engagement and service-learning opportunities for students and employee-development programs for workers in those institutions. We plan to build on those relationships to develop workforce housing that is affordable to the employees at the lower end of the pay scale at these institutions. We also seek to acquire property that these organizations consider extraneous. These partnerships could result in affordable housing that serves the mission of Fenway CDC and the institutions themselves.

We plan to collaborate with for-profit developers as they build larger, modern residential towers in the Fenway community. We would like to work with them to provide more affordable units to maintain the neighborhood's desired level of 18% of housing at affordable levels. This also aligns with the executive order regarding affordable housing as discussed in Section 3). We will continue to work with community stakeholders as we seek new opportunities beyond the Fenway borders.

### **Community Planning and Organizing**

Fenway CDC's community planning and organizing work will continue to involve residents and stakeholders such as institutional partners, neighborhood business owners, working professionals, non-profit partners, and elected officials. Residents and stakeholders will be involved through civic engagement and community meetings to plan and participate in making changes for the neighborhood. As part of the grassroots planning initiative, the Fenway's Urban Village Committee comprising residents and stakeholders will continue to update the Urban Village Plan through community meetings. Fenway CDC will impart knowledge and tools (framework, process, system, and policies) to empower our stakeholders to make positive neighborhood changes.

### **Resident Services**

Fenway CDC has developed partnerships and collaborations with the following local non-profits and other Community Based Organizations: ABCD Parker Hill/Fenway Neighborhood Service Center, Career Link, Jewish Vocational Services, Boston Children's Hospital, Brigham and Women's Hospital, YMCA International Learning Center, Career Collaborative, Metro Housing Boston, Northeastern Center of Community Service, and The Work Place. These partnerships create a network of support throughout Boston. These partnerships provide localized career and life-stabilization services to Fenway residents as well as helping residents, and help them access the training and employment services necessary to secure employment in Greater Boston.

## **Section 7: Integration of Activities/Consistency with Community Strategy and Vision**

### **Community Vision**

Fenway CDC adopted the Urban Village Plan in 1999 as its guideline for evaluating proposed development along Boylston Street. That same year, the Red Sox released a plan to construct a new

44,000-seat baseball stadium. Fenway CDC sponsored two public meetings to gather input for use in updating the plan vision. With those changes—primarily intended to encourage economically feasible development—the Urban Village Plan emerged as a compelling, alternative vision to the ballpark proposal. The revised plan was presented in August 2000 at a community charrette that was jointly sponsored by the Fenway CDC and the preservation group *Save Fenway Park!* Saving Fenway Park mattered to many and was a turning point for the Boston Red Sox.

The plan has grown to become a central component of Fenway CDC’s mission to promote neighborhood stability and inclusiveness. It won the support of City Hall, private developers, and nearby institutions. Fenway CDC has shaped its programs and projects to advance the Urban Village Plan, which also provides the criteria by which we evaluate development proposals throughout the Fenway and comment on them in the City’s formal review process.

In 2008, Fenway CDC measured progress toward the goals spelled out in the Urban Village Plan by hiring an outside agency to provide a report card of our activities related to the development of the Fenway Urban Village. The full Urban Village Report Card is available on Fenway CDC’s website, [www.fenwaycdc.org](http://www.fenwaycdc.org) or in print by calling for a copy. Through continued implementation of the plan, the Fenway CDC aims to transform the neighborhood into an urban village—self-sustaining environments where people can live, work, shop, and be entertained in a single urban area. In 2015, Fenway CDC updated the Urban Village Plan by engaging residents and community stakeholders in our Neighborhood Needs Assessment and Visioning Focus Groups. We will engage the Urban Village Committee members to conduct the next update of the Plan during 2020 to 2022.

