



Strategic Plan

2026-2029

Strengthening
our vibrant, diverse,
and inclusive
neighborhood.

Our Path Forward

For over five decades, Fenway Forward (formerly Fenway Community Development Corporation) has remained steadfast in its mission: to preserve Fenway as a vibrant, diverse, and inclusive neighborhood through the development of affordable housing, enrichment programs, and community driven advocacy. Fenway Forward envisions the Fenway as a unique neighborhood with extraordinary access to jobs, education, healthcare, housing, open space, public transit, and the arts. We seek to build a healthy neighborhood that is affordable for existing residents and attractive to new residents, institutions and businesses.

Fenway Forward is committed to serving and collaborating with all members of the Fenway community, prioritizing low- and moderate-income residents of Fenway Forward-owned homes, communities of color, and others who have historically been marginalized or excluded from equitable access to housing, public services and resources.

In October 2024, Fenway Forward launched a community-centered strategic planning process to guide the organization's work through 2029. Led by a 12-member Strategic Planning Committee, we engaged more than 200 stakeholders, including neighborhood leaders, community and institutional partners, public officials, Fenway Forward residents, and board and staff members. Through a series of focus groups, interviews, and community listening sessions, we gathered a wide range of input and gained insights from neighborhood residents and partners on what Fenway Forward's future programming and role within the community should look like.

This Strategic Plan outlines Fenway Forward's programmatic goals and priorities as well as many of the investments needed to implement the plan. The plan comes at a pivotal time. The Fenway neighborhood is undergoing rapid transformation that is driven by luxury real estate development, housing prices that are out of reach for most current residents, institutional expansion, and shifting demographics that threaten the vibrancy and diversity of the neighborhood. During the planning process, numerous community residents elevated these challenges and more, emphasizing the displacement of long-time residents, lack of affordable housing options for families, persistent racial disparities in housing access, widening income inequality, and the lack of access to quality jobs.

In this context, a new strategic plan is not just timely, it is essential. It allows Fenway Forward to sharpen our focus, align our resources with evolving community needs, and ensure that the passions, interests, and concerns of community members and residents remain central to shaping the future of the neighborhood, laying the foundation for a resilient, equitable, and thriving Fenway.

As a result of the strategic planning process, Fenway Forward has developed five strategic priorities that will shape our programs and initiatives over the next four years (2026-2029), and ensure that we can continue to advance our mission and achieve our goals.

Our strategic priorities



Expand organizing and advocacy to strengthen the voice of our community in neighborhood development and housing justice.



Increase affordable, sustainable homes to ensure lasting stability, belonging, and quality of life for residents.



Advance economic stability helping families remain in Fenway and build thriving futures.



Foster community connections and visibility uniting neighbors and creating stronger support networks.



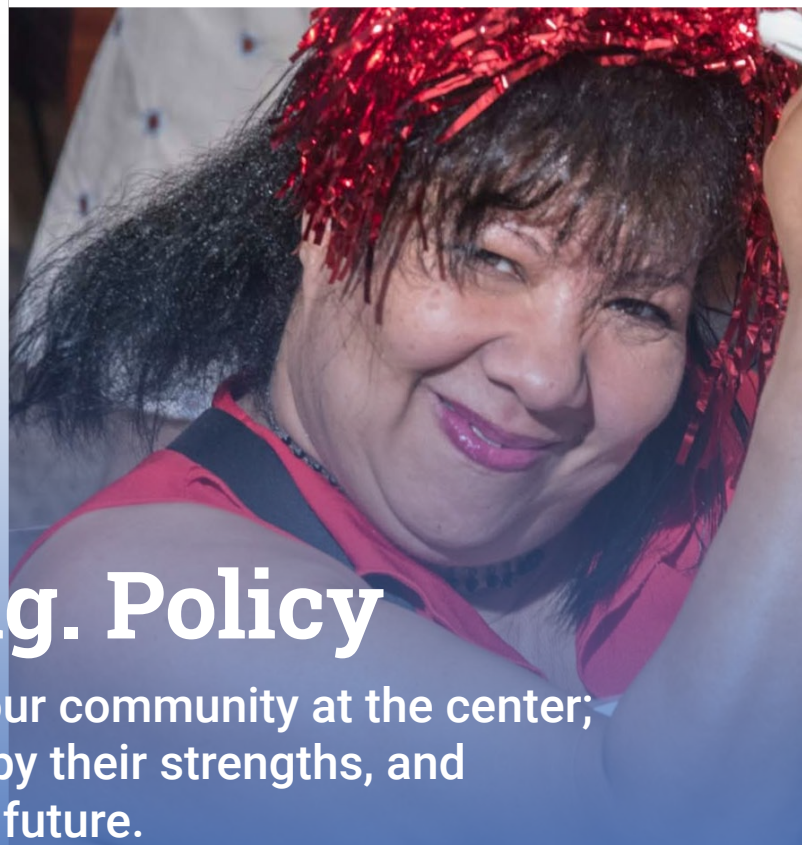
Invest in people and resources to ensure progress in the Fenway is lasting and shared by all.



