



## **Community Investment Plan**

**2019 - 2021**

### **Section 1: Community and constituencies to be served**

Lena Park Community Development Corporation (LPCDC) is one of Boston's oldest CDCs. Area residents concerned with affordable housing needs and youth development founded it in 1968. In 1972 LPCDC became a Chapter 180 non-profit corporation exempt from taxation under Section 501(c)(3) of the Internal Revenue Code.

LPCDC's general service catchment area straddles Blue Hill Avenue in the Dorchester and Mattapan sections of Boston. The service area is bordered on the south by Walk Hill Street, on the west by American Legion Highway and Blue Hill Avenue, on the north by Columbia Road and Washington Street, and on the east by Norwell Street, Talbot Avenue and Blue Hill Avenue. **See map of service area in attachments.**

Boston's small size and large number of CDCs result in some service area overlap at the fringes. Roxbury's Urban Edge, Madison Park and Nuestra Comunidad are on Lena Park's north, Codman Square NDC is on its east, and Mattapan CDC is on its south. However, no other CDC primarily focuses on LPCDC's service area, and the service area population identifies LPCDC as its own.

The service area consists of 128 blocks and had a total population of 13,815 as of the 2010 Census. According to the American Community Survey, the service area population is predominantly Black/African-American, with a small but growing minority of residents identified as Hispanic/Latino. The service area is low-income/economically disadvantaged, as are most of the people served by LPCDC.

17.3% of area households had annual incomes below \$10,000 in 2010. Another 15.6% of households had annual incomes between \$15,000 and \$25,000. Both of these groups are Extremely Low Income—under 30% of Area Median Family Income (AMFI) under HUD 2010 Area Income Limits for the Boston metropolitan area, for which the AMFI was \$91,800 for a family of four. Another 32% of area households had annual incomes under \$45,900 for a family of four, or under 50% of AMFI, classified as Very Low Income. Together these three income groups constituted 65% of area households in 2010.

Deep poverty in the service area is accompanied by lower levels of educational attainment: Out

of 2,816 18- to 25-year-olds, 32% had less than a high school diploma, another 30% had only a GED or a high school diploma, with the final 30% having some college. Most of the employed constituents (80% of the population) are in low-wage retail, hospitality, or manufacturing jobs, many of whom work multiple jobs to make ends meet. While the neighborhood experiences crime and drug activity, the community has become more engaged with local law enforcement and provides input to develop solutions to address the issues.

The 1,028 residents of the 457 households in LPCDC's six low-income housing developments in the service area--Granite Lena Park, LBB, Brown Kaplan and Olmsted Green I, II, and III--form a representative core constituency that differs from the rest of the service area population in one very important respect: The residents live in safe, secure and permanently affordable housing, enabling them to set and achieve educational, employment and economic goals without the burdens of high rent and housing instability that weigh on so many of their neighbors.

For the residents of Lena Park's housing and for other low-income residents in the service area, LPCDC and its Community Center are providers of hope and opportunity for better lives in a community where they are no longer left behind. Lena Park's operation of a sizeable Community Center with a broad array of programs and services is not the norm among Boston's CDCs, but is essential given the history and geography of the service area and Lena Park's commitment to youth development. In the founding year of 1968, "white flight" was changing the City's neighborhoods, both socially and economically. 150 American Legion Highway was the YMHA Hecht House, the center of a historically Jewish community that by 1970 had diminished in numbers to the point that transfer of the building to Lena Park was practical as well as philanthropic.

The building represented an opportunity wrapped in an enormous challenge—how to build "The Center for One Community", as LPCDC now describes itself, out of the remnants of a community that came and went before. Compounding the social challenge was the economic one: The people left behind and the people moving in were mostly poor and Black, and Boston's own brand of de facto racism severely limited their opportunities from cradle to the grave.

In the founding years the geography presented—and still presents—another great opportunity linked to another daunting challenge: The residential neighborhoods of Lena Park's service area are flanked by huge, adjoining tracts of open land—parks, cemeteries, and, most important, the former site of Boston State Hospital (BSH). Deinstitutionalization of the mentally ill and subsequent mothballing of state hospitals became state policy in Lena Park's early years. BSH had been a powerful engine of social and public services, stable jobs, vehicular, foot and retail traffic and institutional influence. Its closing created mountains of demolition debris that kept truckers busy but left everyone else in the dust.

Community gardeners organized to take over fertile BSH acreage along American Legion northeast of Walk Hill Street, and the Mass. Audubon Society later opened the Boston Nature Center and Wildlife Sanctuary on adjacent land. These alternative uses of the former hospital site, positive as they were, were small in relation to the realities of underdevelopment that the community faced when institutional flight was added to white flight. No wonder that the state-appointed Boston State Hospital Citizens Advisory Committee (CAC) had to meet for *decades* to hash out plans for the land.

LPCDC was left with two major assets with which to build the community's future: a building that was to become the Center for One Community and an abundance of vacant land on which to construct critically needed housing and service facilities. Lena Park took on the challenge of not only creating more affordable housing but also helping create wealth building opportunities through home ownership.

## **Section 2: Involvement of community residents and stakeholders**

Community residents and other stakeholders were actively involved in planning the redevelopment of the BSH land. The development partnership Lena-New Boston was formed which resulted in the development initiative entitled Olmsted Green (OG.)

In 2009, LPCDC restructured and affirmed its new mission to the community with the help of the Lena Park Board, the community, and an external consulting company who brought the two entities together to determine next steps for the Community Center. The community and stakeholders wanted to establish the Community Center as a staple, central community space, create more affordable housing and strengthen personal and professional development of both the youth and adult populations. In response to the findings, the Board sold off land and excess space in its building to the Edward Brooke Charter School in June of 2011, which they renovated and opened the school in August of 2014. In April of 2015, Lena Park Community Center completed the \$1,400,000 capital project and opened its doors to Lena Park residents and neighbors. The Brooke and Lena Park have partnered for programming to be extended to students with the use of its community center, classrooms and STEAM programming.

