

COMMUNITY CONTRACT

October 31, 2012



Table of Contents

ACKNOWLEDGEMENTS	4
WHO WE ARE	6
HISTORY OF CODMAN SQUARE AND FOUR CORNERS	7
CODMAN SQUARE AND FOUR CORNERS TODAY	8
OUR PROCESS AND STRUCTURE	10
PHASE I – COMMUNITY OUTREACH AND ISSUE IDENTIFICATION	10
PHASE II – SUMMER WORKING GROUPS	11
PHASE III – SYNTHESIZING WORK	12
PARALLEL PROCESSES.....	13
LEED-ND	13
FINANCIAL OPPORTUNITY CENTER.....	14
GREATER FOUR CORNERS ACTION COALITION	14
MEN OF COLOR/ MEN OF ACTION	15
Health Processes.....	15
COMMUNITY CONTRACT	17
INFORMATION ON COMMUNITY CONTRACTS	17
OFFICIAL START	19
PRESENT MOMENT	20
II. A SUPPORTIVE COMMUNITY.....	29
III. A THRIVING COMMUNITY.....	24
HOUSING.....	27
V. A WORKING COMMUNITY.....	Error! Bookmark not defined.
IMPLEMENTATION	34

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WHO WE ARE

In 2010, Codman Square and Four Corners was chosen by the Local Initiative Support Corporation (LISC) as one of the three communities in Boston to participate in the Resilient Communities, Resilient Families Initiative (RCRF) with Codman Square Neighborhood Development Corporation as the convening agency. This designation was made to support the ongoing work of community organizations and residents in Codman Square and Four Corners to collaborate on large-scale, sustainable change in the community. The Millennium Ten Initiative is the third iteration of a comprehensive community planning process, with the first two took place in 1989 and 2000.

The Millennium Ten process has allowed for unprecedented engagement in Codman Square and Four Corners, full of opportunity, tireless effort, and meaningful collaboration between the many organizations and residents in the community.

"I'm excited about the opportunity for stronger relationships between neighbors and stakeholders and the real change, I believe, this action planning initiative will bring" - Paul Malkemes

The Millennium Ten Community Contract is the result of two years of collaboration between residents, organizations, government agencies, and community stakeholders. This contract also represents the beginning of

many more years of hard work to achieve the vision we have laid out – to advocate for change, unite community members, strengthen community groups, design and fund projects and programs, and to evaluate our progress and refine our strategies as we move forward.

After 10 years...

In January 2013, the Dorchester Arts Collaborative (DAC) will open the Erick Jean Memorial Arts Center at 157 Washington St, a property of CNSDC. At the same time, DAC will celebrate their ten-year anniversary. The Dorchester Arts Collaborative was formed from the work done by the community in the original Millennium Plan.

In Codman Square and Four Corners, many of the priorities developed by the community were not on the radar ten years ago.

Today's big ideas:

- **Community café/ gathering space** for the community
- **Jobs** – Mirroring the economic climate, community members saw facilitating jobs for teens and adults as a key priority in the community.
- **Neighborhood Connection** – If you were to look back a the Millennium Plan, there were significantly less neighborhood associations in Codman Square and Four Corners now than there were ten years before. In this Plan, residents highlight the need to improve connectivity through technology, through parks and neighborhood associations, and through networking.

HISTORY OF CODMAN SQUARE AND FOUR CORNERS

- Excerpt from a paper written by Bill Walczak

"The communities of Codman Square and Four Corners have a varied history in Boston. It is made up of people from fifty nations, with socio-economic and social differences ranging from low income Caribbean immigrants to working class African American districts to middle class professional neighborhoods of mixed races and lifestyles. These various slivers of community today constitute a vibrant, transient, occasionally violent area which has undergone dramatic changes over the past 50 years, and has made tremendous improvements over the past 20 years after having hit bottom in the late 1970s."

CODMAN SQUARE AND FOUR CORNERS TODAY

1-2 pages, graphics

ASSETS

- 10 Community Garden parcel, 12.8% of city-wide
- 187 neighborhood based organizations
- Residents listed public libraries, religious institution, and health centers as great assets in the community
-

DEMOGRAPHICS

- 16.7% West Indian
- 21.2% Hispanic
- 7.9% Haitian
- 4.2% Jamaican
- 3.3% Cap Verdean
- 7.7% Puerto Rican
- 6.6% Dominican
- 3.8% Asian
- 6.3% White

LAND USE

- 23% of the city's brownfield sites

ECONOMY

- 86.6% of children qualify for free or reduced lunch

HOUSING

- Median income - renters – 36,208
- Median income - homeowners - 83,738
 - 54% income change from renter to owner
- 53% of renters in Millennium Ten pay 35% or more of their income in rent
- 15.4% of housing is affordable housing
- 15.6% of land/ housing is vacant

EDUCATION AND SAFETY

- 25% of Boston homicides in M10 catchment area
- 39.7% graduation rate, compared to 63.2% Boston
- 23.9% have less than high school graduation rate compared to 16.6% for City of Boston.

Millennium Ten Timeline

2009 –CSNDC seeks engagement of key community stakeholders in the next round of community planning.

2010 - Codman Square/Four Corners is selected as a Resilient Communities/Resilient Families neighborhood.

Spring 2011 - Codman Square Neighborhood Development Corporation convenes the Millennium Ten Steering Committee.

Summer 2011 - Millennium Ten awards early action grants.

October 2011 – Millennium Ten kicks off its 100 Days Campaign with a visioning event in the community.

Fall 2011 - Millennium Ten surveys 690 Codman Square/Four Corners residents for info on the and needs of the community.

Winter 2011 - Millennium Ten begins to interview 64 residents and stakeholders one-on-one about the strengths and weaknesses of the community.

April 2012 - Millennium Ten hosts the first Neighborhood Association Dinner in recent history, with over 50 representatives from 10 neighborhood associations and local civic groups.

June 2012 – First working group draws 140 people to vision for an ideal future at the Great Hall.

July 2012 – The 2nd Working Group drew 130 people to draft visions and strategies.

August 2012 – Millennium Ten closed out its working groups with community champions identified and initial priority and action strategies set.

OUR PROCESS AND STRUCTURE

In Spring of 2011, the Millennium Ten Steering Committee was formed with a diverse group of community organizations funders, and residents who were committed to improving the future of Codman Square and Four Corners. Millennium Ten's planning process took place in three phases. Phase I involved identifying issues and priorities in the community through engaging residents. Phase II was the formation of working groups in the Summer of 2012 to determine what strategies and actions would be pursued through Millennium Ten. Phase III involved the plan writing and implementation of Millennium Ten.

PHASE I - COMMUNITY OUTREACH AND ISSUE IDENTIFICATION

Early Wins - The first move of Millennium Ten was to fund several community groups for six separate "Early Wins" projects in the Codman Square and Four Corners neighborhoods to build trust and buy-in in the community. In the summer of 2011, Millennium Ten put out a request for proposals to fund short-term community-led efforts that could help our learning and planning. Six groups were funded to engage neighbors and address a range of issues from clean streets, to food canning to youth skill training to parks and neighborhood pride. These Early Action grants helped contribute to the early thinking around community priorities.

Community Questionnaire - Beginning in the Summer and continuing into Fall, Millennium Ten worked with UMASS Boston's Center for Social Policy to get feedback from residents in Codman Square and Four Corners on the assets and challenges

present in their community. The goal of the questionnaire was to provide insight into what priorities would be addressed through the Millennium Ten process. 590 families responded to the questionnaire, and provided foundational input for what priorities Millennium Ten would pursue.

