



OUR COMMUNITY | WORKING TOGETHER

NUESTRA COMUNIDAD

Community Investment Plan (CIP) 2017 - 2019

Founded over 35 years ago by a group of Latino activists around kitchen tables in Boston's Roxbury neighborhood, Nuestra Comunidad's legacy is one of creating communities of opportunity, building new community assets, and transforming community through economic development. Since 1981, we've built over 800 apartments affordable to working families, built and sold nearly 150 homes that have created wealth and neighborhood stability. We've transformed neighborhoods destroyed by arson in the 1970s and crime in the 1980s and 1990s. Today we continue this work by assuring that all Bostonians – not just the wealthy – can enjoy the unprecedented economic growth seen in our city and region: by creating homes that families of all incomes can afford; encouraging homeownership and increasing financial resiliency; catalyzing entrepreneurship among people of color; harnessing the intrinsic leadership capacity of people in our neighborhood; creating jobs; and creating neighborhood spaces that foster creativity, safety, and opportunity.

Nuestra Comunidad's 2017-2019 Community Investment Plan (CIP) builds on its previous 2014-2016 CIP, *The Mission 180 Community Contract*, and is informed by the *Plan Dudley* update to the *Roxbury Strategic Master Plan*, currently being developed. The priorities set forth in this document and its predecessor are grounded in the two years of planning and community process, with participation and feedback of more than 200 residents, community leaders, business owners, local and state officials, and representatives of community organizations, that led to the original plan, and move them forward. Its contents are also the result of feedback received over the past two years from community members who participate in Nuestra's community engagement efforts, including a 2015 Gentrification Forum, and a Community Engagement Committee, which meets bi-monthly.

Nuestra Comunidad's updated plan encompasses three strategic priorities – Economic Development, Health and Wellness, and Placemaking – that strive to foster a community of opportunity for long-time neighborhood residents as well as newcomers. We believe focusing on these strategic areas can mitigate the displacement of Roxbury families resulting from ongoing neighborhood transformation, including exponentially increasing rents and home sale prices.

The plan contains sections describing the following: (1) community served by the organization; (2) involvement of community residents and stakeholders; (3) plan goals; (4) activities to be undertaken; (5) how success will be measured and evaluated; (6) collaborative efforts to support implementation; (7) integration of activities/consistency with community strategy and vision; (8) financing strategy; (9) history, track record, and sustainable development.

Section 1

Community or Constituency(ies) to be served by the organization

Nuestra Comunidad is the only community development corporation that works throughout the entirety of Roxbury. Nuestra Comunidad's work is concentrated in the Dudley Square and Warren Street Corridor Sections of Roxbury. Dudley Square is seeing particularly notable transformation with a spate of new investment, both public and private. This transformation was catalyzed by the opening of the City of Boston's new Bolling Municipal Building in the heart of the business district.

Roxbury is a majority-minority neighborhood, where more than half of its residents are Black or African American and nearly 30% identify as Hispanic. Incomes are lower in Roxbury than in Boston as a whole, with Boston median income over \$50,000 and about \$30,000 for Roxbury. 68% of Roxbury households have incomes less than 60% of AMI, or low income.

Income categories	% of households
Very low-income (below 30% AMI)	46%
Low-income (30 to 59% AMI)	22%
Moderate-income (60 to 79% AMI)	10%
Middle-income (80 to 119% AMI)	11%
Market (Over 120% AMI)	11%

Source: HUD; ACS 2007-2011

At the heart of Boston, Roxbury – led by the transformative change in Dudley Square – is undergoing rapid change. Rents and sale prices are on the rise, putting into question whether long-time residents will be able to remain in the community in the future. Between 2015 and 2016, median rents for two and three bedroom apartments in Roxbury increased 17% (\$1875 to \$2195) and 21% (\$1985 to \$2400) respectively, to near median rents for Boston at large, which saw increases of 4% (\$2134 to \$2226) and 6% (\$2337 to \$2479). Meanwhile, median sales prices increased across the board in Roxbury, and at a much more accelerated rate than Boston as a whole. Median condo sales prices increased 21% (\$358,125 to \$433,750), single family 27% (\$310,500 to \$395,000), two family 7% (\$392,500 to \$421,000), and three family 21% (\$445,000 to \$538,450). In Boston-at-large, median sales prices increased 12% for condos, and 4%, 5%, and 16% for one, two, and three family homes, respectively.

