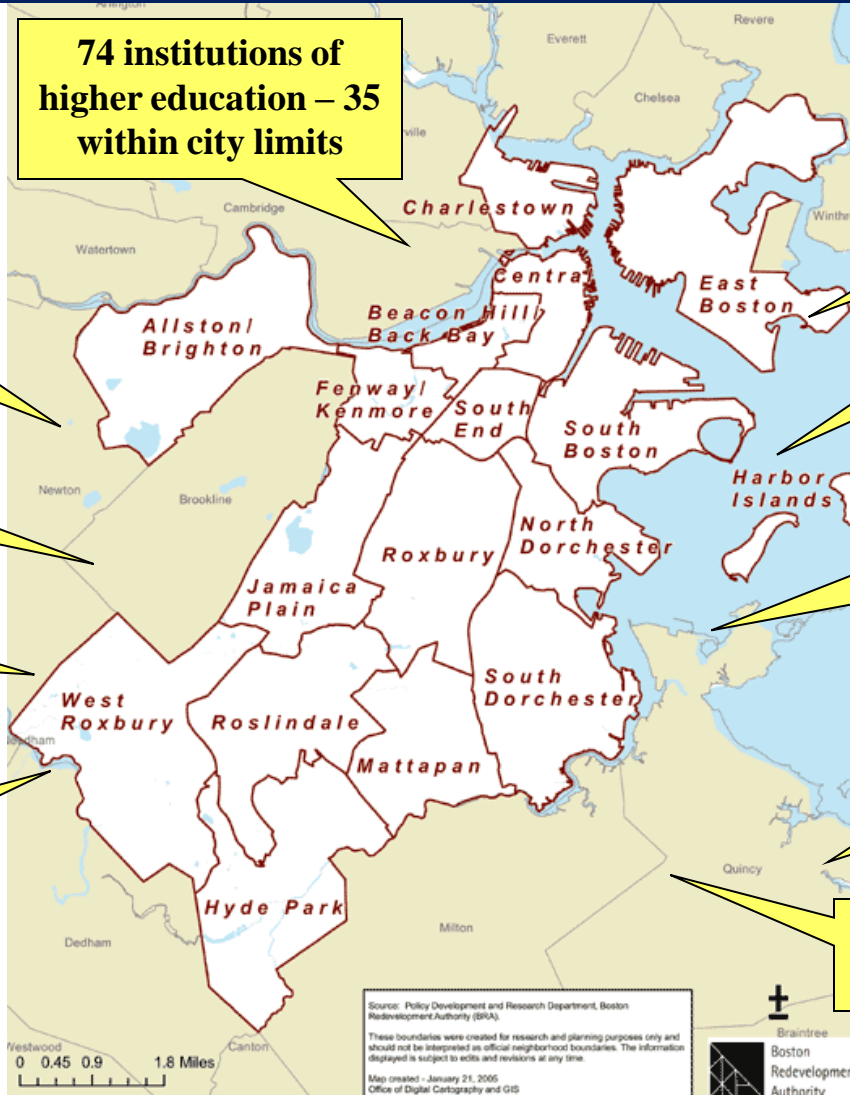


Boston: A Resource-Rich City



74 institutions of higher education – 35 within city limits

Historic character

Revitalized cultural sector

New Convention and Exhibition Center

International airport and deep-water port

Rich immigrant culture and growth

World class medical institutions – 22 inpatient hospitals, including 14 teaching hospitals, and 3 medical schools

25 Community health centers

International leader in life sciences field

22nd largest city; yet one of nation's highest concentrations of jobs and income ~ nearly 40% of state economy