To execute on these priorities, Fenway Forward is committed to taking a bold and proactive approach, one that embraces innovation, invests in long-term solutions, and remains rooted in the lived experiences of the Fenway community. These priorities ensure that we continue to listen deeply to residents, center their leadership in every stage of our work, and take decisive action to advance racial equity and inclusion.

As a mission-driven developer, Fenway Forward will continue to pursue housing development that meets the evolving needs of the community, preserving affordability and housing stability for residents and families. Expanding workforce development efforts will be key to supporting economic opportunity and mobility, connecting individuals with meaningful employment pathways and access to resources. As a trusted neighborhood convenor, Fenway Forward will strengthen partnerships across sectors bringing together residents, institutions, and local leaders. We will build upon a deep reservoir of trust with our partners and neighborhood institutions to address and resolve any tensions that arise in a transparent manner, so that we can steward community priorities and accomplish our mission.

The expansion of our local organizing efforts will address neighborhood needs, promote tenant protections and preserve affordable housing. We will advocate for institutional development that benefits the neighborhood, while continuing to participate in city and state campaigns for housing and economic justice. Through deep community engagement in all of our campaigns, events, and programs, Fenway Forward will continue to foster a shared sense of belonging and community, where everyone is able to thrive and enjoy the vibrancy and cultural richness that makes the Fenway such a special neighborhood.



People. Housing. Policy

Our new strategic plan keeps our community at the center; driven by their voices, shaped by their strengths, and powered by their vision for the future.

Strategic Priorities, Goals And Objectives

2026-2029

As we engaged residents, community leaders and partners in the strategic planning process, several themes and areas of consensus emerged. Residents described the Fenway as a vibrant, diverse neighborhood with deep cultural roots and a proud history of civic engagement. At the same time, they expressed urgent concern about displacement of low- and moderate-income residents driven by rapid development, rising housing costs, and institutional expansion, threatening Fenway's affordability and unique character.

Community members affirmed Fenway Forward's critical role in addressing these challenges and affirmed our leadership in affordable housing development and civic activism. At the same time, residents urged Fenway Forward to do more: expand our affordable housing pipeline, advocate for stronger tenant protections, connect residents to good jobs and economic opportunities, and deepen our presence and impact in the neighborhood. Many stressed the need for greater visibility, deeper community engagement, and increased awareness of Fenway Forward's work and impact. Residents also highlighted the importance of continued investment in quality property management and ongoing support services for tenants, especially as Fenway Forward's housing portfolio grows.

Access to good jobs and financial stability also surfaced as top priorities. Community members want expanded workforce development, job readiness, and financial coaching programs that help residents stay and thrive in the neighborhood.

The community was clear: now is the time for Fenway Forward to lead boldly, with transparency, visibility, and a continued commitment to housing justice, economic opportunity, and inclusive community building, protecting what makes the Fenway a thriving, inclusive, and special neighborhood.



Strategic Priority #1:

Expand local organizing and advocacy efforts to advance housing justice and guide development in the community

Fenway Forward will undertake local tenants' rights organizing in conjunction with policy campaigns for tenant protections and affordable housing preservation at the city and state level, while continuing our efforts for equitable transit access in the neighborhood. Fenway Forward will continue to bring residents and partners together to influence major development decisions through Institutional Master Planning and Article 80 processes, ensuring that large projects reflect community priorities and deliver real benefits.

To sustain these campaigns and initiatives over the long-term, Fenway Forward will grow its base of community leaders and strengthen civic engagement and voter participation across local and state elections.