Over the past few years, there have been a couple transitions in leadership. In spite of these changes, LPCDC still creates opportunities for advanced programming for its members. Lena Park built and opened a Fabrication Laboratory (Fab Lab), which is one of only four in the City of Boston open to the public. The current Executive Director, Katherine Martinez, along with community engagement and program staff continue to strengthen relationships with local residents and businesses. Lena Park has been strengthening its programming to better meet the needs of the community while building strategic partnerships with other program providers that has resulted in long-term partnerships that's a win – win for the community and residents, further allowing LPCDC to achieve its community development goals.

Lena Park's approach to community engagement relies on a couple vehicles:

In 2014, a council of residents and other stakeholders from the wider community was put in place. Tenants of Lena Park developments, resident association representatives, church leaders, parents of children in Lena Park's after-school program, representatives of other local organizations and staff from the Mayor's office attend bi-monthly community meetings. Meetings are also a forum for raising property management changes, contract changes, implementation of new programs and program evaluations, services offered at the LP Community Center, events/activity planning and public safety concerns and problems with neighboring developments. In 2018, six community meetings were held to discuss issues ranging from Community Preservation Act (CPA) funding for potential projects, Youth jobs, safety, voting and workshops centered on community organizing. As a result of these meetings, Lena Park was able to establish its core goals for the next 5 years.

Installation of security cameras at Olmsted II and III was a direct result of input to the Board from the resident meetings, which generally have 30 attendees. Phone blasts and newsletters encourage attendance at resident meetings as well as invitations to one-on-one counseling to solve tenancy problems, conduct public benefits screening, assist with job searches, address domestic crises, and provide financial coaching.

Currently, membership consists of a broad age range with 481 members between 0-15 years old, 249 members are young adults and almost 600 members are adults over the age of 23. After reviewing the composition of current membership, input from surveys, discussions and formal meetings, programming is being restructured to address the needs of these demographics.

The Youth Development Program is the second vehicle of community engagement. Currently, 18 students meet for 4 hours each week for youth development programming throughout the school year. Classes are held on Mondays and Wednesdays totaling four hours and the remaining six hours per week, the youth work at his/her job at the Community Center. The youth receive a small weekly stipend for their work, including summer employment working at the Community Center sponsored through the City of Boston Youth Engagement and Employment Department, the Boston Private Industry Council, and the Madison Park CDC youth jobs program.

In 2017, the youth took up advocacy work against gun violence, as there were three incidents of violence that negatively impacted our youth. As a result, they turned those negatives into a positive and held a community rally in partnership with Moms Demand Action For Gun Sense In America to bring awareness to the need for stricter gun laws.

Lastly, LPCDC hosts biannual breakfast meetings to engage businesses/community leaders and update them on what the community center is doing particularly with the youth programming, Fab Lab and entrepreneurship/business services.

Firmly connected to the community, led by an executive director with a diverse background and expertise, the leadership team and staff are poised for high impact in Lena Park's 50<sup>th</sup> year.

### **Section 3: Plan goals**

#### **A. Preserve, improve and expand the community's affordable housing assets.**

Development and preservation of affordable housing was a founding mission of LPCDC and has remained a major focus through the years. Lena Park has no higher responsibility than to protect, sustain, improve and build these valuable affordable housing assets for generations to come.

Both the city and the state have concern for the availability of affordable housing options for its residents. Lena Park's efforts have made a statement to address affordable housing concerns through the construction of the Olmsted Green portfolio (I, II, III) with 151 affordable rental units through Low Income Housing Tax Credit (LIHTC) and (OG IV) 41 ownership units over a range of incomes that included 19 market rate units and 22 affordable rate units. This project (OG IV) which was completed in 2018 was a testament to LPCDC's deep commitment to economic empowerment and wealth building opportunities within the community.

Furthermore, Lena Park will maintain and create more affordable housing and establish a pipeline to wealth creation for residents. As such, the next project will expand LPCDC's portfolio with the construction of OG V, consisting of 100 units of moderate to middle-income rental housing, with 40 developed under LIHTC. Olmsted Green V will have the remaining 60 be designated "workforce housing" to increase the number of middle-income units available within the community. The last project in the OG initiative pipeline (OG VI) is not yet funded but will create an additional 47 units of workforce housing.

Development of new affordable housing by LPCDC provides other important benefits to service area residents, the wider community and the City of Boston. The Olmsted Green V project has been financed by several city and state agencies, and will create both construction and permanent jobs in addition to much needed affordable housing. Lena Park will work to increase local, minority and women worker participation on the project which is in line with Mayor's efforts to include criteria to promote diversity and inclusion and prevent displacement in all Requests for Proposals (RFPs.) Consistent with every other LPCDC development, Olmsted Green V strengthens the City's affordable housing total units, encourages expanded and improved public services and provides new customers and workers for local businesses.

To ensure that our housing developments continue to be great places for people to live, raise a family and achieve their educational, employment and economic goals, LPCDC contracts with a leading property management company— Winn Residential (Winn)—and holds the company responsible for maintaining the highest quality housing and resident services standards. As such, LPCDC will be undergoing major capital improvements to the Granite-Lena Park, Section 8 based property. The project is currently in the planning phase but within the next five years the building will be renovated in three phases starting with the envelope of the building, then the inside common areas, and finally the units, in order to create some sense of order and eliminate displacement while construction occurs.

*Activities to be undertaken to achieve LPCDC's affordable housing goals are outlined in the next Section.*

## **B. Create and expand the community's access to safe, open, green spaces and resources.**

Lena Park and residents agree that there is a need for more family friendly outdoor space in the neighborhood. Together with feedback from the community, LPCDC proposed the construction of a community tot lot (toddler friendly park) for families, to provide a safe, open space for entertaining and developing strong family bonds and improving the quality of life for local residents. Lena Park applied for Community Preservation Act (CPA) funds in partnership with the Boston Society of Architects to build the lot in LPCDC's open space on Blue Hill Avenue and the corner of American Legion Highway across the street from Franklin Park. If funding is denied this round, Lena Park will expeditiously reapply for the next, as this is important to meet the needs of single mothers with young children and the expansion of safe open spaces in the service area.