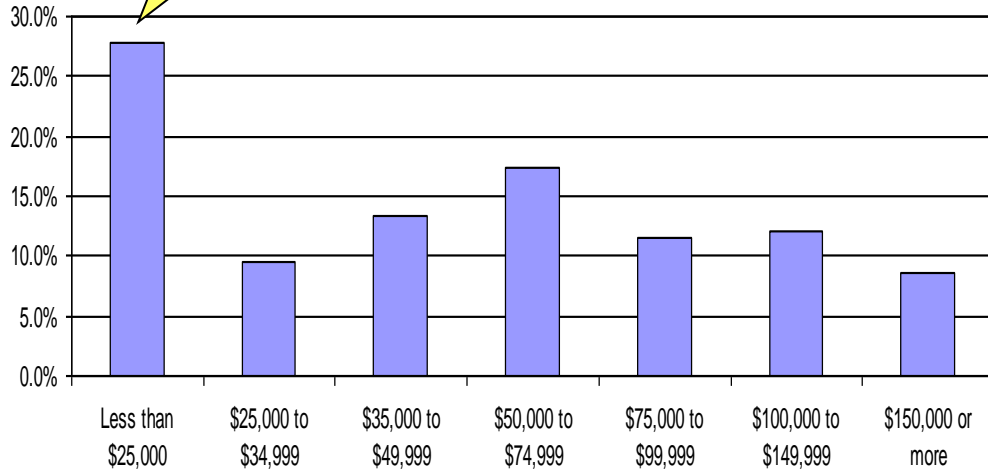
Confidential Draft – For Discussion and Policy-Making Purposes Only

Despite these Resources, Many Live in Poverty



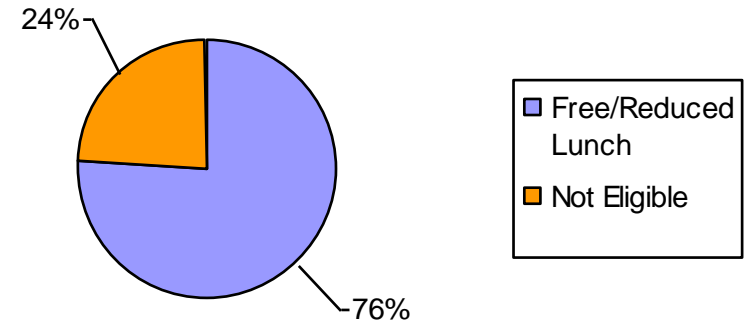
- **28 % of households earn less than \$25,000 annually**
- **37 % of Boston households earn less than \$35,000 annually**

2008 Estimated Household Income



76 percent of Boston Public School students receive free or reduced price lunch

Boston Public School Students Receiving Free or Reduced Price Lunch



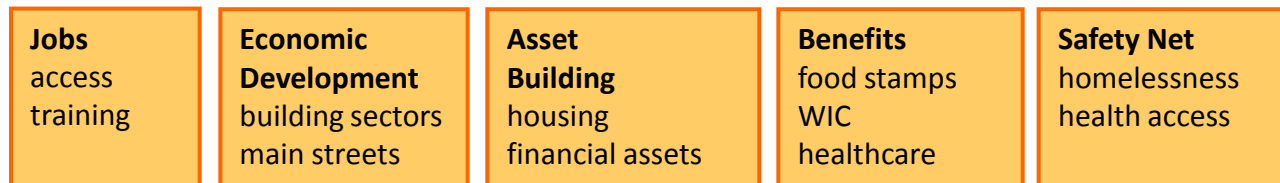
City of Boston's Anti-Poverty Efforts



Principles for All Policy Efforts:



Framework for Economic Stability:



Health



City of Boston's Anti-Poverty Efforts*

Coordinated, integrated approach – driven by data

	Education & Development		Health		
Youth	Education Pipeline		School breakfast and lunch program Boston Food & Fitness Collaborative	Violence Intervention and Prevention (VIP) StreetSafe Initiative	
Families & Adults	Workforce & Education	Health	Housing	Asset Building	Benefits
	<ul style="list-style-type: none"> • SkillWorks: workforce development funding collaborative that provides education and training opportunities • One-Stop Career Centers: range of services to support job-seekers • Boston Centers for Youth & Families: Smart from the Start; Adult Education and Literacy 	<ul style="list-style-type: none"> • Mayor's Food Council • Boston Food and Fitness Collaborative • BPHC: Division of Child & Adolescent Health, etc. • Boston Steps • BPD Safe Street Teams: Community Policing 	<ul style="list-style-type: none"> • The Boston Home Center: homeownership center to inform residents; provides a range of financial literacy programs • Home Buying 101 • Leading the Way: increase the stock of affordable housing • Supporting Families Facing Foreclosure: connecting families in crisis to counseling • Emergency Shelter Commission 	<ul style="list-style-type: none"> • Don't Borrow Trouble: informing residents about predatory lending practices • EITC clinics: free tax preparation, access to bank accounts, food stamps, savings bonds, health insurance information and credit counseling • Credit Smart Workshops • Limiting check-cashing outlets, promoting banks in low-income communities 	<ul style="list-style-type: none"> • Mayor's Food and Fuel Campaign • EITC Campaign • LIHEAP & Weatherization • Intergov't Relations
Community	<ul style="list-style-type: none"> • Boston Main Streets & Back Streets initiatives 	<ul style="list-style-type: none"> • Mayor's Food Council • VIP 	<ul style="list-style-type: none"> • Foreclosure Intervention Team: help individuals and neighborhoods manage foreclosure through counseling and home rehabilitation 	<ul style="list-style-type: none"> • Boston Main Streets & Back Streets initiatives 	<ul style="list-style-type: none"> • Earned Income Tax Credit
Segmented (examples)	<ul style="list-style-type: none"> • Population-based – Office of New Bostonians, ELL (BPS); Mayor's Commission on Affairs of the Elderly • Place-based – VIP, Safe Street Teams (BPD), Office of Neighborhood Services 				

* Selected examples

Boston is Home to Many “Firsts”



- 1632 – First law against smoking in public
- 1634 – First public park: Boston Common
- 1635 – First public school: Boston Latin, still in operation
- 1636 – First college: Harvard University
- 1653 – First public library
- 1704 – First newspaper: Boston News-Letter
- 1716 – First lighthouse: Boston Light, still in operation
- 1765 – First chocolate factory: Baker Chocolate Factory in Dorchester
- 1806 – First African-American meeting house constructed
- 1835 – First public school for African-American children: Abiel Smith School
- 1837 – First college for women: Mount Holyoke, still in operation
- 1876 – First telephone: Alexander Graham Bell
- 1897 – First subway: Metro Boston Transportation Authority, the “T”
- 1897 – First U.S. Marathon: Boston Marathon
- 1903 – First World Series game: Boston Americans 3, Pittsburgh Pirates 7
- 1924 – First Mutual Fund: Mass Investors Trust
- 1928 – First computer: at MIT
- 2004 – First state to legalize same sex marriage

A City of Innovation



Boston is the birthplace of many innovative nonprofit organizations:



Project HEALTH

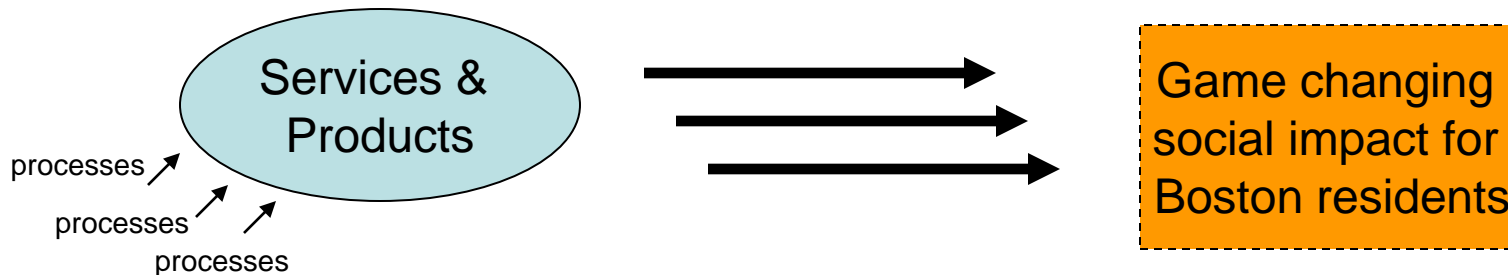


Community
Health
Centers

What is Social Innovation?