### Community Strategy

Fenway CDC continues to build community leadership capacity by conducting community meetings and trainings for residents and stakeholders in the following five working areas:

- 1) Affordable Housing: Ensure sufficient and varied housing supply is available
- 2) Transport and Access: Increase public transportation and improved access for the disabled
- 3) Community Space, Open Green Space, and Arts & Culture Working Group: Improve community facilities and access, maintain open green space, and access to cultural institutions
- 4) Institutional Impact: Mitigate the risk of gentrification which may displace residents
- 5) Business Community: Support a healthy business community serving local residents and visitors

### Interaction and Interrelation of Activities with Larger Community Vision and Strategy

Fenway CDC’s Community Investment Plan activities are aligned with the Community Vision and Strategy through our partnership with residents and stakeholders, integration of processes and sharing of resources. We also ensure that our activities are aligned with the work of the Department of Housing and Community Development, the Massachusetts Association of Community Development Corporations, the Metropolitan Area Planning Council, and Health Resources In Action, an organization that aims to support healthy lives and sustainable communities.

Our community planning and housing development program activities address affordable housing, mitigation of the impact of institutional expansion, development of neighborhood businesses, community safety, quality of life improvements, homeownership, gentrification, and protection of the resident and business assets from predatory lending practices. These issues are critical in transforming our vulnerable Fenway neighborhood into a strong, viable community. Our workforce development program collaborates with other non-profits to improve job access and quality employment for low-income residents. Our CIP is consistent with other neighborhood, community, and regional plans. Fenway CDC’s Community Investment Plan is designed to complement or build on the vision found in documents that the city has produced to shape the neighborhood’s zoning and streetscape. These include the East Fenway Neighborhood Strategic Plan (2003), Land Use and

Urban Design Guidelines for the West Fenway Special Study Areas (2002), the Fenway Neighborhood Transportation Plan (2001), and Imagine Boston 2030.

Fenway CDC ensures that our CIP goals and outcomes are strategically aligned with the work of the Department of Housing and Community Development, the Massachusetts Association of Community Development Corporation, the Metropolitan Area Planning Council, and many other CDCs in the Commonwealth of Massachusetts. Through continuous collaboration with stakeholders and residents, we believe that we can leverage our community network, resources, and knowledge to help residents live healthier lives and build a prosperous economy.

## **Section 8: Financing Strategy**

Over the next three years, Fenway CDC will finance its activities with a multipronged approach as it has in the past. Five to ten years ago, Fenway CDC collected development fees during the refinance of several of its existing housing properties. With those fees, we were able to establish board-designated reserves to sustain us through the years when development fees are not projected. Recently, new acquisitions have contributed additional fees to our reserves in 2018-2019. The reserves will allow us to continue pursuing development or preservation of more affordable housing projects. Several projects that we are currently pursuing are not included in the projections as they are in the early stages of discussions and we are conservative in our financial projections. Please see Attachment E for our estimated Budget. In our financial projections, Fenway CDC anticipates that it will be able to maintain a consistent level of asset management fees and collection of deferred development fees from our housing properties. We expect new development fees in 2021-2022 on an expiring-use affordable housing property that we acquired in 2019. Our projections include staffing and expenses similar to our 2020 budget after having increased our housing, program, and fundraising staff capacity over the past two years, thanks in part to increased unrestricted donations through our fundraising efforts. The CITC program had positive impact on our fundraising program.

### **Strategy 1: Expand Real Estate Development Activities**

Through housing development and preservation work, Fenway CDC has realized and expects to continue to realize developer fees which allow us to continue serving residents and community.

A portion of our reserves has been set aside to allow us to maintain a real estate development team while we pursue new affordable housing development opportunities. In the past year, we have identified several potential projects within the Fenway and are actively working with partners to move them forward. Real estate projects will be funded through the traditional channels of acquisition, pre-development, construction, and permanent financing. We will seek additional grant funds as appropriate for each project. Fenway CDC has experience in assembling financing for projects and relies on development consultants for additional expertise. Fenway CDC has a strong history of developing affordable housing, having created or preserved over 600 units in 11 projects with financing through city, state, federal, and private sources.

### **Strategy 2: Expand Funding Sources**

As part of our Strategic Plan, we will be putting more emphasis on individual giving at the \$1,000 and up level, targeting new and existing supporters of the organization. In 2020, we will plan and implement a strategy for major giving and legacy giving programs.

