



Community Investment Plan 2022 – 2025

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.

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 groups are Extremely Low Income-under 30% of Area Median Family Income (AMFI) as designated by HUD in 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 604 units in LPCDC's eight low-income housing developments in the service area—Granite Lena Park, LBB, Brown Kaplan and Olmsted Green I, II, III, IV, and The Grove—form a representative core constituency that differs from the rest of the service area population in one very important respect: 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. 532 units of those units are currently filled, and the remaining 72 units will be filled by the end of Q1 2022.

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 aims to operate a sizeable Community Center with a broad array of programs and services that set the organization apart from the norm among Boston's CDCs, which is essential given the history and geography of the service area, and Lena Park's commitment to the development of its clients. 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 area's 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 importantly, the former site of Boston State Hospital (BSH). Deinstitutionalization of the mentally ill and subsequent shutdowns of state hospitals became state policy while LPCDC was in its infancy. 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 locals 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 was renovated before the school opened 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 School 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 some transitions in leadership at LPCDC, which is now helmed by Board Chairman Olenka Briceno. Despite these changes, LPCDC still creates opportunities for advanced programming for its members. Program staff continue to strengthen relationships with 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 creating 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 multi-pronged approach:

In 2014, a council of residents and other stakeholders from the wider community was put in place. Before the COVID-19 outbreak, 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

attended bi-monthly community meetings. These meetings are currently on hold, with Resident Services planning to launch monthly virtual meetings in the near future. These meetings serve as a forum for community feedback and proposing 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.

Installation of security cameras at Olmsted II and III was a direct result of input to the Board from the pre-COVID resident meetings, which had an average of about 30 resident attendees. Monthly newsletters are planned to resume in March 2022 to keep residents aware of upcoming events, 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.

After reviewing the composition of current membership, input from surveys, discussions and formal meetings, programming is being restructured to address the needs of residents.

Firmly connected to the community, the leadership team and staff are poised for high impact in Lena Park's 54th 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 the first ownership phase, which is comprised of 41 ownership units including 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. Development of new affordable housing by LPCDC provides other important benefits to service area residents, the wider community, and the City of Boston. To ensure that LPCDC's 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—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, to create some sense of order and eliminate displacement while construction occurs.

Lena Park is also part of a development team that includes New Boston and 2Life Communities, which was awarded Designated Developer status for a 10-acre site adjacent to the Olmsted Green community. Community planning meetings for this space will commence in 2022.

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 some 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, local businesses, schools, organizations, and faith communities each have a stake and deserve a voice in the growth of their neighborhood. That is, the development of individual and family resources, new housing, commercial space and public amenities, and in the forging of linkages from the Lena Park community to the economic growth in 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 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 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.

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 upgrade housing quality and resource efficiency while protecting long-term affordability. LPCDC will maintain a consistent focus on its existing portfolio properties to ensure that each one makes the necessary investments to assure its continued mission and operates efficiently to contribute to the financial health of LPCDC. Capital improvements planned for various properties in the portfolio in 2022 include water efficient toilets, appliance replacements, replacement of hot water heaters, improved trash enclosures and various landscaping 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 I 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.

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 received funding from CPA Funds to construct a park for families and young children called Unity Park. The park is located at 754 Blue Hill Ave on land co-owned by Lena Park CDC and Urban Edge. A ribbon cutting ceremony is planned for Spring 2022. 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, New Boston and the Brooke Charter School are also applying for further CPA funding to build an extensive athletic field at Morton Street.

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.

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.

Lena Park's afterschool program for children aged 5-12 is shutting down in February 2022, and future meetings are planned to develop new and exciting programs to be added to Community Engagement. These programs will serve the teens, adults, seniors, and families of Lena Park's Catchment Area.

Greater community engagement is projected to increase LPCDC's participation rate across these programs including the increased advocacy for safe spaces and the addition of new affordable housing.

Section 5: How success will be measured and evaluated

Finance and development objectives will be established within specific timeframes and the Board of Directors reviews the progress made toward each objective. Once an objective is achieved the Board assesses these accomplishments.