GOAL 1

Deepen community and tenant organizing through neighborhood campaigns that address resident needs, defend housing stability, and promote policy change

Objectives

1. Lead or support local issue-based campaigns around tenants' rights, anti-displacement, affordable housing preservation, and improved public transportation
2. Participate in city and state-level policy coalition efforts that align with local Fenway Forward campaigns



GOAL 2

Lead community campaigns for equitable development and institutional accountability in the Fenway

Objectives

1. Organize community members and partners to shape and influence Institutional Master Planning processes of Fenway's academic, cultural, and healthcare institutions to align with neighborhood priorities
2. Mobilize community members to advocate for community design standards, development priorities, and enforceable community benefits around private development projects
3. Convene community stakeholders to renew and update the Urban Village Plan, ensuring that the plan reflects community vision, adheres to urban design best practices, sets clear priorities, and is recognized by the City as a guiding framework for neighborhood development

GOAL 3

Strengthen year-round civic engagement and leadership development

Objectives

1. Engage and mobilize 600 community members over the next 4 years through voter education and turnout efforts for upcoming municipal, state, and federal elections, fostering long-term civic power and accountability
2. Provide support for at least 30 community residents to take leadership roles in planning civic engagement and organizing efforts over the next 4 years

Strategic Priority #2:

Significantly increase the supply of affordable and sustainable homes, while fostering stability, belonging and quality of life for residents in Fenway Forward properties

Building on our strong track record, Fenway Forward will use multiple strategies to develop affordable homes for low- and moderate-income residents and families, providing the opportunity to remain and thrive in the neighborhood. As our housing portfolio grows, we will remain equally focused on the residents already living in our properties, through enhanced property management, improved communication with tenants, and expanded on-site services and programs. We will also continue to lead on sustainable housing initiatives, investing in climate-resilient upgrades and integrating green technologies into new and existing developments to lower costs and environmental impacts.

GOAL 1

Expand Fenway Forward's affordable housing portfolio and development pipeline by 230 units by 2029, representing a 53% increase

Objectives

1. Prioritize acquisition and rehabilitation of existing properties that can be converted into permanently affordable housing
2. Focus development within the Fenway, while exploring opportunities outside the neighborhood based on mission alignment and strategic goals
3. Strengthen partnerships and collaboration with public agencies, mission-aligned developers, and financial partners to expand development capacity and funding opportunities for Fenway Forward development projects
4. Pursue development of a range of housing types to address community needs, including:
 - affordable rental housing for a range of income levels
 - homeownership opportunities
 - housing cooperative development, based on funding, feasibility and resident interest
 - housing projects that include affordable and workforce housing, to accommodate needs of moderate-income community members

GOAL 2***Maintain safe, healthy, and well-managed properties by investing in property management systems and resident services*****Objectives**

1. Improve and maintain oversight, communications, and accountability of the property management company in order to uphold high standards and ensure quality living conditions and housing stability for all Fenway Forward residents
2. Strengthen on-site support services, engagement, and programming that address residents' needs, promote housing stability, and foster community, including:
 - Reduce social isolation among seniors and help them to age in place in Fenway Forward buildings
 - Prioritize Fenway Forward households in workforce development, financial stability, and health and wellness programs
 - Enhance communication tools and practices to better engage and inform residents

GOAL 3***Ensure properties are prepared for climate change by advancing green development and sustainability measures across Fenway Forward's housing portfolio*****Objectives**

1. Complete energy retrofits in 25% of existing Fenway Forward properties by 2029, resulting in improved energy efficiency, lower operating costs, and reduced carbon footprint
2. Leverage green energy incentives and funding to support sustainability initiatives in new and existing properties



Strategic Priority #3:

Advance economic stability and opportunity for low- and moderate-income residents so that they are able to remain and thrive in the neighborhood

Fenway Forward will continue our partnerships to support families and individuals to improve access to food, health services, and other basic needs. We will promote economic opportunity by expanding workforce development partnerships with local institutions to train and place community residents in quality jobs, focusing on high-opportunity sectors like healthcare and hospitality.

Fenway Forward will also promote affordable homeownership by working with partners to create pathways for first-time homebuyers through education, financial counseling, and access to down payment assistance.