Lena Park has also identified a couple of invisible barriers and safety concerns surrounding the portfolio that limits some members of the community's ability to fully engage in the Lena Park experience at the Community Center and generally enjoy the outside spaces of their community.

Surrounded by major streets, LPCDC has observed the severe lack of speed bumps, cross walks at key locations (ie in front of the Brooke High School and at bus stops on Blue Hill Avenue and American Legion Highway), infrequent public transportation and no accessible pedestrian signals for visually impaired constituents. These deficiencies are an inherent safety concern for residents, youth, young mothers, and elderly community members. In addition to the safety concerns, these deficiencies also negatively impact LPCDC programming and participation rates. Addressing these issues will improve community access to Lena Park's resources and safe paths to their final destinations in the service area.

*Activities to be undertaken to achieve LPCDC's safe, open, green space goals are outlined in the next Section.*

**C. Sustain and increase community and residents' access to and use of services/programming and promote community involvement and leadership in every aspect of community development.**

Residents and neighbors of Lena Park's housing, users of its Community Center, and local businesses, schools, organizations and faith communities—all have a stake and deserve a voice in the growth of individual and family resources, in the development of new housing, commercial space and public amenities, and in the forging of linkages of the Lena Park community to the economic growth of surrounding neighborhoods and the rest of the City of Boston.

Lena Park's Community Engagement (CE) staff are the front line workers charged with sustaining and increasing resident involvement and leadership. The CE staff connects personally with residents to help them retain and thrive in their housing and pursue their educational, employment and family goals. The staff connects them to support services and also makes referrals to other agencies to meet their needs and that ensure they are living in a safe and clean environment. They also are one of the main vehicles to support resident participation and leadership development in resident associations, community organizations and civic initiatives. The weekly youth development programming and community partner breakfast and residents meetings are organized and led by the Community Engagement Staff and the Executive Director. The community meetings sustain the informed and active involvement of area residents in planning and overseeing new development and services that benefit current and future LPCDC constituents. Local businesses, schools and non-profit organizations are invited to the community partner breakfast meetings for updates on events and progress at Lena Park and an appeal for partnerships that are a win-win for both entities.

Lena Park will streamline the programming for community engagement to ensure greater participation and execution of goals. Leadership Development programming for both residents and youth will allow for participants to be engaged at all phases of the process with a greater level of accountability. Also Lena Park's establishment of strong community partnerships will assist in better facilitation of quality programming without the need for additional staffing.

*Activities to be undertaken to achieve LPCDC's community involvement and leadership goals are outlined in the next Section.*

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

### **A. Preserve, improve and expand the community's affordable housing assets.**

Refinancing and sustainably renovating all of Lena Park's current developments is the proven path to both protect long-term affordability and upgrade housing quality and resource efficiency. LPCDC will maintain a consistent focus on all of its existing portfolio properties to ensure that each one makes the necessary investments to assure its continued mission and operates efficiently so as to contribute to the financial health of LPCDC.

Granite-Lena Park will be the first building to undergo extensive improvements. Renovations will be strategically phased to limit the disturbance to current residents while ensuring we are improving their housing quality. Sustainable green features will be implemented for improved air quality and increased energy efficiency, including upgraded systems, fixtures, exterior and interior treatments. The quality of materials used for renovations will be selected based on their sustainability, durability, and energy efficiency.

Phase 1 will address the envelope of the building, while phase 2 will improve the common areas. Finally, in phase 3, LPCDC will coordinate with residents to ensure the renovation of their units is minimally invasive to their home life.

Other construction in the pipeline includes: Lena-New Boston was awarded funding and will begin construction on Olmsted Green V, a 100-unit moderate to middle income rental housing project in Spring 2019. Lena Park is set to close on the property within the coming weeks. The scheduled groundbreaking of OG V is March 2019 with an anticipated completion in Fall 2021. For this project, sixty units will be designated "workforce housing" and forty units will be LIHTC.

### **B. Create and expand the community's access to safe, open, green spaces and resources.**

Improving access to safe community spaces is important to Lena Park as it helps strengthen family bonds and deepens the connection amongst resident parents. Lena Park is anticipating funding from CPA Funds to begin the development of the tot lot but if denied, will reapply for the next round of funding. LPCDC will continue to engage the community by holding meetings to update on progress and gather feedback on key features. The community will be encouraged to provide input as this is an investment in their most valuable asset... their children.

Lena Park is committed to the safety of residents and community members. One major focus will be to address the invisible barriers and safety issues impacting constituents. LPCDC anticipates this will be a five year project to address the need for adequate cross walks, speed bumps, and accessible pedestrian signals around the community center and Lena Park's portfolio.

- Year 1: The main goal will be to establish a committee and host quarterly meetings. Ideally, there will be 15 residents on the committee, with at least one from each of the various housing developments.
- Year 2: The committee's task during the second year will be to survey residents and assess their priority needs. Together with Lena Park, the committee will be responsible

for submitting the proposal to appropriate city agencies to address the identified concerns.

- Years 3-5: Implementation will be based on feedback from city agencies, partners, community members and stakeholders to ensure the vision of accessible crosswalks, pedestrian signals and speed bumps are integrated into the service area. These efforts will benefit the community by not only creating safer spaces but also increasing accessibility to LPCDC resources.

**C. Sustain and increase community and residents’ access to and use of services/programming and promote community involvement and leadership in every aspect of community development.**

Lena Park works to provide a wide range of academic, artistic and recreational programs and family resources in a Community Center redesigned for this multi-service approach. Membership in the Community Center is extremely affordable at \$5 per year for children, \$20 for adults and \$35 for families which gives members access to a host of programs, most at no additional cost, encouraging enrollment in multiple activities that broaden horizons and set the pace for an active life. These opportunities are normal for higher-income residents in wealthier communities and now, Lena Park makes it accessible to the community it serves, creating a more equitable city.