LPCDC's finance team tracks finances using Quickbooks and provides reports to the Board of Directors for review. The finance team will work with auditors after each year's end to provide the information needed for an accurate picture of annual operations and financial position.

Lena Park's CE staff tracks demographics on each resident and program participant including age, race, gender, residence, school, etc., as well as daily attendance, and can create real time reports.

Lena Park surveys children, youth, parents, and program providers to obtain feedback about programs to continually improve operations. For almost all LPCDC programs, short pre- and post- tests are given during program enrollment, and then again during the last week of the program. The organization uses these measurements to report to grant providers, and to include in its annual report. Program providers are either surveyed or have face-to-face meetings to obtain feedback on how their partnership with LPCDC worked, and what improvements can be made. Some programs will have completion requirements/deliverables.

For resident services, the community engagement managers track their services provided and meetings with residents using Connect 360 software. LPCDC's property and asset managers provide reports to the Board of Directors. As LPCDC continues capital improvements and seeks to better serve residents, a thorough survey will be issued to residents to understand their needs.

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

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.

Codman Square NDC is an ownership and management partner at Olmstead Green I and II, while Urban Edge is an ownership and management partner for LBB Apartments and on the Unity Park land. Faith Christian Church is an ownership partner of the Brown-Kaplan Townhomes.

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 tax credit investors Bank of America, National Equity Fund, and MHIC (Massachusetts Housing Investment Corporation).

LPCDC will continue to rely on the astute and proven real estate development guidance of Peter Munkenbeck and design services of Davis Square Architects. The organization will improve the safety and wellbeing of constituents through partnership with Livable Streets and the Emerald Network, and of course, Representative Russell Holmes in 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, and Santander Bank among others.

Over the next three years LPCDC plans to go deeper with these partners to stabilize services at Lena Park, and to reach critical benchmarks so that the community's needs are being met and necessary change and communal growth is achieved.

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

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

Residents of the 532 (soon to be 604) occupied households in LPCDC's housing are the organization's 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 expanded its portfolio with the construction of The Grove (formerly called Olmstead Green V), which consists of 100 units of moderate to middle-income rental housing, developed under the Low-Income Housing Tax Credit (LIHTC) Program. Olmstead Green V is 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 consciousness that arises from participation in Community Center activities, while stimulating community engagement and support for affordable housing and neighborhood improvements. 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 augments all LPCDC programs, allowing services like the afterschool and summer programs to be uniquely enriched with education, arts, sports and fitness activities. Inter-league basketball games with leagues from other community centers are held at LPCDC's gym to foster relationships across neighborhoods (e.g, Franklin Hill and Franklin Field) that break down the 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 the organization provides 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. LPCDC strives for increased local, minority and women owned business participation in its 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 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 connect 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 LPCDC applied 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 the LBB properties outright-in 2028.

Unlike other CDCs operating in established housing markets, Lena Park made the decision long ago 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. 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 is in advanced talks with the United Way of Mass. Bay to partner with the organization as a Community Support Organization.

Space rental income is also a growing source of income. Currently, Lena Park is generating and anticipates this revenue to increase by roughly \$10,000 each year.

Confidence in projected growth of annual membership fee income is based on ongoing relationships with the almost 600 households in Lena Park housing and the likelihood that many more members will come from the other 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 LPCDC offers 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 LPCDC provides its basketball facilities.

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 of residential properties. 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 expected 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 the organization additional leverage to bring in more revenue to help stabilize and grow 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 afterschool 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 reshape 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 eight housing developments plus the Community Center. 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 condition, 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 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.

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 location 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 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 for local residents with modest incomes.

Upcoming rental and homeownership housing projects 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 surrounding 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 with recent completion of the two remaining Olmsted Green developments, approximately seven acres of vacant land slated for development will remain on the BSH site. Any project Lena-New Boston proposes for the remaining acreage will be bound by sustainable development principles.

In 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.