### **Strategy 3: Strengthen and Increase Existing Funding**

We will continue to grow our successful annual events. The Fenway Ball has been a stable source of unrestricted income for the last 15 years. Taste of The Fenway has increased revenue each year since it was revived 4 years ago. Through these events, we strengthen relationships with individual and corporate donors who may potentially benefit from the CITC Program.



We will use our existing program successes to appeal to existing corporate and foundation funders to continue to expand their grant funding. As in the past, we will work towards broadening our grant funder base by demonstrating that our programs are making a positive community impact and can serve as a model for others. Our Walk to Work/Resident Services program has had a 15 year history of Community Development Block Grant funding via the City of Boston Jobs & Community Services (CDBG-JCS) due to Fenway CDC's success in providing services to the community. Those successes have also secured recurring bank foundation grants. Our Community Planning and Organizing activities have been supported for the last decade through a combination of foundation grants ranging from \$5,000 to \$50,000 from donors such as People's United Bank, Community Economic Development Assistance Corporation (CEDAC), and the Hyams Foundation. Fenway CDC's unrestricted income from fundraising events and housing fees have supplemented grant funding for Community Planning and Organizing.

#### Strategy 4: Improve Operational Efficiency

We will continue to expand our service-learning program with local colleges and universities to utilize students who contribute their time and talents to our work. We will deepen our community engagement with donors and funders through traditional relationship development and social media. We will also use our donor database to capture, track and analyze fund development data and formulate strategies to increase funding from a variety of sources.

### **Section 9: History, Track Record, and Sustainable Development**

Fenway CDC was founded in 1973 as a response to a string of threats to the neighborhood including a flawed urban renewal plan; an arson-for-profit ring that claimed five lives; pressures from institutional expansion; widespread condo conversions; displacement of long-time residents; the elimination of rent control in a context of rapidly rising housing costs; and plans for the construction of a large baseball stadium in the residential area. Fenway CDC mitigated the impact of those crises and found opportunities to strengthen the community while expanding programs and services to aid low-income and moderate-income families and individuals living in the neighborhood. Fenway CDC carries on this work today and continues to be a stabilizing presence in the community.

### **Track Record of Past Practices and Approaches to the Financing and Implementation of Proposed Activities**

#### Housing Development and Preservation

Fenway CDC began developing and preserving affordable housing 46 years ago. Today, we build on our history of identifying properties, community needs, partners, and funding sources that has allowed us to improve the lives of residents and build community. Fenway CDC has financed its housing development and preservation activities over the years through funding from partnerships with public and private entities. Since our inception, we have accomplished the following in our housing development and preservation efforts:

- Developed and preserved over 600 mixed-income homes for thousands of residents
- Created the first housing in the U.S. set aside for people with AIDS and HIV
- Fostered long-term investment in the local community through Fenway CDC's continued ownership and community-focused management of the property
- Acquired Burbank Gardens, a 52-unit property which was the first 13A expiring use property in Eastern Massachusetts to be acquired and preserved as affordable housing by a non-profit developer under Chapter 40T, and acquired Newcastle-Saranac, another expiring-use property

#### Community Organizing and Planning

Fenway CDC was founded by community activists who resolved community-planning issues. Community Organizing and Planning have always been central to Fenway CDC's mission and have remained a cornerstone of its activities. Since our inception, we have accomplished the following:

1. Trained resident leaders to plan and implement community-oriented activities that improve their neighborhood and quality of life of residents
2. Involved residents in promoting a plan for the development of an "urban village" in the Fenway that includes development of over 2,000 units of mixed-income housing and a community center
3. Engaged residents and stakeholders in sharing their voices to ensure that Northeastern University increases their student dormitory beds from 0 to 600 in their 10-year master plan. This reduces displacement of residents due to transient students escalating rental costs.
4. Collaborated with community stakeholders to improve the Inclusionary Development Policy (IDP) to improve affordability in citywide neighborhoods, and achieving success when the Mayor authorized the transfer of \$29M of IDP funds from the former BRA to DND.
5. Worked with elected-leaders, community partners, CDCs, and the Boston Committee to suggest improvements in the City's housing policy to create future stock of mixed-income housing, and achieving success when the Mayor signed executive order to increase the future stock of mixed-income housing and increased IDP funds to support affordable housing projects.