Programming will be centered on civic engagement, STEAM, leadership development, and economic mobility. Our goals for 2019 participation will be to:

1. *Grow weekly youth development programming meetings* from 18 to 25 active participants. Classes focus on leadership development, youth advocacy, job readiness and youth employment, college and career readiness training, financial literacy training, community event planning and service. The youth receive a small weekly stipend for their work, including summer employment working at the Community Center sponsored through the City of Boston Youth Engagement and Employment Department, the Boston Private Industry Council, and the Madison Park CDC youth jobs program. As the program is curriculum based, Lena Park will not require additional staff and will have the option to host workshops and invite presenters. This flexibility will allow LPCDC to service more youth without undue burden.
2. *Increase afterschool and youth programming* through licensure and partnerships. This includes providing a licensed afterschool program for up to 52 children during the school year, which was increased, from 30 children in 2016. The program runs Monday to Friday from 3:00pm to 6:00pm and on Wednesday there is extended service from 12:30pm to 6:00pm for the Brooke Charter School who have early dismissal for teacher in-service. Activities they participate in on a rotational basis include dance, Fab Lab instruction, Science, drumming, Math, martial arts, computers, and recreation. Homework assistance is on a daily basis. During the summer there is an educational summer camp for up to 52 children, Monday to Friday, 8:00am-4:00pm and extended day goes until 6:00pm.
3. *Strengthen the STEAM programming.* Through youthSTEAM, courses include robotics, coding and Fab Lab. We have 10-15 robotics middle school students who participate in a



specific curriculum in partnership with Latino STEM Alliance and it culminates in a robotics competition in May with other students across the Commonwealth. Our youth coding class operates with fall and spring sessions with 10 students which ends with each student providing a deliverable of developing a basic website. Lastly our Fab Lab is a drop in program in which anyone can come in and use the space. We also have the classes occurring in the afterschool program on a weekly basis.

Our goal is to serve 100 children, youth, and adults in Fab Lab instruction annually. We also offer an adult coding class in partnership with CodeSquad. The goal is to serve a cohort of 20 with an intensive coding curriculum so they are ready to enter the workforce as an entry level coder with a portfolio of projects already completed that are standard in the industry to have. Lena Park is assisting with providing space for the classes and with job placement. Currently we only have one cycle per year but if we can raise additional funds we will offer two cycles. Benchmarks include attendance, class module completion and competition results.

4. *Maintain a bi-monthly community meeting attendance* of 30, ideally 5 from each of 6 housing developments, with residents leading the meetings. LPCDC will work to ensure topics are resident generated and/or facilitate the addition of valuable topics.
5. *Increase attendance and utilization of Homeownership Resources* such as homebuyer and foreclosure prevention courses. In the past, we have had 10 participants, by partnering with Neighborhood Assistance Corporation of America (NACA), we hope to increase this number to 50 participants.
6. *Increase entrepreneurship opportunities.* For adult education we are offering a 13-week entrepreneurship class in partnership with Center for Women & Enterprise. This class engages each student in writing components of a business plan and the introduction for what they need to do to start a business. At the end of the class each student needs to pitch his/her business concept to a panel of judges. We serve a total of 15 students per cycle and we have two cycles per year. We want to increase this number to 20 students per cycle.
7. *Expand Visual, Literary and Performing Arts programming* to the community. Currently, programming, which includes art, creative writing, theater, dance, drumming, and string instruments is only available for students in the afterschool program. However, with grant funding we plan to provide a theater program for the community in the spring of 2019. This will be an asset to the community that severely lacks these types of opportunities. We project it will involve 20 to 30 participants and we project that we will have over 100 attend the performances.
8. *Increase Participation in Recreational Programs.* Lena Park's full-size gymnasium, all-purpose room and playing field hosts traditional sports such as basketball for all ages, and outdoor community events. In addition there is adult programming including yoga, Boot camp and soul line dancing. Within recreation we plan to serve 200 unduplicated participants annually.

Greater community engagement is projected to increase our participation rate across programs including the increased advocacy for our safe spaces and addition of new affordable housing. **See photos of programs/participants in the attachments.**

### **Section 5: How success will be measured and evaluated**

The Executive Director provides monthly reports to the Board regarding progress in all programming. Finance and development objectives are established within specific timeframes and the Board reviews the progress made toward each objective. Once an objective is achieved the Board assesses the accomplishments.

LPCDC's finance team tracks finances using Quickbooks and provides reports to the Executive Director for review and discussion at Board meetings. The finance team works with the auditors after each year end to provide all of the information needed for an accurate picture of annual operations and financial position.

LPCDC uses the Traxsolutions system made by nFocus Solutions to track quantitative information about programs and participants. This system is the industry-leading outcome measurement and performance management solution for the public sector.

Lena Park is tracking demographics on each participant including age, race, gender, residence, school, etc., as well as daily attendance, and can create real time reports. Each Community Center member is given a badge that they swipe when they enter the building to confirm that they have arrived and are here for their activity or class. Such an entry system also enhances security, especially for younger children.

Lena Park surveys children and youth, parents and program providers to obtain feedback about programs in order to continually improve operations. For almost all of our programs, short pre- and post- tests are given during program enrollment and then again during the last week of the program. We use these measurements to report to grant providers and to include it in our annual report. Program providers are either surveyed or we have a face-to-face meeting to obtain feedback on how their partnership with LPCDC worked and on what improvements can be made. Some programs have completion requirements/deliverables such as CodeSquad and our entrepreneurship classes. Our Homeownership programming will be tracked by the number of program graduates.

For resident services, the community engagement managers track their services and meetings with residents in excel spreadsheets.

The Executive Director who meets regularly with Peter Munkenbeck, the housing consultant and New Boston Fund, our housing developers, monitors affordable housing goals. In addition, the property and asset managers meet monthly with the executive director and provide reports. As we continue capital improvements and seek to better serve our residents, we will issue a thorough survey to residents to understand their needs.

Lastly, LPCDC utilizes Salesforce to track revenue, donors and events. This provides Lena Park a different set of metrics in terms of knowing how to cultivate supporters of Lena Park.