One-on-Ones - Millennium Ten steering committee members and resident leaders conducted 64 one-on-one interviews in Winter 2012. The themes that emerged from the One on Ones

MILLENNIUM TEN STEERING COMMITTEE

Lead Agency: Codman Square NDC

- *Talbot Norfolk Triangle Neighbors United*
- *The Boston Project Ministries*
- *Codman Square Health Center*
- *DotWell*
- *Kit Clark Senior Services*
- *Four Corners Main Streets*
- *Blue Hill Boys and Girls Club*
- *Codman Square Neighborhood Council*
- *ABCD Dorchester*
- *Four Corners Action Coalition*
- *Residents: Gail Granville, Rachele Gardner, Dan*

reflect the nature of individual conversations and engagement. Some "intangibles" that came out of these conversation reflect a desire for a common space, a bulletin board to know of

community functions, an online community, and a place where people are connected and know their neighbors.

PHASE II – SUMMER WORKING GROUPS

From the community outreach and data collection done during Phase I, The M10 Steering Committee narrowed down the responses into 5 key priority groups. These groups were:

- Physical Environment (including Housing, Land Use, Green, and Food Access)
- Safety
- Economic Development
- Youth
- Connectivity and Communication

The bulk of the work done through Millennium Ten took place during the summer working groups. In one of the largest gatherings of residents and stakeholders in Codman Square and Four Corners, over 140 people filled the Great Hall in Codman Square on June 19 to participate in the planning process for the neighborhood. Hundreds of sticky notes were spread over the tables representing the five priority areas – Youth, Economic Development, Physical Environment, Safety, and Connectivity & Communication. Residents and stakeholders participated in a world café format, moving between tables and using their sticky notes to speak to what the ideal future in the community would look like, and who/what it would take to make it happen.

From this event, group facilitators gathered the hundreds of ideas on ideal futures in each of the priority areas, and grouped

larger themes and ideas together, pulling out common and unique insights from each group.

“I think of a community as somewhere where I’m walking down the street and I know people, and I greet people. A place where people know each other and look out for each other” - Gail Latimore

The second working group was held at Second Church in Codman Square, where another 130 people came out to follow up on the work done previously. Participants broke into priority areas based on their interests and reviewed the work from the last meeting. Each group crafted a vision

statement and began to identify strategies they wanted to pursue. In a consensus building exercise, participants were given 20 colored dots each to identify which ideas they wanted to pursue. Strategies with the most votes were chosen as key priorities moving forward.

“I haven’t seen this much energy or resident involvement on a large scale in over 20 years” - Candice Gartley

Between the second and third meeting, the Youth and Connectivity/Communication group met to further clarify their strategies

and to build towards specific action steps.

For the third working group, participants broke into their priority areas, where the economic development, safety, and physical environment group looked at their strategies as a tree. The leaves and branches represented the fruit or outcomes of “ideal” community. These groups then identified what root changes would need to take place to actually see these outcomes in the community. The groups then split into smaller teams to identify action steps that would move changes/strategies identified in the “roots” to the ideal community in the “leaves”.

PHASE III – SYNTHESIZING WORK

Millennium Ten will identify the stakeholder groups that are typically underrepresented and underserved (ie. males of color and youth) and whose voices are often not included in planning or heard on issues and secondly, provide supports for their active participation.

After the August 21st session the group facilitators submitted copies of their group’s priorities, strategies, actions and names of “Champions” (along with notes from all of the sessions) to the Millennium Ten Steering Committee for review and comments. Their document review and development process

took place during the early fall and consisted of the following steps:

1. Review of all materials
2. Compilation of materials into appropriate groupings (Resulting in the elimination of one of the groups – Safety)
3. Discussions by Steering Committee on Guiding Principles & mission/purpose statement
4. Discussions to include parallel processes (LEED-ND, Males of Color, Males of Action/MOC, Family Opportunity Network (FON), Greater Four Corners Action Coalition Planning Process and the Boston Alliance for Community Health (BACH) Process) that, as appropriate, should be incorporated into Millennium Ten Strategies.
5. Review and input of drafts
6. Reach agreement on final draft for submittal to LISC

PARALLEL PROCESSES

Alongside the Millennium Ten planning process, partners in the community worked on parallel processes that help supplement the work and research done by Millennium Ten.

LEED-ND

From the outset of Millennium Ten, concerns of green spaces, walkability, and transit stood out as key priorities the community wanted to address. At the tail end of the planning process, Millennium Ten partners had the opportunity to work with the U.S. Green Building Council (USGBC), the Environmental Protection Agency (EPA) and LISC to host a three-day charrette to look at sustainability in the Talbot Norfolk Triangle (TNT) area of Codman Square that has implications for the larger Codman Square and Four Corners area.

The outcomes from the charrette position the Talbot Norfolk Triangle neighborhood to become a model for the highest level of sustainability for existing neighborhoods, but also to become Dorchester's first "Eco-Innovation District". If the sustainability retrofits and initiatives for new construction discussed during the charrette are implemented, the TNT neighborhood would be

within reach of attaining a Platinum LEED for Neighborhood Development certification.

Discussions during the charrette confirmed that many elements of sustainability already exist in the neighborhood:

- Highly urban, transit-rich location
- Highly connected and walkable street pattern
- Proximity to a wide range of shops and services

These assets allow for a foundation for future activities to make the neighborhood more sustainable and help the residents realize the economic benefits inherent in energy efficiency. By taking steps to organize around these ideas, the Codman Square/Talbot Norfolk Triangle neighborhood will become one of the only existing neighborhoods in the country attempting to achieve LEED-ND at the platinum level. Furthermore, Codman Square/TNT will become a model for how to utilize assets in community outreach, build grassroots support, and identify strategies for building owners, community developers, and residents to achieve deep energy retrofits as part of a comprehensive community revitalization plan.

FINANCIAL OPPORTUNITY CENTER

The Millennium Ten Initiative is focused not only on a community contract but is also focused on working with individuals to develop their own personal growth plans. Throughout the Millennium Ten process, a group of Millennium Ten partners has been working on developing the **Millennium Ten Codman Square/Four Corners Family Opportunity Network** (FON), which will help 100 job-ready, Codman Square/Four Corner residents achieve social and economic success. The FON will coordinate service provision across a wide range of formal and informal systems, as a means to promote asset building, family stabilization and wealth creation.

Building on the LISC Financial Opportunity Center model through incorporating housing and health services, FON participants will be connected with an entire web of workforce development, income support, and financial education services, as well as case management and on-going follow-up. Meeting regularly, FON partners will be assessing and discussing participant needs, coordinate service provision, and ensure that there are no gaps in support, thereby creating a new, more effective service ecosystem.

Codman Square Neighborhood Development Corporation, DotWell, and ABCD Neighborhood Service Center have roughly co-terminus catchment areas with the Millennium Ten Initiative. Together with workforce development partners Jewish Vocational Services (JVS) and the New England Center for Arts and Technology (NECAT), these FON partners have over one hundred years of experience serving the residents of this community. Over time, the successes of this project will be refined and taken to scale within the Codman Square/Four Corners neighborhoods.