Plan Dudley has identified that 28% of Dudley Square residents are at risk of displacement. Including the 14% of the population who are considered low risk – renters making more than \$75,000 and homeowners making more than \$50,000; 1% of the population at relative risk – homeowners making under \$50,000; and 13% at elevated risk – households in market rate rental housing making less than \$75,000 a year.

Section 2

Involvement of community residents and stakeholders

Nuestra Comunidad has a 36-year history of community engagement, which is central to its mission as an organization *devoted to building the wealth and enhancing the physical, economic, and social well-being of Roxbury and other underserved populations in greater Boston through a community-driven process that promotes self-sufficiency and neighborhood revitalization.*

Nuestra Comunidad's growing membership of nearly 400 meets annually to elect a board of directors, of which half are neighborhood residents. Nuestra Comunidad has put considerable effort into growing its membership base. In 2015, the organization had 97 new members and in 2016, the organization added an additional 50 people to its member roles. In the last four years, between 100 and 200 people have attended the annual membership meeting.

Nuestra Comunidad's Community Engagement Committee and Board of Directors provide regular feedback on our progress meeting the goals set out in the CIP. The Community Engagement Advisory Committee is made up of members of the organization and elected board members and advises staff on the most effective strategies for community engagement and outreach. Over 50% of Nuestra's board live in our community.

Nuestra Comunidad is in the process of finalizing Community Impact Dashboards on its three 2017-2019 CIP priorities, Economic Development, Health and Wellness, and Placemaking. The dashboards will be useful in assessing the organization's progress at achieving the goals of the CIP by providing a snapshot of the achievement of key indicators of success.

Nuestra Comunidad measures resident engagement through our proprietary four-tier resident leadership matrix, which measures the degree to which residents are engaged in neighborhood leadership activities. The matrix tracks specific leadership roles including Mission 180 volunteer, committee member, board member, active member, or other activities.

Mission 180 Community Process

The original 2014-2016 CIP, the *Mission 180 Community Contract*, resulted from a two year collaborative community organizing process connecting residents and organizations in order to define the future of Roxbury. The concept of "Mission 180" speaks to the goal of using positive community action to turn the challenges facing the Roxbury community around by a full 180 degrees. In the spring of 2011, a Steering Committee comprised of Roxbury-based nonprofit organizations detailed a road-map for implementation of a community process directed at development of "actionable" short-and-long-term community-driven projects building on existing resources and planning efforts. During the winter of 2011-2012, a core group of 16 volunteers representing the breadth of the coalition held 114 individual interviews with residents, community leaders, business owners, and other key stakeholders in the project's catchment area. In February 2012, the Steering Committee presented at a community-wide forum attended by over 100 individuals to gather feedback on both findings from the interviews and suggestions for improving Mission 180's ongoing community process.

The Mission 180 process presented a historic change in the way planning is done in Roxbury and Grove Hall. Rather than being forced to react to plans developed outside the community, the new voices engaged in the Mission 180 coalition developed a shared vision to begin to proactively transform Roxbury.

Based on interview findings and outcomes and feedback from small-group break-out sessions, participants identified four Action Group Topics for moving the Mission 180 process forward: (1) Arts and Activism; (2) Community Safety; (3) Economic Development; (4) Young Adult Housing. A call went out for “new voices” to join the process, and over the spring, 130 individuals participated in working sessions of action teams focused on the selected topics. The Mission 180 Community Contract was the fruit of their work.

A number of participants became members of a steering committee – Mission 180 “champions” – charged with monitoring and implementing the work of Mission 180. Members of the steering committee continue to meet.