LPCDC's Board is the principal body that oversees organizational effectiveness in achieving short- and long-term goals.

**See sample of Traxsolutions report in the attachments.**

### **Section 6: Collaborative efforts to support implementation**

The partnership between LPCDC and New Boston Fund—Lena New Boston, LLC—successfully implemented the first phases of the Olmsted Green development initiative (OG I, II, and III) and they are now engaged in the third phase of building OG IV, V, and VI which will conclude in 2021. Olmsted Green IV was built in 2017 and completed in 2018 with the successful sale of all 41 units.

Nuestra Comunidad will continue to perform the vital asset management function for LPCDC. Codman Square NDC is a managing partner while Urban Edge and Faith Christian Church remain ownership partners in Brown-Kaplan, LBB and Olmsted I and II, III, respectively.

With the approved renovation of Granite-Lena Park, LPCDC is excited to partner with Wegowise to monitor energy usage and add maintenance support for improved asset management. Olmsted Green V consists of several key partners including MassHousing, CEDAC, City of Boston, DHCD, and a tax credit investor.

LPCDC will continue to rely on the astute and proven real estate development guidance of Peter Munkenbeck and design services of Davis Square Architects. We will improve the safety and well being of our constituents through our partnership with Livable Streets and the Emerald Network, and of course, Representative Russell Holmes in our efforts to provide safe, green spaces. In addition, we will ensure the safe enjoyment of our residences through our partnership with building managers WINN Residential.

The Edward Brooke Charter School and LPCDC will expand its mutually beneficial program and ownership roles, with students from the Brooke enrolling in LPCDC programs and the Brooke working with LPCDC to protect the investments of both parties.

Program partners include Fair Foods, the Latino STEM Alliance, Black Girls Code, Girl Scouts, the Community Music Center of Boston, the Boston Police Department, Premier Hoops, CodeSquad, Center for Women & Enterprise, MusiConnects, E. Inc Science, and instructors in the sports and fitness programs.

Lena Park is excited to continue to enrich its members' entrepreneurial prowess through partnership with the Dorchester Bay Economic Development Corporation who allows graduates from our entrepreneurship program to pursue small business loans.

In 2019, Lena Park will officially partner with the NACA program to offer homeownership and foreclosure prevention programming to its constituents as it acknowledges homeownership is a key contributor of wealth in underserved populations.

Through LPCDC Board Chairperson, Rev. David Wright of the Black Ministerial Alliance of Greater Boston (BMA) has long been a trusted major partner, supporter and advisor of the

organization.

Over the next three years we plan to go deeper with these partners in order to stabilize services at Lena Park and to reach critical benchmarks so that our family's needs are being met and there is change and growth in our community.

### **Section 7: Integration of activities/consistency with community strategy and vision**

The Community Investment Plan goals defined in Section 3, above, emerged from the community assessment and subsequent community planning process begun by the Board and its consultant in May of 2012. It has been further developed through regular assessment of community needs and consistent feedback. The community vision and strategy that resulted dictated program choices made in 2015. Operations in 2015 represented the first phase of LPCDC's restart, with program growth and additional new programs planned and expanded through 2018.

Affordable housing ownership and development, community engagement initiatives and human development programs are integrated as follows:

The 457 families in LPCDC housing are core constituents whose interests include, first, safeguarding their affordable housing assets; second, improving their own neighborhoods and wider community; and, third, taking advantage of and expanding local opportunities for education, positive youth development, employment, health and fitness. Lena Park's Community Engagement staff begins with this core constituency and moves out to the wider community to identify and engage other stakeholders and develop leaders committed to these interests. Housing preservation, refinancing, sustainable renovation, ownership and management under LPCDC's leadership depends on community engagement and support for permitting and financing. New rental and ownership housing development by Lena New Boston relies on the same kinds of engagement and support.

In 2018, Mayor Marty Walsh updated the *Housing a Changing City: Boston 2030* policy to respond to the increased need for affordable housing stock throughout the city of Boston. The mayor called for the production of 69,000 units by 2030 with specific targets for production at different affordability levels. Through the construction of Olmsted Green IV, a 41-unit homeownership project that included 19 market rate units and 22 affordable rate units, Lena Park was able to contribute to economic empowerment within the community. Lena Park will be expanding its portfolio with the current construction of Olmsted Green V, which consists of 100 units of moderate to middle-income rental housing, developed under the Low Income Housing Tax Credit (LIHTC) Program. Olmsted Green V will be designated "workforce housing" and further contribute to part of the City of Boston's 2030 plan to increase the number of middle-income units by over 13,000 units.

Human development as practiced by LPCDC has created a Community Center that is literally the Center for One Community. A community consciousness that arises from participation in Community Center activities stimulates community engagement and support for affordable housing and neighborhood improvements. For an idea of just how active the Center is every day, evening and weekend. **See the November 2018 calendar in the attachments.**

The Center is organized and operated to provide cross-access to all age-appropriate programs for all members, at an affordable price. This approach makes the after-school and summer programs, for example, much more enriched with education, arts, sports and fitness programs than the typical out-of-school time program. The same is also true for youth programs.

An example of basketball being more than basketball, inter-league basketball games with leagues from other community centers are held to foster relationships across neighborhoods (e.g, Franklin Hill and Franklin Field) that break down street rivalries that can lead to violence. Police from BPD District B-3 have friendly games with local teens in Lena Park's gym that build mutual respect and trust.

In accordance with MACDC Master Plan, Lena Park will continue to build the voice of lower income residents and people of color to shape the future of their lives and their community through continued personal and professional development programming. Through strategic partnerships we are able to provide entrepreneurship programming, homeownership and foreclosure prevention courses and other resources to our members, which are designed to close the wealth gap and increase the economic prosperity of the community. We strive for increased local, minority and women owned business participation in our projects and programming to promote racial equity.

Integration of activities and consistency with the state, city and community vision are the priority and standard operating procedure at Lena Park.