#### Economic Development

1. Since 1994, Fenway CDC has partnered with the employers in the Longwood Medical and Academic Area to form the "Walk to Work" program. This program was established out of a need for free career counseling, job placement, education and training referrals, and career advancement services for Fenway residents with no other resources available to them.

#### Resident Services

1. Fenway CDC has served thousands of residents by providing housing services, counseling, referral services, and case-management relating to education, job, health and financial issues.

#### Fenway Family Coalition

1. In 1994, Fenway CDC launched the Fenway Family Coalition (FFC) in response to the isolation and lack of support that Fenway families experienced. FFC is a constituency-led initiative that provides families and children with educational, health and cultural activities.

#### Personal Financial Management

1. Fenway CDC formed a partnership with Metro Housing Boston to conduct financial coaching to help low-income residents improve their financial stability and overcome barriers of poverty. Participants learn how to create fiscal goals, develop budgets and savings, and manage debt.

### **Fenway CDC's work is consistent with the Commonwealth's Sustainable Development Principles.**

#### Concentrated Development and Mixed Uses

Fenway CDC's real estate development projects are all located in a dense, lively, mixed-use, transit-oriented Boston neighborhood. The projects all exceed the highest LEED standard of 10 units per acre. Residents can walk to banks, restaurants, grocery stores, daycare centers, community centers, libraries, pharmacies, schools, and health care providers.

#### Advance Equity

Our tenant population and committees are more diverse than the Fenway neighborhood, although slightly less diverse than the City of Boston. We provide translations at meetings and reach out to a diverse resident pool by advertising in non-English publications and to communities of color.

#### Make Efficient Decisions

Fenway CDC prides itself on the civic engagement of its members and residents. Part of our mission is to empower people and to help them to speak out on issues that affect their lives. This means that we also involve residents and neighbors when we weigh in on neighborhood development projects or pursue projects of our own. While this results in a decision-making process that is not always the most expeditious, we believe that the participation of those stakeholders who are directly affected improves outcomes and instills a sense of ownership in the community.

#### Protect Land and Ecosystems

Our projects have involved either acquisition and preservation or infill redevelopment in the dense Fenway, avoiding any reduction in natural land. We value the importance of green spaces within a large city like Boston and the importance of parks to residents and families as well as visitors, with one of our committees focused on the protection and expansion of green space in the community.

#### Provide Transportation Choices

1. Our projects are in a mixed-use, transit-oriented community with robust pedestrian infrastructure and access to plentiful amenities.
2. Multiple branches of the Green Line that serve the community.
3. We fought to preserve MBTA bus access to the center of the neighborhood.

#### Increase Job and Business Opportunities

Our Fenway projects preserve affordable housing near major Boston employment centers, including Back Bay and the Longwood Medical Area. Our development projects create jobs during construction and sustain jobs for property management staff and others who support the properties and residents. We prioritize and support locally owned businesses, businesses owned by women and people of color, and those that provide services to residents. We hope to offer below-market retail space to local start-up businesses and entrepreneurs in some of our newer developments.

#### Promote Clean Energy

We use software to monitor the monthly energy use of all of our properties so that we can make adjustments to improve efficiency as necessary. We either have completed or are undertaking energy efficient retrofits across our portfolio, including the installation of new lighting, HVAC systems, and windows with higher insulation performance. To date solar thermal systems have been installed on three of our properties and we hope to install these systems on additional properties in the future. All of our properties participate in local recycling and multiple properties make use of food service programs that utilize excess produce, reducing food waste.