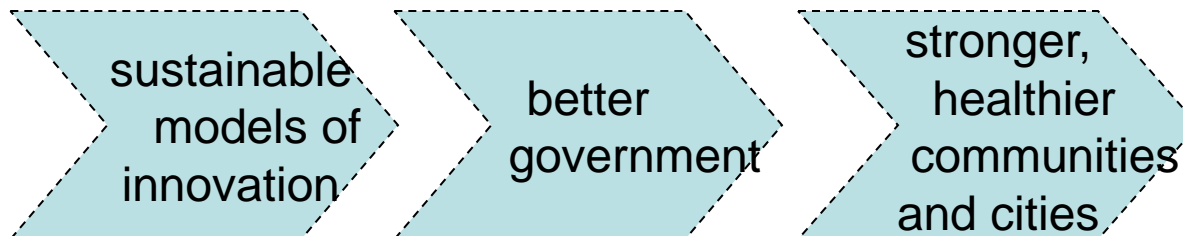


Social Innovation:

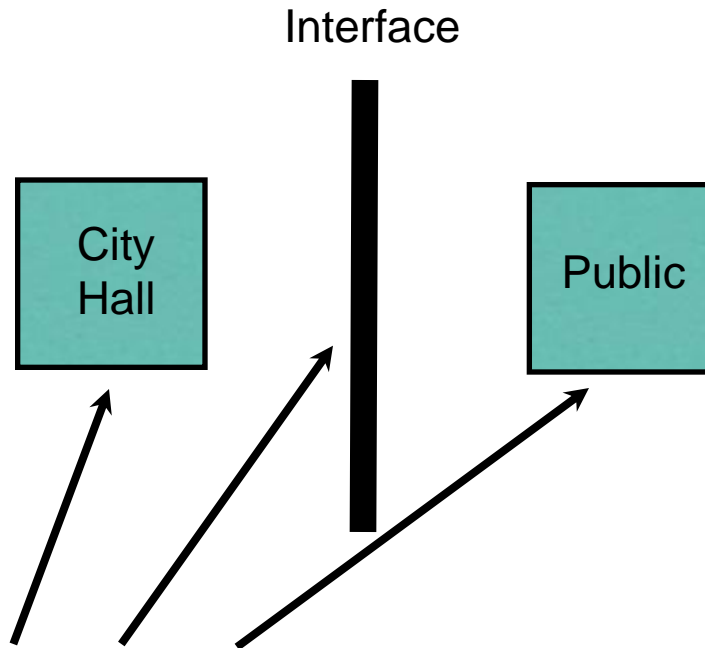


- **For government, all innovation is social innovation**
- **Challenge for government: how to develop greater capacity to encourage and deliver (social) innovation**

Why is this?



How do we think about Innovation?



3 key opportunities for innovation

City of Boston's Strategies for Innovation



Find the patterns of innovation that work for you.

High-level patterns include:

- Cultivate: Source of Innovation – Employees
- Replicate: Source of Innovation - Industry Best Practices
- Partnerships: Source of Innovation - Internal / External
- Networks: Source of Innovation - Internal / External
- OpenSource: Source of Innovation - The Public

Patterns of Innovation in Boston



Social Network Incubation pattern has been very successful in Boston:



Internal and external ideas developed and incubated by a social network of ~ 20 City Government innovators working with external social entrepreneur partners

We are encouraging this pattern by creating the **Mayor's Office of New Urban Mechanics**, which is a social innovation R&D lab for the City.