### **Section 8: Financing strategy**

LPCDC's strategy to achieve community investment plan goals over the next three years can be summarized as: *Safeguard Assets, Maximize Investments and Manage Growth.*

The redevelopment of 150 American Legion Highway earned LPCDC \$3.6 million from the sale of the main building and the majority of the gym to the Brooke School. This established a Board-controlled, Board-restricted reserve, an annually diminishing portion of which will be earmarked to cover the shrinking gap between revenue and expenses. The goal is to get Lena Park through an expeditious transition and to end up with a balance of restricted reserves equal to 50% of one year's annual expenses.

The Community Engagement program is still an "above-the-line" expense built into the operating budgets of LPCDC's six housing developments, and covers a major portion of the cost of two Community Engagement Managers. The near-term strategy here is to spread that cost over ever- healthier renovated housing developments' budgets as well as over new housing. The Community Engagement staff are key people, along with property managers, in the never-ending effort to prevent and correct rent arrearages and lease violations and maintain full occupancy, it makes very good social and financial sense to keep them working.

Asset management and incentive management fees are dividends from property ownership. This "below-the-line" fee revenue increases as current developments are renovated, refinanced, kept fully occupied, achieve rent- and subsidy-collection goals and reduce per-unit expenses. Fee revenue also goes up as LPCDC assumes the sole owner or managing general partner position in each of its developments.

Since 2011 LPCDC has been sole owner of its largest development, Granite-Lena Park, which exhibits strong performance and yields healthy dividends. This property will be undergoing capital improvements funded by city and state agencies. While there are some limitations with HUD, Granite-Lena Park is paid off in full and anticipates a more favorable outcome when we apply for Historic Preservation funds to maintain some of the character of the building.

Significant repairs were done with the refinancing of Brown-Kaplan. LPCDC is the managing general partner, and the property sits on a \$2.5 million nest egg to fund capital improvements following a multi-year upgrade plan.

At Olmsted Green I, II and III, LPCDC has the right to purchase 15 years after completion of each phase of the development, and the clock is running. Lena Park is the managing general partner of Olmsted III. Looking longer range, LPCDC will be eligible to purchase our LBB properties outright—in 2028.

The completion of the remaining Olmsted Green developments in the next three years— 40 units of low-income rental, and 100 units of moderate- to middle-income rental—will earn Lena Park substantial net revenue as development partner, plus generate additional long-term fee revenue from its ownership position in the two rental developments. The construction of OG V is projected to be a twenty five million dollar project in partnership with MassHousing, CEDAC, City of Boston, DHCD, and a tax credit investor. Olmsted Green VI is still in the pipeline and not currently funded.

As distinct from CDCs operating in established housing markets, Lena Park long ago made the decision to develop housing in partnership with for-profit developers and/or strong-market CDCs rather than assuming all risk and competing for capital. LPCDC will continue this approach through the coming years and will not attempt to build in-house real estate development capacity. Whether it partners with New Boston Fund, Codman Square CDC, Urban Edge or other developers, Lena Park will rely on its partners' expertise and experience with all appropriate funding sources. In any case, property ownership and real estate development will remain LPCDC's major revenue sources to support operations and underwrite program growth.

In January of 2015, LPCDC hired a development consultant to rebuild LPCDC's relationships with foundation and corporate donors and public sector funders. A fundraising calendar was created to guide funding requests for all program areas which also included instituting ongoing events and appeals and CITC monies. Revenue received annually has increased each year from these sources.

In December of 2015, LPCDC engaged another consultant to submit its CDC Certification package and the current Community Investment Tax Credit Program application. The CITC program has been another strategy to engage Lena Park's donors and to bring in potential new donors. Lena Park annually partners with the United Way of Mass. Bay who assists with selling tax credits to donors that are beyond Lena Park's reach. Working in partnership with them has been a win-win for both agencies.

NeighborWorks® America is the next opportunity—Lena Park will apply for membership in 2019 to be considered for program, board and staff training, community engagement, asset

management and general operating support. The rigorous assessment undergone by applicants to join the 240-member NW Network—and remain in good standing—is a worthwhile challenge for LPCDC, which would join the first tier of CDCs if successful.

Program fees, led by the after-school and summer programs combined are in the low six figures due to being licensed and being able to accept vouchers. (Currently, \$75 per child per week during the school year and \$125/week during the summer.)

Space rental income is also a growing source of income. Currently, Lena Park is generating approximately \$60,000 annually and anticipates this number increasing by roughly \$10,000 yearly.

Confidence in projected growth of annual membership fee income is based on ongoing relationships with the 457 families in Lena Park housing and the likelihood that many more members will come from the other 1,028 residents of the service area and others nearby. Increased membership recruitment is a component of Lena Park’s Community Engagement Plan.

Following the Board directive to maximize community benefits by leveraging indirect services, program managers are responsible for establishing creative partnerships that minimize costs while expanding program offerings. An example is the arrangement with Premier Hoops where we offer basketball instruction but the cost of operating the program is passed off to Premier Hoops. They need the space and want to reach our target population and we have the space, we want to provide this service for our families and also we receive rental services as well.

LPCDC is confident that stable and growing revenues from diverse sources will financially support the achievement of its Community Investment Plan goals over the coming three years. Fees derived from property ownership will steadily increase. New housing in the pipeline will earn substantial new development revenue. Community Engagement will be funded by a growing portfolio. Membership, building rentals and modest program fees will expand as more and more people discover the many offerings available at the Community Center. Event income and building rental income are continuing to increase annually.

Foundations, corporations and individuals—and other investors, public and private—will learn from their own networks that LPCDC achieves positive outcomes for its service area. And the Community Investment Tax Credits have given us additional leverage to bring in more revenue to help stabilize and grow our services.

### **Section 9: History, track record and sustainable development**

Lena Park’s acquisition of Hecht House in 1970 for use as a Community Center is referenced on page 1, above. The building served its community services purpose for three decades but by 2007 was beginning to cause serious financial stress. Replacing the roof was a necessary expense that stretched finances thin, and the building did not meet ADA accessibility standards. Heating the energy-inefficient building was an unsustainable burden year after year. With after-school program revenues declining and the job-training program barely breaking even, the Board made the unhappy decision in 2009 to shutter the building and to close down all programs except for affordable housing.