#### Plan Regionally

The *2008 MetroFuture Regional Plan* issued by the Metropolitan Area Planning Council (MAPC) provides guiding principles for Fenway CDC's work. Fenway CDC's development projects meet the ideal for the future envisioned by MAPC: they are dense installations in an already developed neighborhood and well served by infrastructure. There are shops, services, public transportation, and recreation space easily accessible to residents. With Fenway CDC's acquisition of 97 affordable units in the South End/Lower Roxbury neighborhood, we expect to embrace the same principles as we develop affordable housing in a wider footprint.

**Attachment A: CIP Adoption Document**


**CLERK'S CERTIFICATE**

I, Sheneal Parker, do hereby certify as follows:

That I am the Clerk of the Fenway Community Development Corporation (the "Corporation") and this is a true copy of votes duly adopted at the board meeting in accordance to the Corporation's by-laws.

The Fenway CDC's 2020 to 2022 Community Investment Plan (CIP) was distributed to the board of directors for review and discussion at the board meeting held at Fenway CDC, 70 Burbank Street, Boston, Massachusetts 02115 on November 20, 2019.

**VOTED:** To confirm that a quorum of Fenway CDC board of directors voted to approve and adopt the Fenway Community Development Corporation's 2020 to 2022 Community Investment Plan for application of 2020 Community Investment Tax Credits with the Massachusetts Department of housing and Community Development.

  
Sheneal Parker, Clerk

# 2020 Calendar of Events

## June



### Fenway Ball Gala

June 18, 2020

6:00 - 9:30 pm

This exciting event brings together professionals from diverse business sectors. Community leaders are also joining us from the Fenway's renowned institutions of academic, medical, arts, culture, and sports – the economic drivers of this region. Guests enjoy dining, networking, and a panoramic view of Boston. Estimated attendees: 300

## September



### Taste of The Fenway

September 10, 2020

5:00 pm - 7:00 pm

Celebrity chefs and renowned restaurants in the Fenway celebrate their culinary skills at this outdoor festival. Guests enjoy food and wine tastings, live music, and art. Estimated attendees: 650