GREATER FOUR CORNERS ACTION COALITION

Alongside the end of Millennium Ten planning process, the Greater Four Corners Action Coalition (GFCAC) began a parallel process to reflect the Four Corners community with their first meeting in August 2012. From 1996 to 1998, GFCAC led a two-year community process to develop a comprehensive plan of development for the greater Four Corners neighborhood that was incorporated into the original Millennium Plan, and the current process mirrors the work done then. Most of the projects done previously are completed, and the goal of the new plan is to build on the infrastructure that was previously created and to understand how present opportunities can be leveraged.

This new process will work to ensure that no displacement occurs because of the new transit stop or the opportunities available to housing speculators due to the large number of foreclosed properties in the neighborhood.

In addition to physical infrastructure planning, GFCAC will look at capturing social capital. They have formed several focus groups: youth, more experienced (55+), quality of life, environmental justice/climate change, businesspersons/merchants and churches. In the coming year, they will do an assessment of the community assets and identify gaps that may be keeping the neighborhood from being one of high opportunity. They expect the process to take one to one and half years and will involve hundreds of residents once again.

Project Outcomes

- Completion of a Comprehensive Plan that captures the vision of residents, merchants, businesspersons and other stakeholders for the greater Four Corners area as it relates to physical infrastructure and social capital.

- Create Plan of Implementation.
- Recruitment of new Community Activists
- Enhanced Civic Engagement

MEN OF COLOR/ MEN OF ACTION

The Men of Color/Men of Action (MOC/MOA) community group was formed in the summer of 2012 after several concerned members of the Codman Square/Four Corners community responded to a call for action flyer distributed by the Codman Square Neighborhood Development Corporation's Community Organizing and Resident Resources Departments. The mission of the MOC/MOA is to facilitate forward motion towards clearly stated goals of young men in the Codman Square/Four Corners Community who are involved with the MOC/MOA Mentoring Initiative. The MOC/MOA will serve as referral and support resource for program participants needs in regards to employment, education & training, parenting, health & wellness, personal finance and leadership development. Their members will engage with Mentoring Initiative participants in both a Community Engagement and Outreach & Enrichment capacity through resource referral and support of program participants' personal development/individual action plan.

MOC/MOA Program Goals:

- Increase program participants' ability to secure employment through employment search assistance, job readiness and soft skills training and development.
- Increase access to information and learning for program participants through area education and training programs.

- Increase program participants' connections with professional and community members for learning and career opportunities.
- Increase program participants' personal development and build leadership and communication skills.
- Have 100% of program participants become registered voters.

The Men of Color/ Men of Action group conducted planning sessions with Millennium Ten to focus on what the group saw as priorities. The outcomes of the group mirror the priorities of Millennium Ten, but focus on greater leadership development, mentoring, and the need to foster the development of minority-owned businesses.

Health Processes

Boston Alliance for Community Health (BACH)

Dorchester (BOLD) Teens is one of ten community groups across the city joined together with Boston Alliance for Community Health / BACH) to improve health of all residents by addressing the social, economic and environmental factors that affect individual and community health. Its vision is to improve the quality of life of each and every resident and having a community in which all people live long and healthier lives. They are participating in a health –planning process called Mobilizing for Action through Planning and Partnership (MAPP), which consists of six phases. To date the Codman Square Neighborhood Council and BOLD Teens have identified and have been working on the following health priorities areas:

1. **Active Living:** through weekly walk groups, advocate for bike lanes and bike racks, screen to green times and fitness opportunities.

2. **Healthy eating:** through the creation of and running of the Codman Square Farmers Markets; seeking local food stores and restaurants to have healthier food choices (Healthy of the Block). **Goal:** Convince more local stores and restaurants to have healthier food options- moving from a Food “swamp” to a Food “Oasis”.
3. **Tobacco-free living:** Have all Boston Housing Authority (BHA) building to go smoke free in 2012; FDA – warning labels on tobacco products; reduce tobacco signs in stores. **Goal:** No tobacco products sold in greater Codman Square by 2020.
4. **Environment:** Improve physical space as well as air pollution and climate change. Activities include: Design and monitor Cronin Park- renamed Loesch Family Park in 2012; plant 20-50 trees and shrubs each year; promote healthier housing/seek LEED certified housing and commercial buildings and roofs; partner with green

housing (81Brent Street- 3 family , LEED Certified Platinum level housing). **Goal:** Work for most private and public buildings in greater Codman Square to be greener (healthier) and LEED Certified during the next 10 years.

5. **Peace Promotion (Public Safety):** The neighborhood Council meets with C11 and B3 police and the Safe Streets team, and follows curriculum of the Louis D. Brown Peace Institute. The BOLD Teens created the Youth Police Connection (YPC) with regular police-youth dialogues and joint activities.
6. **Address causes of:** obesity and diabetes; asthma, respiratory, lung and heart disease; violence and conflict; substance use and abuse.

COMMUNITY CONTRACT

INFORMATION ON COMMUNITY CONTRACTS

Community Contracts ... (Also known as neighborhood or community charters or agreements) are voluntary agreements between residents, local service providers and elected representatives that aim to improve conditions in a defined area.

Community Contracts ... Are one tool available to local stakeholders to continue developing and delivering on these agendas. The policy aims of contracts are to contribute to neighborhood quality of life outcomes through improving and tailoring public services, as well as developing relations of co-production between local governance actors, public service providers, and citizens.

Community Contracts ... Aim to empower communities and strengthen local democracy, and enable citizens to become more active in their local communities. They are intended to build trust, mutual respect and confidence between residents, service providers and local authorities within a clearly defined agreement regarding matters of mutual concern and benefit.

Community Contracts ... Are diverse and should be tailored to a community's specific needs and wants, covering a single issue or a fuller range of local government services. They are usually in the form of a voluntary partnership agreement between a community's residents, local authorities and service providers. They set out the service standards and priorities for action which

local people expect from service providers as well as any obligations that the residents have taken on themselves within the scope of the contract.

CONTEXTUAL OVERVIEW

Our challenge is a national one. We do not face it alone. Building community is not only a challenge for the Codman Square/Four Corners areas of Dorchester, or neighborhoods in Mattapan and Roxbury. At this time many communities throughout the United States and beyond are wrestling with similar issues and concerns. At this point our real question is "are we up to the task?" And if so; what will that require of us? We are aware that new solutions are required and old approaches are no longer useful. We must ask ourselves if we are willing to make a change of heart, attitude and behavior.

Simply stated, we (as communities) are not going to change until we (as individuals) are willing to make necessary changes. We are "the community." Tip O'Neill stated that "all politics is local." If we desire to become a "healthy" community; we have to first become "healthy" individuals within. Narrow self interests benefit none in the long run if/when they are the expense of the broader public good. Consider what might be possible if you were to expand your understanding of community beyond family members and immediate friends to neighbors on your block, neighbors on adjoining blocks and neighbors of the greater area.

Things get accomplished in communities when there is “a will” to get it done. One generally thinks of that as political will. If we were to put things into perspective we would see that we are now working on gaining the “political” will in our community. Consider what happened in our case when over 100 individuals convened & worked together over the past summer months to present their wants and needs for their community – people paid attention and took notice. [Please note the number of reporters and local politicians that showed up at the events.] Our process was newsworthy.

But now we move into a more difficult place, i.e., responding to get real results. If we are to seriously enter into a “community contract” we must speak truth to each other and acknowledge the vast differences in race and class that still exist in our neighborhoods. This is not only our local dilemma; but the national one as well. We all wrestle with how to handle these unspoken truths. We are divided at this time with different understandings on what community means and how life should be lived. This is directly affecting us now at the local level. This is a major reason why individuals and communities rarely move beyond the current status quo arrangements that are in place. People fear speaking out for the ‘fear’ of being misunderstood. They point the fingers, criticize quietly and are truly frustrated; feeling that nothing will ever change.