The Board was determined to reverse Lena Park's fortunes. With Urban Edge as its development agent, a plan to renovate the building and right-size LPCDC's ownership role was implemented. Six years after the shutdown Lena Park reopened its flagship building. The Brooke Charter School, one of the Commonwealth's leading educational institutions, purchased and renovated the 38,000 square foot main building for its new elementary/middle school in Mattapan. Using proceeds from this sale, LPCDC renovated its 10,000 square foot new Community Center and LPCDC offices. The gymnasium on the second floor was restored with public Charter School funds and made a shared facility, with LPCDC owning a third of the gym and the Brooke two-thirds. The renovation created a handsome, energy-efficient building that is the pride of the community, a sustainable asset and a concrete symbol of Lena Park's turnaround.

Over the decades LPCDC has steadily built a real estate portfolio--six housing developments plus the Community Center--today valued at about \$100 million. LPCDC had acquired the 103-unit LBB affordable rental housing development in 1983 as part of the 700-unit BHP I initiative. In 2013 LPCDC and Urban Edge completed \$10 million of improvements to LBB. Urban Edge took the position of managing general partner, with LPCDC the non-controlling general partner with a 49% share. The 143-unit Granite-Lena Park, LPCDC's second housing acquisition, was part of the 1000-unit BHP II initiative that involved eight CDCs. In 2005 Granite-Lena Park was refinanced under Mark-to-Market, and in 2011 LPCDC gained full control of the property, which is in good shape and yields strong dividends. The 60-unit Brown-Kaplan property was developed under the LIHTC program in partnership with Faith Christian Church in 1991. In September of 2015, Brown-Kaplan was refinanced, the investors exited, and \$3 million in unit and building envelope upgrades were initiated. The development's deep affordability was extended and Lena Park and Faith Christian are in full control, with LPCDC the managing general partner. In 2008 the partnership of Lena Park and the New Boston Fund, Lena New Boston, began the first phase of development of Olmsted Green on 42 acres of the former Boston State Hospital land. Olmsted Green I, II and III--50, 51 and 51 units respectively--are LIHTC projects developed by the Lena-New Boston partnership. Lena Park has a minority interest and the residual interest in all three phases. And now we are moving forward with Olmsted Green V and VI to be completed by 2021.

From its acquisition of Hecht House in 1970 to its first housing development in 1983, through six subsequent housing developments, Lena Park has demonstrated adherence to sustainable development principles as those principles evolved over the decades. Completion of the conversion of 150 American Legion Highway into a mixed-use, energy-efficient building in 2015 is one of the many examples of sustainable development in which Lena Park has played a substantial role. Successive renovations of its multifamily housing developments including the scheduled renovation of Granite-Lena Park, constitutes the reuse of existing structures and employed the latest in sustainable design and construction while extending affordability and maintaining the housing assets and choices of local residents with modest incomes.

Upcoming rental and homeownership housing by Lena New Boston in the next phases of Olmsted Green are expanding housing choices to moderate- and middle-income buyers, and have employed sustainable design and construction practices while benefitting local residents and businesses through construction jobs, contracts and permanent jobs.

The unique setting of the LPCDC service area adjacent to the large Boston State Hospital (BSH)



site resulted in a state-led multi-year community planning process that out of necessity had to be extremely mindful of protection of land and ecosystems. The existing community gardens on the BSH site were endowed with the pristine, fertile soil left from a farm that predated the hospital. Wetlands on the site demanded protection, and the move by Mass. Audubon to establish a nature sanctuary and center on the site demonstrated that protection had succeeded and would be maintained. Many watchful eyes monitored the BSH demolition and cleanup.

Activists associated with LPCDC successfully advocated for bus service—the number 14—on American Legion Highway, which combined with buses on Blue Hill Avenue and Morton Street connects local residents to transit. Frequency and reliability of bus service, the absence of bus shelters, the need for speed pumps, crosswalks and accessible pedestrian signals are areas for public investment that would improve accessibility and quality of life and reduce reliance on automobiles.

Even after completion of the two remaining Olmsted Green developments, approximately seven acres of vacant land slated for development will remain on the BSH site. Whatever Lena New Boston proposes for the remaining acreage will be bound by sustainable development principles.

Operating a sustainable Community Center that promotes community-building and youth development, surrounded by high-quality affordable housing that it played a leading role in creating, LPCDC is better positioned than ever to fulfill its founders' goals.



### **Members of the Lena Park CDC Board of Directors**

**Rev. David Wright**, Chair

Member since: 2007

Executive Director, Black Ministerial Alliance of Greater Boston, Inc.

**Gloria Moon**, Treasurer

Member since: 2013

Executive Director, BCYF Holland Community Center

**Mark Arnold**

Member since: 2013

Senior Research Principal, Solutions R&D at Optiv Inc.

**Olinka Briceno**

Member since: 2015

Coordinator of Student Affairs & Engagement, Urban Science Academy

**Tameka N Favors**

Member since 2017

Community Development Grant Manager, Santander

**Noah B Sawyer**

Member since: 2017

Project Manager, The Community Builders

**Doreen M Rachal**

Member since: 2017

Chief, Assistant United States Attorney, Civil Division, Asset Forfeiture Division

#### **Executive Staff**

**Katherine Martinez**, Executive Director

**Jose Rosa**, Director of Operations and IT

**Amy Malkemes**, Director of Development

**Cheryl Sikora**, Director of Finance

# LENA PARK CDC GENERAL SERVICE CATCHMENT AREA



Source: Boston Redevelopment Agency – myNeighborhood Census Viewer

**Bounded By (Blue Hill Ave. is axis):**

Walk Hill St.

American Legion Highway & Blue Hill Ave.

Plumbia Ave & Washington St.

Well St., Talbot Ave. & Blue Hill Ave.

 Housing for illustrative purposes only; not to scale and at approximate locations.