GOAL 1

Expand access to food and healthcare services to meet basic needs and promote wellness

Objectives

1. Strengthen and expand initiatives and partnerships to increase access to fresh, nutritious food and healthcare services to at least 1,500 households over the next 4 years
2. Expand partnerships and promote opportunities with community centers and hospitals to sustain and broaden the reach of food and healthcare services



GOAL 2

Promote Economic Mobility and Financial Empowerment Through Workforce Development and Resource Access

Objectives

1. Expand workforce development programs and job placement opportunities for up to 120 individuals over the next 4 years by building partnerships with local colleges, hospitals, and institutions to develop career pipeline programs, training, and internships in high-opportunity fields, such as health care, construction, green energy, and hospitality
2. Provide career counseling to at least 140 individuals over the next 4 years and serve as a connector between community members and job readiness programs
3. Increase Fenway Forward's capacity to provide assessments and follow up with employers and job seekers to ensure retention and long-term success

GOAL 3

Build capacity of low and moderate-income residents to access homeownership opportunities

Objectives

1. Explore partnerships to provide homebuyer education and counseling to at least 40 individuals over the next 4 years
2. Coordinate across teams to support potential homebuyers on credit repair, savings, and downpayment assistance strategies

Strategic Priority #4:

Foster deep community engagement, increased visibility, and broad-based community support for Fenway Forward's mission and programs

Fenway Forward will promote a shared sense of community by implementing comprehensive, organization-wide outreach strategies focused on relationship-building, multilingual engagement, and enhanced public presence through events, communications, and community space upgrades. We will deepen connections with our core community, particularly low- and moderate-income residents, by creating stronger feedback channels and inviting meaningful participation in program planning and decision-making. Over the next four years, Fenway Forward will grow our base of active leaders and volunteers, supporting community members through training and clear pathways into leadership, governance, and civic action.

GOAL 1

Expand outreach and visibility to strengthen public awareness and create shared sense of community

Objectives

1. Develop and implement a comprehensive outreach strategy, with focus on 1:1 engagement and long-term relationship building
2. Engage 2,000 stakeholders per year over the next 4 years in Fenway Forward-sponsored initiatives, campaigns, and events
3. Complete physical upgrades to Fenway Forward's office and public-facing spaces by 2027, to support increased visibility and neighborhood programming
4. Expand capacity of Fenway Forward to conduct outreach in different languages
5. Strengthen brand visibility through signature events and the development of new marketing and promotional materials

GOAL 2***Center residents and their passions, interests and concerns in all aspects of Fenway Forward's work*****Objectives**

1. Strengthen community feedback channels to ensure that resident input meaningfully shapes strategies, campaigns, and programmatic decisions
2. Prioritize regular engagement and outreach with Fenway Forward's core community, including low- and moderate-income community members, Fenway Forward residents, and seniors
3. Engage abutters and neighbors of proposed Fenway Forward development projects to build trust and support

GOAL 3***Expand Fenway Forward base of leaders and volunteers by 20% by 2029*****Objectives**

1. Strengthen pathways for community members to participate in Fenway Forward's governance, including board, committees, campaigns, events, and program planning
2. Create a volunteer infrastructure that integrates community members into Fenway Forward programs and events on a consistent basis
3. Support at least 100 community residents over the next 4 years to become leaders through capacity-building and training initiatives (includes the 30 community residents referenced in Strategic Priority #1)





Strategic Priority #5:

Invest in the people, resources, and tools required to advance and sustain Fenway Forward's strategic priorities

In order to implement our strategic planning priorities, Fenway Forward will strengthen staff capacity by assessing current needs, supporting professional development, and expanding our team in key areas such as workforce development and community planning. To sustain long-term impact, Fenway Forward will enhance our fundraising strategies, pursuing new revenue streams and maximizing use of existing financial resources. Additionally, we will modernize our internal systems, including financial, administrative, and data infrastructure, to improve efficiency, management, and impact measurement.

GOAL 1

Strengthen staff capacity and support professional growth and well-being to ensure successful delivery of the strategic plan

Objectives

1. Assess current staffing and identify professional development and skills capacity needs across key function areas
2. Add staff capacity as needed to reach strategic plan goals, particularly in the areas of workforce development, community planning, real estate/asset management, and administration/human resources
3. Commit to deepening the cultural competency of staff and implementing a recruitment strategy for new hires that attracts a diverse applicant pool

GOAL 2***Expand and enhance fundraising strategies to sustain efforts to implement strategic plan*****Objectives**

1. Identify new funding opportunities and raise more revenue, following an assessment of existing fundraising strategies, operations, and events
2. Explore and implement new development strategies such as major gifts and planned giving
3. Manage existing financial resources and reserves for maximum impact over time

GOAL 3***Strengthen operational tools to ensure long-term sustainability, strengthen management processes, and improve impact measurement*****Objectives**

1. Assess and modernize financial and administrative systems by 2028
2. Assess and modernize database systems across multiple teams by 2028





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