If we hope to break this ongoing cycle; we must first **identify the stakeholder groups that are typically underrepresented and underserved** and whose voices are often not included in

planning or heard on issues and secondly, **provide supports for their active participation**. This will be extremely important because these groups often feel that their opinions have never been counted on previously and thinking what will be different in this circumstance. This will mean providing extra time and allowing for their ideas to be stated, heard and understood.

While balancing the need to be open to hearing all voices and members of the community, Millennium Ten will pay special attention to vulnerable populations in the community, including, but not limited to, **Males of Color** and **Youth**. It is not an either/or choice for us, but rather an acknowledgement of a both/and one is required if we want to change existing dynamics.

It will mean that we (as members of the community) will have to operate differently. We will have to address the tension of deciding which voices will take preference. This will bring us into the uncomfortable space that must be addressed and worked through if this process is to be successful. We are aware that we must acknowledge the differences that currently exist in our society and consciously consider these vulnerable groups in all of our decisions throughout the process. Yet, we must also be open to hearing all of the voices of our community as well.

Not only are we in the driver’s seat; we can become a model for others. We definitely have our work to do. Yet we are in the unique position to really focus on the future and move beyond re-debating the past.

OFFICIAL START

We officially begin this process by “*saying what we mean and meaning what we say*” (starting with our Mission Statement & Guiding Principles).

CORE PURPOSE/ MISSION STATEMENT

We will be a community where ... peoples’ capacities are acknowledged
We will be a community that is ... inclusive and creates opportunities for participation
We will be a community where ... there are increasing opportunities for growth
We will be a community where ... vulnerable populations are recognized
We will be a community where ... mutual relationships exist between:

Person ⇌ Person
Individual Level
Families ⇌ Families
Family Level
Adult ⇌ Youth
Mutual Respect
Neighbor ⇌ Neighbor
Street Level
Resident ⇌ Business
Mutual Reciprocity
Agencies ⇌ Community
Macro Level
Government ⇌ Community
Macro Level

We want to be ... a neighborhood of choice and a place of promise.

GUIDING PRINCIPLES

We are in this together
We are open to new approaches of collaborating and working together

We will create a culture of openness and safety
We will share responsibility
We will make our own opportunities
We will not expect from “others”
We will reach out and include others
We will identify resources and plan for sustainability
All of our activities will be interconnected

PRESENT MOMENT

Our current mandate is to develop a community plan that will make the Codman Square/Four Corners area “a neighborhood of choice and a place of promise”. Our process to date has included questionnaires, community events, targeted interviews and a series of meetings conducted during the summer months with community residents, youth and organizational representatives. It is our expectation that the plan will be presented to a range of stakeholders for comments and approval. We understand that we are really only at the beginning of the real process, i.e., engaging the community to both participate in and own the outcomes as their own.

We have learned:

1. The community values the following attributes and would like to be known as:
 - I. A CONNECTED COMMUNITY
 - II. A THRIVING COMMUNITY
 - III. A HEALTHY COMMUNITY
 - IV. A SUPPORTIVE COMMUNITY

2. IMPORTANCE OF CHAMPIONS – The initial responsibility for implementation of action steps will be assumed by “Champions.” (Committed participants from the summer planning process and others who have agreed to a leadership role of the process.) They will serve as catalyst & work to increase community participation in their activities. We will view them as “our eyes & ears” throughout this process. Their role will consist of: understanding & communicating a need for sustainability; identifying opportunities & developing strategies for their inclusion; enhancing and maintaining stakeholder (especially residents) engagement; and monitoring & reporting back on progress.
3. INITIAL IMPLEMENTATION – Our initial emphasis will be given to the Champions/Actions Groups that have already created implementation strategies (including objectives, tactics, and resources). We envision that the overall Plan will be implemented in stages. It is our minimal expectation that each Change Area e.g. Connected Community will have at least one strategy implemented within six months. We realistically hope that 10-15% (of 200 participants) continue in this process as active champions.

4. ACKNOWLEDGEMENT OF & COLLABORATION WITH OTHER 'COMMUNITY' PROCESSES – Acknowledge any & all processes working for the benefit of the Greater Codman Square/Four Corners area (LEED-ND, Men of Color/Men of Action, Boston Alliance for Community Health (BACH) and the Greater Four Corners Action Coalition).

5. EVALUATION

Reasons for Evaluation:

- Collecting information about how things are done and the results help us to understand how our activities are developing, offering lessons other groups can profit from
- Providing ongoing feedback can improve our activities by encouraging continuous adjustments of programs, policies, and other interventions
- By involving community members who haven't had a voice may gain the opportunity to better understand and improve local efforts, and
- Hold groups accountable to the community and to the grant-makers who provide funding. It can help hold grant-makers accountable to the communities that they serve.

6. FROM THE PROCESS TO DATE

A. Listing of Opportunities and Challenges

Opportunities	Challenges
<ul style="list-style-type: none"> - Community Buy-In (Over 200 participants in Summer Process) - Important buy-in by 'key players' - Creates 	<ul style="list-style-type: none"> - Takes time - Highlights tensions and agreement amongst stakeholders - Requires

<p>opportunity to bring together and establish ties with community members who normally have no contact</p> <p>- Program transferability / Program designs can be applied in other communities throughout the world</p>	<p>patience and commitment on everyone's part</p>
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B. Issues/Questions of Concern

- How can we best utilize the time that we have?
- How can we connect our community around these priorities?
- What support mechanisms are needed to put these strategies in place?
- How can we continue to build trust among stakeholders?

I. A CONNECTED COMMUNITY

From the first Millennium Ten community meetings, residents spoke of a need for a “village” in Codman Square and Four Corners. Conversations in the One-on-One interviews and in the working groups this summer centered on residents connecting to each other, with businesses, and with organizations. These discussions revolved around place-based and person-based connections, and our working groups reflected community’s need to be connected to each other. The strategies below are incorporated from our Safety, Youth, and Connectivity/Communication working groups this summer. The final strategy presents a model of a business plan of a mechanism to meet both a place and person based need for connection.

VISION

Like a tree, our roots/ foundation is community and we are growing neighborhoods with a village feel where people know each other, talk to each other and care for each other.

Neighborhood Associations

1.1 CREATE AND SUPPORT VIBRANT AND ACTIVE NEIGHBORHOOD ASSOCIATIONS

- Enlist seed funding/operational support for new neighborhood associations & ongoing support for existing neighborhood assoc.
- Pursue collaborations with existing groups & organizations
- Provide communication support for neighborhood associations
- Provide support for neighborhood events
- Create a “clean streets contest”

Neighbors Connecting

1.2 CIVIC ENGAGEMENT STRATEGY

- Create subgroups – To enhance interactions w/police & other officials, etc.
- Establish “Penny Corp” (Youth & others) to conduct Block to Block Organizing Plan engagement (targeting leaders from unconnected neighborhoods)
- Encourage resource swapping, time banks & other neighbor sharing opportunities

WHAT IS A TIME BANK?

Time banking (resources swapping) is a service exchange that where everyone’s skills are worth one “time-dollar” per hour and has the potential to build social capital in a community.