## FAB LAB



## OLMSTED GREEN



## FAIR FOODS



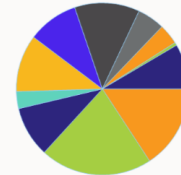
## PAINT NIGHT



# TRAXSOLUTIONS

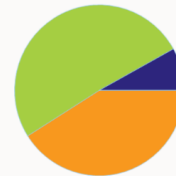
## Age Group Summary

|                    | Count        | All        | Percent        |
|--------------------|--------------|------------|----------------|
| 14-18              | 227          | 1440       | 15.76 %        |
| 25-40              | 303          | 1440       | 21.04 %        |
| 19-24              | 137          | 1440       | 9.51 %         |
| 65-100             | 46           | 1440       | 3.19 %         |
| 11-13              | 155          | 1440       | 10.76 %        |
| 41-55              | 137          | 1440       | 9.51 %         |
| 8-10               | 176          | 1440       | 12.22 %        |
| 56-64              | 74           | 1440       | 5.14 %         |
| 5-7                | 55           | 1440       | 3.82 %         |
| 0-4                | 8            | 1440       | 0.56 %         |
| Unknown            | 122          | 1440       | 8.47 %         |
| <b>Grand Total</b> | <b>Count</b> | <b>All</b> | <b>Percent</b> |
| <b>Age Group</b>   | 1440         | 1440       | 100.00 %       |



## Gender Summary

|                    | Count        | All        | Percent        |
|--------------------|--------------|------------|----------------|
| Female             | 591          | 1440       | 41.04 %        |
| Male               | 733          | 1440       | 50.90 %        |
| N/A                | 116          | 1440       | 8.06 %         |
| <b>Grand Total</b> | <b>Count</b> | <b>All</b> | <b>Percent</b> |
| <b>Gender</b>      | 1440         | 1440       | 100.00 %       |



# November

# 2018

| Sunday                   | Monday                                                  | Tuesday                                                                                                               | Wednesday                                                                             | Thursday                                                                                   | Friday                 | Saturday                           |
|--------------------------|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------|------------------------------------|
|                          |                                                         |                                                                                                                       |                                                                                       | 1                                                                                          | 2                      | 3                                  |
|                          |                                                         |                                                                                                                       |                                                                                       | KC Afterschool Program<br>OG Steppers<br>Lena Fitness<br>Robotics                          | KC Afterschool Program | Premier Hoops                      |
| 4                        | 5                                                       | 6                                                                                                                     | 7                                                                                     | 8                                                                                          | 9                      | 10                                 |
| Rico's Basketball League | KC Afterschool Program<br>Game Night                    | KC Afterschool Program<br>Open Fab Lab<br>Fair Foods<br>Martial Arts<br>Soul Line Dancing<br>Lena Fitness<br>Robotics | KC Afterschool Program                                                                | KC Afterschool Program<br>OG Steppers<br>Lena Fitness<br>Robotics                          | KC Afterschool Program | Premier Hoops                      |
| 11                       | 12                                                      | 13                                                                                                                    | 14                                                                                    | 15                                                                                         | 16                     | 17                                 |
| Rico's Basketball League | Veteran's Day<br>Lena Park Closed                       | KC Afterschool Program<br>Open Fab Lab<br>Fair Foods<br>Martial Arts<br>Soul Line Dancing<br>Lena Fitness<br>Robotics | KC Afterschool Program<br>Insurance and Financial Literacy for Teens and Young Adults | KC Afterschool Program<br>OG Steppers<br>Lena Fitness<br>Robotics                          | KC Afterschool Program | Premier Hoops<br>Slow Flow<br>Yoga |
| 18                       | 19                                                      | 20                                                                                                                    | 21                                                                                    | 22                                                                                         | 23                     | 24                                 |
| Rico's Basketball League | KC Afterschool Program<br>Game Night<br>Turkey Giveaway | KC Afterschool Program<br>Open Fab Lab<br>Fair Foods<br>Martial Arts<br>Soul Line Dancing<br>Lena Fitness<br>Robotics | Lena Park Closing at 6pm                                                              | Thanksgiving<br>Lena Park Closed                                                           | Lena Park Closed       | Premier Hoops<br>Slow Flow<br>Yoga |
| 25                       | 26                                                      | 27                                                                                                                    | 28                                                                                    | 29                                                                                         | 30                     |                                    |
| Rico's Basketball League | KC Afterschool Program<br>Game Night                    | KC Afterschool Program<br>Open Fab Lab<br>Fair Foods<br>Martial Arts<br>Soul Line Dancing<br>Lena Fitness<br>Robotics | KC Afterschool Program                                                                | KC Afterschool Program<br>OG Steppers<br>Lena Fitness<br>Robotics<br>Coding & Career Event | KC Afterschool Program |                                    |

### Programing Days and Times:

Kids Connect (KC) Afterschool Program: Monday - Friday 2:30pm - 6pm  
 Middle School Fab Lab Drop-In: Mondays 2:30pm - 4pm and 6pm - 8pm  
 Fair Foods : Tuesdays 4:30pm - 6pm  
 Karate: Tuesdays Children (4:30pm - 6pm) Adults (6pm - 7pm)  
 Soul Line Dancing: Tuesdays 6:30pm - 8pm  
 Game Night: Mondays 6pm - 9pm  
 OG Steppers:Thursdays 6:30pm - 8:30pm  
 Rico's Basketball League: Sundays 9am - 6pm  
 Lena Fitness: Tuesdays and Thursdays 6:30pm - 7:30pm  
 Premier Hoops: Saturdays 11:30am - 1:45pm  
 Robotics: Tuesdays and Thursdays 4:30pm - 5:15pm  
 Coding & Career Event: Thursday the 29th 6:30pm - 8:30pm  
 Slow Flow Yoga: Saturdays 9am - 10:15am  
 Youth Council: Mondays and Wednesdays 6pm - 8pm  
 Insurance and Financial Literacy for Young Adults: Wednesday November 14, 6pm - 8pm  
 Turkey Giveaway: Monday November 19, 6pm - 8pm

**Open Gym will be closed  
 while we revamp the program.  
 More details will be coming  
 soon!**