## Year Round



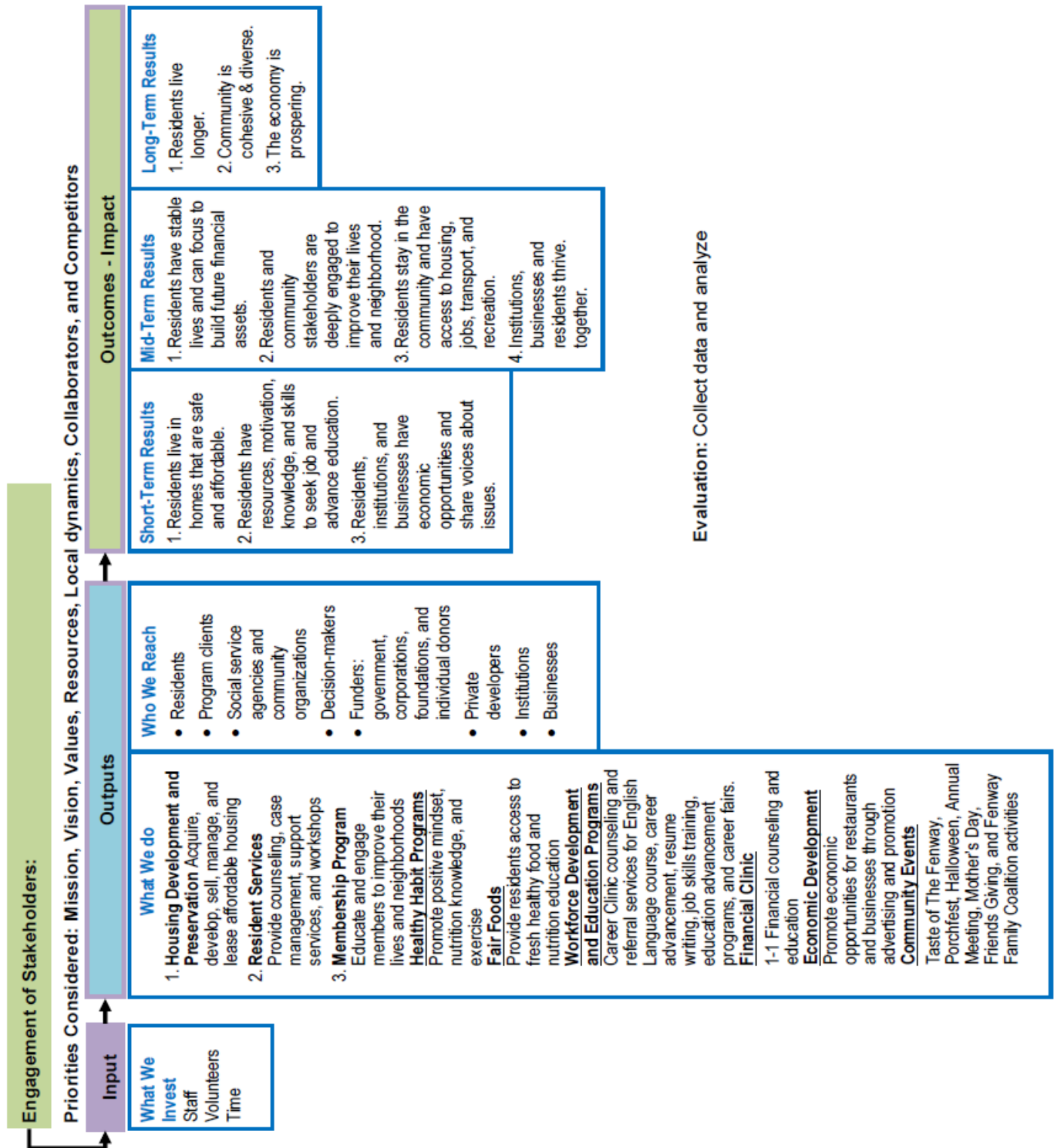
### Customized Events

Work with us to plan your next event! We provide you with the research, knowledge, and support it takes to make your next cause-related event a success.



**Fenway Community  
Development Corporation**  
70 Burbank Street  
Boston, MA 02115  
[fenwaycdc.org](http://fenwaycdc.org)

## Attachment C: Logic Model of Fenway CDC's Community Investment Plan



## **Attachment D: Testimonials from Program Participants**

Fenway CDC tracks the number of people served and services provided. We regularly hear from our program participants the extensive and life-changing impact Fenway CDC has had on their lives. We have included some success stories of people served by Fenway CDC. The examples also demonstrate the need for continuing these services and programs in the Fenway.



Emma Muthemba is a single mother with two sons. Through Fenway CDC's Resident Services and Workforce Development Program, she successfully graduated from Roxbury Community College in Radiology Technology. She also studied American Registry of Radiologic Technologists and is working at the Boston Health Center as a Nursing Assistant.

### **Impact Stories from Fenway CDC's Financial Clinic Services:**

**Gladys** was trapped in an abusive marriage. She divorced her husband and had a few housing options. She stayed with her ex-mother-in-law along with her ten-year-old son. The environment there was toxic or uncondusive, so Fenway CDC's Financial Clinic counselor helped her apply for Residential Assistance for Families in Transition (RAFT). It is a program that assists low- and moderate-income families and individuals with up to \$4,000 to rent a new apartment, maintain an existing tenancy, or cover the cost of a utility arrearage. RAFT provided \$4,000 for Gladys to move into a new apartment in only nine days. She is currently working and glad that she and her son have a safe place to live. We were glad to help to stabilize their lives.

**Mark** needed just over \$3,000 to save his apartment, which was at-risk of eviction. He, his wife, and children are emotionally and financially stabilized now. They were relieved that their stress of almost losing their home was over. Fenway CDC's Financial Clinic counselor will continue to coach Mark on managing his finances, so that he can work on developing his savings, build his credit, and accomplish his family's goals to become financially self-sufficient and achieve greater economic success for the future.