Public Space

1.3 PROMOTE “COMMUNITY INVOLVEMENT” IN PUBLIC SPACE

- Establish a Community Information Kiosk w/Marquee Sign
- Encourage usage of libraries and other public spaces
- Place community bulletin boards in public spaces
- Repair & clean-up public parks
- Encourage usage w/Adult presence, police presence and others

1.4 CREATE RESIDENT RUN PARK ASSOCIATIONS

- Place a community bulletin board in each park
- Repair and clean what is existing
- Develop regular events so that parks are full and safe
- Adult presence, police presence

1.5 PROMOTE AND ENGOURAGE MORE POSITIVE EVENTS DESIGNED TO BRING COMMUNITY RESIDENTS

TOGETHER. ALSO PROMOTE EVENTS THAT ENCOURAGE CROSSING OF “TERRITORIAL” BOUNDARIES.

- Encourage continuation of existing community events by offering support in resources, marketing and promotion, and logistics.
- Promote community events to new groups/neighborhoods by offering support in the form of organizing logistics, sponsorship, materials and resources, and marketing and promotion.

Media

1.4 DESIGN AND IMPLEMENT A MEDIA CAMPAIGN FOR CODMAN SQUARE AND FOUR CORNERS (HIGHLIGHTING POSITIVE ASPECTS AND POTENTIAL IN THE AREA)

- Create a marketing message of “Our Story” for dissemination in the community.
- Improve/ facilitate tools for communication (using both high & low tech approaches)
- Use existing ethnic & faith-based media
- Structure alternative MyDotTours / MyCodman/ Four Corners Tours

1.5 USE A MEDIA CAMPAIGN TO PROMOTE IDENTITY AND RESPECT AND REDEFINED BY COMMUNITY.

- Hold a competition for youth organizations and groups to come up with a campaign tagline promoting “redefined respect” and/or “anti-retaliation” and submit video PSA’s or short videos promoting their campaign. Host a public showing of videos and choose winning campaign. Post videos on social media.

- Award grants to organizations and groups to create signage and other forms of media to promote campaign.
- Encourage organizations, businesses, and community centers to promote campaign.

Community Café

1.6 CREATE A COMMUNITY CAFÉ/ GATHERING PLACE in CS/FC that serves healthy and affordable food in a family-friendly environment, provides youth with a safe and positive gathering place, hosts regular community-building events, and employs youth.

See **Attachment A** for an outline business plan would look like for a café modeled as a social enterprise for Codman Square and Four Corners.

II. A THRIVING COMMUNITY

A thriving community is one in which its inhabitants feel cared for, valued and are willing to address shifting outside forces and yet remain responsive to the needs of its members. The community must acknowledge that in order for the community to thrive that the sum is greater than any of its parts, and must be willing to live with the balances of tension for the uplift of the community as a whole. The culture of a thriving community not only allows for and actively promotes creative experimentation and innovative approaches in addressing its issues.

WE FIND OURSELVES

Codman Square and Four Corners has a diverse and flourishing population, with a business district full of potential. Like many of the working groups, the Economic Development group saw a need for connection between merchants and small business support in order to create a sustainable business ecosystem that thrives in the community. The current dynamic of the business district in the Millennium Ten community is mixed from Codman Square to Four Corners. A portion of the Washington St. Corridor is part of the Four Corners Main Streets, a program promoted by the Mayor devoted to the continued revitalization of Boston's neighborhood commercial districts. Codman Square was one of the first recipients of the Main Streets designation, but as of now has no Main Streets program. While Four Corners benefits from a dedicated program to connect merchants and advocate for them, Codman Square has no official organization or association that is able to address the needs of businesses in the area.

While Codman Square is working towards creating a sustainable merchant's association, a group called Stakeholders has filled the

gap in addressing clean streets and façade improvements through public safety. Stakeholders exists to focus on public safety issues along the Washington commercial corridor and to focus on clean streets, and includes merchants, agencies, local churches, and public service departments. The group has been talking with merchants with how to improve public safety issues through improving security and police presence. Yet they have also been filling another role in making public safety a priority in order to allow people to feel comfortable shopping in the square. This has been done through connecting merchants to City programs for façade improvements and improving the aesthetics in the Square.

This disconnect along Washington Street from Four Corners to Codman Square, and extending onto Talbot Avenue has created interesting opportunities for ideas about growth in the Millennium Ten catchment area. During the summer working groups, the Economic Development group identified a vision for what they wanted to see in the community in the future, as well as what outcomes they would like to see implemented in Codman Square and Four Corners. From this point, champions in Codman Square and Four Corners will partner together to pilot strategies to work towards the outcomes listed below. Millennium Ten will be viewing these strategies through the lens of how it will affect vulnerable populations (ie. males of color and youth).

VISION

We envision a local sustainable ecosystem where residents & businesses are partners towards a connected community.

Creation of a Local Business Group

2.1 SUPPORT THE FORMATION OF A LOCAL BUSINESS GROUP to represent and advance business interests in CS/FC (either together or separately). Identify broad base of Champions.

- If requested, identify local agency to provide support staff to business owners.
- Group to further identify needed supports to help local businesses thrive.
- Group to consider if there is a community branding that may help their business (ie. Caribbean Crossroads, The Auto Triangle, etc.)
- Business collaborate on short-term efforts like decorating a street for a holiday season.

Infrastructure and Façade Improvements

2.2 DEVELOP LOCAL STRATEGY FOR INFRASTRUCTURE AND FAÇADE IMPROVEMENTS; include both the CS/FC Washington Street, and other major streets/businesses areas such as Norfolk Street, Talbot Ave, and the St. Marks business district.

- Convene “listening” groups of local business owners and residents to develop a comprehensive list of improvements needed in both Four Corners and Codman Square.
- Identify where there are shared and/or unique needs based on geography or business type.
- In smaller business districts, create unified signage to represent a collective business community.
- Develop a plan to advocate for business needs to City and elected officials, and private funders.

2.3 FAÇADE IMPROVEMENTS (AND RELATED STRATEGY, STARTING ENGAGED BUSIESS ASSOCIATIONS)

- Engage “Healthy on the Block” and use as marketing tool

- Identify funding sources for façade improvements
- Identify steps to go about removing grates and standardizing signage

2.4 CREATE A GENERAL FUND AND/OR SKILL SHARE TO USE FOR THE REGULAR CLEAN-UP, UPKEEP, AND “LOOK” OF CODMAN SQUARE AND FOUR CORNERS

- Gauge level of interest from volunteers and residents.
- Set-up trusted locations with visible advertising asking for donations to keep Codman Square clean.
- Identify and come to consensus over what the fund should and shouldn’t be used for, and how the skill share portion works, and be clear when explaining to participants, recipients, and donors. Identify a trusted M10 partner that will be responsible for managing the fund.

Small Business Support

2.5 PROVIDE SMALL BUSINESS SUPPORT FOR CAPITAL IMPROVEMENTS AND IMPROVED BUSINESS OPERATIONS.

- Identify resources to help businesses replace steel grates with windows with bars behind them.
- Identify resources to help businesses install security cameras for store and neighborhood safety.
- Identify city, state, and private resources business owners can pursue for related capital improvements (unique and business specific).
- Convene a working group to explore creative ways we may be able to meet local business capital needs while also addressing community development goals. (ie. a number of auto-related businesses have outdated equipment needs –

could we create an auto mall that promotes shared and consolidated services while in turn repurposing former space used by these businesses.)

IV. A HEALTHY COMMUNITY

Millennium Ten’s Physical Environment working group was formed to address several priorities outlined in the questionnaire and interviews that included Land Use, Food Access, and Green and Clean. As the group evolved over the summer, key issues of healthy food access and the streetscape on Washington Ave. became key priorities for the community. The strategies below focus on moving towards the creation of healthy and sustainable environments. Millennium Ten will be viewing these strategies through the lens of how it will affect vulnerable populations (ie. males of color and youth).

VISION

We are committed to establishing a healthy, vibrant Dorchester where private & public properties have been transformed into healthy & sustainable environments.

Healthy Food

3.1 PROMOTE AND ADVERTISE HEALTHY FOOD

- Hold a community meeting to educate people about the Healthy on the Block Campaign and other healthy food resources in the community. Encourage people to be more vocal about demanding better food choice access in the neighborhood.

- Offer healthy food cooking classes, as well as events that encourage the sharing of healthy meals and recipes.

Code Enforcement

3.2 COMPREHENSIVE CODE ENFORCEMENT PLAN

- Develop a strategy to consistently facilitate communication between the City/ISD/Police and the neighborhood. Work to make this a high priority area.
- Educate community members on the building code and sanitary code and how to report violations.
- Identify who in each building/store/etc is the key contact person
- Form a committee to hold both the city and businesses accountable for keeping streets clean and facades looking good

Green Space

3.3 INCREASE AND PRESERVE GREENSPACE; providing balance to active housing and commercial development.

- Identify community-led efforts to reclaiming vacant land for public greenspace purposes. Maintain an active list of existing and proposed projects in CS/FC.
- Advocate collectively in support of community efforts for balanced greenspace development including community gardens, urban farms, pocket parks, etc. Participate in discussions with DND.
- Identify local “experts” who can assist community groups in greenspace initiatives and strategies.
- Facilitate visioning session(s) to pinpoint any community-wide efforts that may create linkage between various greenspace projects to create large-scale impact.

- Increase and improve existing greenspaces by providing volunteer resources and programming for varied ages and interests.
- Identify and secure funding sources to advance local greenspace work including, but not limited to the Ballou Ave garden, the TNT Greenspace Master Plan, and R.O.C.'s peace garden on Hopkins Street.

3.4 PROMOTE GREEN AND SUSTAINABLE LIVING, UTILIZING LEED-ND IN THE TALBOT-NORFOLK TRIANGLE AS ONE EXAMPLE.

- Utilize/develop local efforts to increase knowledge and participation in home energy reduction; including but not limited to deep green retrofits, solar usage, composting, and energy consumption habits.
- Pursue LEED-ND Platinum status in the Talbot-Norfolk Triangle by committing to LEED certified construction of affordable housing and commercial space, exploring alternative energy production (ie. solar array), increase green landscaping and storm water management techniques. Ensure process is community-informed and has broad support and agreement.
- Link LEED-ND certification to the City of Boston's Fairmont Indigo planning efforts along the 9.2 mile rail line. Allow for synergy between Transit Oriented Development (TOD) near the Talbot Ave station in relationship to other rail stops. Incorporate early planning efforts such as The Fairmont Greenway in current discussions.
- Widen New England Ave to allow for two-way traffic from Norfolk Street to Talbot Ave. Achieving this infrastructure improvement will not only create new opportunities for business and housing development, but will improve pedestrian safety by ensuring a walkable and bikable street (does not currently exist).

Housing

3.5 Our real estate development strategy for the next 10 years must be based on goals of community development. We want a vibrant, diverse, safe and sustainable neighborhood, welcoming to a broad range of residents, and able to contribute to the over-all health of the city. To support these community development goals, our real estate activities need to be balanced and inclusive in a number of areas:

- TOD development around our two new Fairmount stations (Talbot and Four Corners) will be our biggest growth area. This work should emphasize mixed-use development (housing and ground floor commercial), and seek to strengthen fairly dense nodes around the stations.
- Real estate development activities (especially around the new Fairmount stations) should be closely coordinated with upgrades of public infrastructure. New England Ave., in particular, presents great opportunities for improvements in traffic and pedestrian access and green interventions, all in support of new TOD development.

BY THE NUMBERS

The national "housing-cost burden" is 30% or more of income spent on housing cost.

In Codman Square and Four Corners, 53% of renters in Millennium Ten pay 35% or more of their income in rent.

- Our housing must remain affordable and could include a range of types such as co-op and rental housing (for households @ 60 % AMI and below). If the economy and housing market continue to strengthen, homeownership housing for mixed-income projects (serving middle income families), may be possible. New homeownership efforts should be paired with human asset development strategies offered by Mill Ten (FON) and partner agencies (IDAs, City of Boston HOME Center down payment assistance, first time homebuyer classes, etc).
- There must be continuing and concerted focus on the creation/development of housing and support services for vulnerable populations (e.g., males of color, homeless families).
- New development should include housing, retail/office spaces, and light industrial uses. In some cases, these can occur in the same project, while other sites may call for one or another of these approaches.

II. A SUPPORTIVE COMMUNITY

A signifier of whether a community is accountable is to measure its support systems. The Youth focus group saw the need for a supportive community from the ways that people respect each other to the modes in which people gather around an issue. Throughout the summer process, the Youth working group strategized around the issues that they saw as key in the community, rooted in the prevalence of youth violence and the abundance of potential support structures. Below are their vision and strategies around creating a supportive community.

As stated in the introduction, Millennium Ten will be looking specific strategies through the lens of how it will affect vulnerable populations (ie. males of color and youth).

Vision

We will work towards a community committed to peace not violence; one where youth can succeed; a neighborhood full of places where we can best learn, work, and play; an environment filled with healthy choices; known for caring adults who support us and believe youth are not the problem, but part of the solution; a place where I can discover my voice, my freedom of expression, and my leadership; a community that not only supports me, but my family as well; one where we will prosper; this is where I want to grow up, achieve my success, and give back to the generation that came before me and to the one that follows after me. This is our community - a place of opportunity.

Reducing Youth Violence

The concern for **REDUCING YOUTH VIOLENCE** shared by both youth and adults often dominated the Youth Action Team meetings. The youth related strategies shared throughout this plan are presented as an integrated approach to violence reduction (ie. participants believe that increasing youth employment has a positive impact on reducing youth violence.)

4.1 DEVELOP A LOCAL NETWORK TO SUPPORT YOUTH WORK

Unlike many neighborhoods within Boston, the Millennium Ten target area lacks formalized coalitions or networks of youth and/or youth workers where strategies and peer support are developed and advanced.

- Form a collaboration of youth workers in Codman Square/Four Corners (CS/FC) to meet regularly to discuss common concerns and issues, develop strategies, share resources, and offer mutual support.
- Form a Codman Square/Four Corners youth council, involving youth leaders from different organizations.
- To have local stakeholders and coalitions advocate on CS/FC behalf at city and statewide coalitions.

4.2 ADDRESS THE ISSUE OF “RESPECT” BY HELPING YOUTH DEVELOP A POSITIVE SELF-IDENTITY

The Youth Action Team affirmed that violence resulting from issues of “respect” is often rooted in an under-developed sense of

positive self-identity. Said another way, when a young person has a poor, positive self-identity they may fill that need by demanding “respect” from others. Positive self-identity is built from infancy through young adulthood in primary learning environments such as home, school, religious institutions, and youth programs. Additionally, youth can learn alternatives to retaliation, practical conflict resolution, problem solving, and mediation techniques as appropriate skills to minimize violence.