## Attachment E: Budget

### Fenway CDC - 5 year cash flow projections

	Actual FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Starting cash	\$1,884,188	\$2,083,305	\$2,225,129	\$1,947,109	\$1,672,094	\$1,476,020	\$1,504,376
<b>Cash Inflows</b>							
PILOT	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Grants	\$154,550	\$70,000	\$125,000	\$132,000	\$132,000	\$132,000	\$132,000
Public Contracts (CDBG)	\$43,750	\$35,000	\$60,000	\$35,000	\$35,000	\$35,000	\$35,000
Project Management/Development Fees	\$856,256	\$769,729	\$357,115	\$481,128	\$602,799	\$833,440	\$405,936
Asset Management Fees	\$40,111	\$29,389	\$30,444	\$31,542	\$32,684	\$33,871	\$35,106
Fundraising Events	\$316,818	\$326,873	\$325,000	\$330,000	\$350,000	\$400,000	\$400,000
Other Donations/New Indiv. Giving & Legacy	\$17,436	\$17,721	\$45,000	\$45,000	\$60,000	\$75,000	\$75,000
**CITC (via United Way)	\$139,500	\$186,000	\$186,000	\$186,000	\$186,000	\$186,000	\$186,000
Other (membership, bank interest, misc.)	\$24,944	\$27,723	\$25,500	\$17,500	\$17,500	\$17,500	\$17,500
Pre-Development Funding/Project Reimbursements	\$113,852	\$83,661	TBD	TBD	TBD	TBD	TBD
	<b>\$1,747,216</b>	<b>\$1,586,095</b>	<b>\$1,194,059</b>	<b>\$1,298,170</b>	<b>\$1,455,983</b>	<b>\$1,752,811</b>	<b>\$1,326,541</b>
<b>Cash Outflows</b>							
Salary (new positions added 2019 & 2021)	\$672,344	\$696,332	\$814,586	\$910,209	\$937,515	\$965,640	\$965,640
Fringe (incl. 401k)	\$133,009	\$163,224	\$203,646	\$227,226	\$234,043	\$241,064	\$241,064
Professional Service Consultants	\$180,223	\$225,332	\$187,000	\$150,000	\$180,000	\$195,000	\$195,000
Audit & Tax Prep	\$47,187	\$53,952	\$50,000	\$51,000	\$52,000	\$53,000	\$53,000
Office Operational Expenses	\$102,953	\$92,135	\$129,347	\$141,000	\$146,000	\$151,000	\$151,000
Fundraising/Events	\$77,028	\$80,000	\$87,500	\$93,750	\$102,500	\$118,750	\$118,750
Investment in Pre-Development Projects	\$335,355	\$133,296	TBD	TBD	TBD	TBD	TBD
<b>Total Expenses</b>	<b>\$1,548,099</b>	<b>\$1,444,272</b>	<b>\$1,472,079</b>	<b>\$1,573,184</b>	<b>\$1,652,057</b>	<b>\$1,724,454</b>	<b>\$1,724,454</b>
Net change in cash	\$199,117	\$141,824	(\$278,020)	(\$275,014)	(\$196,075)	\$28,357	(\$397,913)
<b>Ending cash</b>	<b>\$2,083,305</b>	<b>\$2,225,129</b>	<b>\$1,947,109</b>	<b>\$1,672,094</b>	<b>\$1,476,020</b>	<b>\$1,504,376</b>	<b>\$1,106,464</b>

#### Footnotes:

- 1 - Assumes continued existing property cash flows to Fenway CDC, developer fees from recently acquired expiring use property and fees from one project currently in development in partnership with for profit developer. Potential fees from pipeline projects being pursued are not included in these conservative projections.
- 2 - Event campaigns to increase donations leading up to 50th Anniversary.
- 3 - Major Donor program in development phase. We will utilize CITC as incentive to new donors and increased giving by existing donors.
- 4 - Donations based on \$200K CITC allocation to Fenway CDC and historic of targeted giving through United Way.
- 5 - Use and replenishment of investment in pre-development projects to be determined dependent on housing pipeline development progress.