- Form a working group out of collaboration to focus specifically on initiatives to help youth develop a positive self-identity and address the current culture of “respect/retaliation.” Invite youth participants and other interested stakeholders to join. Group to redefine “respect” in relationship to positive self-identity as one strategy to reduce youth violence.
- Working group will identify and/or create relevant curriculum/workshops and related outcome measurement tools. Group needs to include conversations about the impact of race, barriers due to race, and racial identity as one significant factor in developing a positive self-identity.
- Implement proposed curriculum/workshops in youth programs represented by the collaborative. Consider how to best utilize the arts and leadership development as a way to build positive self-identity.
- Evaluate success and identify best practices.
- Promote successful curriculum/workshops to schools, community centers, youth-serving organizations, and churches. Provide trainings if necessary.

4.3 CREATE A CAMPAIGN to understand and promote non-violence messaging in the home.

- Convene focus groups of parents to discuss issues of violence and messaging at home. Identify barriers to anti-violence messaging.
- Identify existing resources/workshops that address generational cycles of violence, and confront the mindset that if you hurt me, I have a right to hurt you back. Address the reality, as spoken by youth, that parents are the ones who foster this mindset of justified retaliation.
- Develop strategies to address barriers and promote anti-violence messaging by parents.

4.4 PROMOTE TRAUMA-INFORMED TRAININGS to better equip youth-serving organizations who deal with children and youth who experience high emotional stress due to experiences of and/or exposure to violence in the community. Emotional stress is detrimental to their physical and mental health and well-being, their ability to learn and focus in school, and can lead to risky behavior.

Education Support

4.5 GRADUATION COACHES are made available to children/youth identified as at “high-risk” of dropping out of high school.

4.6 INSPIRE YOUTH TO THINK ABOUT COLLEGE AND CAREER by incorporating visits from professionals in various fields, job shadows, college visits, exposure to different careers, internships, etc.

- Work with Boston Public Schools and school guidance counselors on behalf of local youth to incorporate college and

career exploration into school curriculum and/or extra-curricular activities.

- Ask youth employment programs to incorporate career trainings into workplace curriculum.
- Create/identify a community-based (verse school-based) resource-center for students exploring college/career options and scholarships funds. Establish local “guidance” counselors. Incorporate resident volunteers.

4.7 CELEBRATE ACHIEVEMENT OF YOUTH IN COMMUNITY AND PROVIDE SCHOLARSHIPS for youth based on various areas of interest, leadership in community, citizenship, etc.

- Increase participation in the CS/FC annual Hidden Heroes event (November) recognizing youth achievement and providing scholarships for awardees. Possibly increase youth awardees from 2 to 4.
- Solicit alongside Hidden Heroes organizers additional scholarship funds from local businesses.
- Identify any existing local scholarship funds that may be under-accessed.
- Offer scholarships for additional reasons beyond academics (ie. arts/creativity, etc.)

4.8 ADVOCATE FOR INCREASED CULTURAL COMPETENCY OF TEACHERS THROUGH TRAINING; providing incentives for teachers that live in community where they teach; provide scholarships/incentives for Boston-native youth to receive degree in education and teach in BPS.

Mentoring

4.9 ESTABLISH A MENTORSHIP PROGRAM that matches youth in the community with mentors who will provide encouragement and support emotionally, academically, and vocationally. Match youth with mentors based on areas of interest (especially professional when available).

Youth Jobs HUB

INCREASE YOUTH EMPLOYMENT OPPORTUNITIES.

4.10 To increase opportunities for “beginner employment” or “pre-employment” programs for middle-school-aged youth. The purpose of these programs is to expose youth early to employment; teach responsibility, basic job skills, etc.; provide job shadowing opportunities in a variety of settings; promote academic and personal growth; promote leadership development.

- Identify and evaluate existing programs in the community that meet some or all of the goals.
- Develop network of support and sharing for programs.
- Identify resources to expand existing programs and/or encourage new programs within existing community agencies.
- Promote involvement in programs to middle-school-aged youth.

4.11 To increase training and skill-building workshops for youth employed.

- Develop collaboration of youth-employing organizations and businesses to discuss and share resources regarding trainings and skill-building workshops.

4.12 To increase the number of high-school-aged youth in the community engaged in internships.

4.13 To convene youth-employing organizations and businesses to advocate collectively for increased funding, and to share existing resources.

- Convene youth-employing orgs and businesses in Codman Square/Four Corners to address funding needs through advocacy.
- Ensure that youth-employing orgs from Codman Square/Four Corners are represented in larger youth jobs advocacy (i.e. Youth Jobs Coalition Boston).

4.14 To provide support to local businesses interested in employing/apprenticing youth.

- Identify local businesses interested in employing/apprenticing youth.
- Assess the barriers faced by local businesses in hiring and supervising youth and develop strategies to address barriers.

4.15 Work in partnership with citywide youth-serving agencies to increase and provide jobs for CORI involved youth.

4.16 TO ESTABLISH A YOUTH EMPLOYMENT “HUB” that serves as a central place for the community to find resources and support for youth employment. The “hub” will (1) hold a database of available employment, internship, and apprenticeship opportunities for youth in the community; (2) be a resource for youth seeking employment by providing one-on-one help, job skill workshops, etc. (3) increase the

number and diversity of youth jobs by building relationships with and offering support to organizations and businesses that employ youth, advocating for external funding, etc. (4) offer regular skill-building workshops for employers in community to send youth to. (5) work with schools to bridge students to internships with local businesses (6) promote best practices for youth employment and measure youth employment outcomes, (7) represent youth-employing orgs and businesses in state and city-wide youth jobs movements and advocacy.

The champion group for the Youth Job HUB has created beginning work plan for the HUB, as replicated in the Executive Summary. Their work is noted below:

The Youth Jobs HUB seeks to increase youth employment opportunities and strengthen the youth employment pipeline in the Millennium Ten target area. It will do so by providing capacity building and networking support to non-profits and business that employ youth and those that desire to. The HUB will not provide jobs itself. Special attention will be given to increasing local small business capacity to employ youth, as this is a largely untapped, sustainable resource. The Youth Jobs HUB will focus on three *phases* of youth employment within this pipeline.

- Phase I: Pre-employment opportunities for youth age 12 – 14, attention concentrated almost exclusively in the non-profit sector.
- Phase II: Youth employment for age 14 – 18, opportunities in non-profit and private sector, with special attention to increasing capacity of small local businesses to employ youth.
- Phase III: Young adult employment for age 18 – 24, attention concentrated mostly in the private sector.

Why?

- The Millennium Ten community planning process revealed residents' strong concerns around availability of youth employment. Youth and adults alike expressed a need for more youth employment opportunities, greater variety of jobs, ability of youth to choose area of employment, and year-round job availability.
- Evidence reveals that youth employment has a significant impact on reducing youth violence – which was another key concern raised by residents.
- It is perceived that there are fewer youth jobs available within the M10 target area than in neighboring communities.
- Relying on youth jobs in the non-profit sector alone is not sustainable, as funding for these jobs is always uncertain. There is a large untapped opportunity for youth jobs in the private sector, which would increase the number and variety of opportunities.
- Phase III of the HUB will address the high unemployment rate within the 18 – 24 age range. Also, if we increase opportunities for pre-employment and youth employment,

more youth will be better equipped to enter the workforce as adults.

- There is a need to strengthen our collective voice by forming a M10 coalition around youth jobs for strategizing and advocacy to achieve our goals. No such group exists at this time.
- This is a replicable and scalable neighborhood based model for increasing youth jobs.

Goals/ Outcomes:

- Short-term (Year 1): Complete full assessment of youth employment in M10 target area and develop plan of action to build youth jobs capacity in community.
- Medium-term: Implement action plan with non-profits and businesses to increase capacity; add more youth jobs as capacity allows.
- **Long-term goal: Increase number and variety of youth employment options available within M10 target area, particularly in local businesses.**
Long-term goal: Create an employment pipeline (age 12 – 24) so that more youth are prepared to enter adult workforce with a variety of skills and experience.

IMPLEMENTATION

If we are to make the Codman Square / Four Corners areas of Dorchester a neighborhood of choice and a place of promise we must not only produce a 'community contract' and consider our work completed. No plan is completed just because it gets written. The next step/implementation is "where our real work begins." This is where many processes end up with the report gathering dust on the shelf. It makes sense to start off with a stated two-year window for our effort. Experience has shown that successful communities:

- Start with a smaller project that has a high chance of success
- Manage their resources wisely and get the most value for every dollar, and
- Act responsibly so their supporters have confidence in the community's ability to deliver the promised results,

Using our Guiding Principles we will be open to new approaches and new neighbors. Our major emphasis will be on including individuals who have previously been inactive in the Community to both feel welcomed and encouraged to use their gifts. We will utilize existing neighborhood-based organizations (including neighborhood associations and others) and encourage their creation (in neighborhoods where they are non-existent) to develop civic engagement. Our activities will include:

1. Present the 'Community Contract' to the public/community for review & comments
 - Allows for consensus/buy-in
2. Publish/disseminate the final Contract

- Keep citizens informed and provides access for involvement
 - Acknowledges & celebrates activities to date
3. Establish Implementation Entity/Steering Committee – Acknowledging that the Process has entered a new phase and allows for current members to retire and new members to join
 - Manages process including overall functions and establishing criteria
 - Identifies external resources
 - Ensures full community participation
 4. Prioritize strategies/action steps for implementation (over a two year period) based on
 - Champions identified
 - Detailed action steps & tasks (who, what, when, with whom, at what cost and how it will be measured)
 - Realistic timeframe
 - Realistic expenses and income
 - Realistic plan for outreach
 5. Implementation Entity/Steering Committee will
 - Ensures follow up on Action Steps, etc.
 - Provides ongoing support
 - Evaluates the process regularly and publicly (Producing Quarterly Reports)
 - Change plan when conditions change or new opportunities present themselves, always keeping in sight the long-term vision.

STRATEGY	Lead Champion	Other Key Partners	Timeline		
			1 year	2-3 years	4-5 years
I. CONNECTIVITY AND COMMUNICATION					
Neighborhood Associations					
1.1 Create and support vibrant and active neighborhood associations.	CSNDC	Four Corners Action Coalition, The Boston Project Ministries		X	X
Neighbors Connecting					
1.1 Civic Engagement Strategy	Dan Willis	CSNDC, Gail Latimore	X		
Public Space					
1.3 Promote “Community Involvement” in public space	Boston Project Ministries	TNT Neighbors United	X	X	
1.7 Create resident run park associations	Cynthia Loesch		X	X	
1.8 Promote and encourage more positive events designed to bring residents together. Also promote events that encourage crossing of “territorial boundaries”.	Boston Project Ministries	Codman Square Neighborhood Council	X		
Media					
1.9 Design and implement a media campaign for Codman Square and Four Corners highlighting positive aspects and potential in the community.	Christian Williams	DotWell	X	X	

1.7 Use a media campaign to promote identity and respect redefined by the community.	Christian Williams	TNT, CSNDC	X	
1.8 Create a community café/ gathering place	Rachele Gardner	Daniel Willis		X
II. THRIVING COMMUNITY				
Creation of a local business group				
2.1 Support the creation of a new business group to represent and advance business interests in Codman Square and Four Corners	VIEW II	Four Corners Main Streets, TNT Neighbors United	X	X
Infrastructure and Façade Improvements				
2.2 Develop a local strategy for infrastructure and façade improvements.	CSNDC/ Stakeholders	Four Corners Main Streets	X	X
2.3 Create a general fund and/or skill share to use for the regular clean-up, upkeep, and look of Codman Square and Four Corners.	Four Corners Main Streets	VIEW II, Stakeholders	X	
Business Support				
2.4 Provide small business support for capital improvements and improved business operations.	Four Corners Main Streets	VIEW II		X
III. HEALTHY COMMUNITY				
Healthy Food				
3.1 Promote and advertize healthy food.	Codman Square Neighborhood Council	Healthy Dorchester	X	
Code Enforcement				
3.2 Create a comprehensive code enforcement plan	VIEW II			X
Green Space				

3.3 Increase and preserve green space	CSNDC	TNT, Greater Four Corners Action Coalition	X	X	X
3.6 3.4 Promote green and sustainable living, utilizing LEED-ND in the Talbot-Norfolk Triangle as one example	CSNDC	TNT	X	X	X
Housing					
3.4 Develop housing strategies in line with community goals.	CSNDC	TNT, Greater Four Corners Action Coalition			X
IV. SUPPORTIVE COMMUNITY					
Reducing Youth Violence					
4.1 Develop a local network to support youth work	The Boston Project Ministries		X		
4.2 Address the issue of “respect” by helping youth develop positive self-identity	BOLD Teens	The Boston Project Ministries	X	X	
4.3 Create a campaign to understand and promote non-violence messaging in the home	The Boston Project Ministries			X	
4.4 Promote trauma-informed trainings	Codman Square Health Center	The Boston Project Ministries	X	X	
Education Support					
4.5 Graduation coaches are made available to children/youth identified as at “high-risk” of dropping out of school.				X	
4.6 Inspire youth to think about college and career			X	X	
4.7 Celebrate achievement of youth in community and provide scholarships for youth.			X	X	
4.8 Advocate for increased cultural competency of teachers through training.			X	X	X

Mentoring					
4.9 Establish a mentoring program that matches youth in the community with mentors who will provide encouragement and support emotionally, academically, and vocationally.	Men of Color/ Men of Action		X		
Youth Jobs					
4.10 To increase opportunities for “beginner employment” or “pre-employment” programs for middle-school-aged youth. The purpose of these programs is to expose youth early to employment; teach responsibility, basic job skills, etc.; provide job shadowing opportunities in a variety of settings; promote academic and personal growth; promote leadership development.	The Boston Project Ministries			X	
4.11 To increase training and skill-building workshops for youth employed.	The Boston Project Ministries	Dorchester NSC	X		X
4.12 To increase the number of high-school-aged youth in the community engaged in internships.	The Boston Project Ministries	Dorchester NSC			X
4.13 To convene youth-employing organizations and businesses to advocate collectively for increased funding, and to share existing resources.	The Boston Project Ministries		X		
4.14 To provide support to local businesses interested in employing/apprenticing youth.	The Boston Project Ministries	Dorchester NSC			X
4.15 Work in partnership with citywide youth-serving	The Boston Project	Dorchester NSC	X		X

agencies to increase and provide jobs for CORI involved youth.	Ministries			
4.16 To establish a Youth Employment “HUB”	The Boston Project Ministries	X	X	X