Plan Dudley

The 2017-2019 CIP is also informed by the Boston Planning and Development Agency’s (BPDA) community engagement efforts that took place as a part of *Plan Dudley*. Throughout 2016, BPDA presented workshops, including an open house forum to share information and to hear ideas, comments, and questions from participants. Nuestra Comunidad members were involved throughout. Workshop sessions organized by BPDA included: a neighborhood walking tour as an opportunity for participants to share local knowledge, ask questions, and provide comments; a visioning workshop to develop visions for future land uses for Dudley Square, reviewing the 2004 Roxbury Strategic Master for relevance; a session discussing transportation and the public realm, involving staff from the Boston Transportation Department discussing transportation priorities with small groups; two sessions on economic and workforce development, including a dialogue on with Chief Barros of the Office of Economic Development and Trinh Nguyen from the Office of Workforce Development and a subsequent workshop on the economic context of the neighborhood and how to bring jobs to the neighborhood; a workshop that presented scenarios for development in the neighborhood and; a final session to discuss possible plans relative to design principles and to receive feedback from participants. Developing more affordable housing emerged as a key goal of *Plan Dudley* plans.

Gentrification Forum

We have received consistent feedback from neighborhood residents (through our membership, board, community engagement committee, Mission 180 volunteers, and via Plan Dudley) that the experience of gentrification is a particular concern for neighborhood residents.

In April 2015, Nuestra Comunidad and neighborhood partners held a Gentrification Forum attended by more than 150 people. In partnership with Teen Empowerment, Alternatives for Community and Environment (ACE), Epicenter Community (formerly Future Boston), and the Boston Tenant Coalition, the event featured eight small group discussion areas: (1) Roxbury/ Dorchester Campaign for Good Jobs focusing on raising incomes, facilitated by the Black Economic Justice Institute; (2) Inclusionary Development Policy, discussing policies that would include units affordable low- and moderate-income people in all new development, facilitated by the Boston Tenant Coalition; (3) Transit Oriented

Development, facilitated by ACE; (4) Affordable Housing Anti-Displacement Models, discussing ways increased affordable housing can mitigate displacement resulting from gentrification, facilitated by Nuestra Comunidad; (5) Latinos and Gentrification, a Spanish language discussion about the effects of gentrification and potential solutions, facilitated by Nuestra Comunidad; (6) the South End Gentrification Experience, discussing lessons learned from Roxbury's adjacent neighborhood, with Rep. Byron Rushing facilitating; (7) Mapping Gentrification in Roxbury, analyzing the parts of Roxbury that are disproportionately experiencing gentrification, facilitated by Nuestra Comunidad; and (8) Just Cause Evictions, learning about the campaign advocating for new laws to prevent developers from buying properties and evicting long-term tenants to create luxury apartments or condos, hosted by City Life/ Vida Urbana.

Section 3

Plan goals

According to our theory of change (see attached), Nuestra Comunidad's long term vision is that Roxbury is viewed as a desirable destination by all Bostonians, a place where residents of all incomes have access to affordable, high quality housing and other resources and services, and share in a sense of pride as they work together with other stakeholders to strengthen quality of life and vitality.

By undertaking **Economic Development** initiatives (see logic model attached), higher incomes and greater wealth will lead to increased investment by neighborhood residents, stabilizing Roxbury as a community of opportunity for future generations, and making Roxbury safe and economically vibrant, with high resident satisfaction.

For Roxbury workers, the goal of our economic development initiative is to lead to:

- Created and sustained employment opportunities in Roxbury;
- Reduced gap in the unemployment rate between Roxbury and Boston at large.

For small businesses in Roxbury and Boston, the goal of our economic development initiative is to lead to:

- Increased wealth for Roxbury business owners and households;
- Improved neighborhood stability and desirability as a place to live, work, and play.

For Roxbury homeowners and homebuyers, the goal of our economic development initiative is to lead to:

- Increased rate of homeownership;
- Increased household wealth;
- Reduced racial homeownership gap between Roxbury and Boston at-large.

Through our **Health and Wellness** initiatives (see logic model attached), residents of color will experience improved health and well-being; residents will feel more engaged with, proud of, and connected to their community and; Roxbury will be a safe and vibrant community for residents to live, work, play, and go to school.

For Nuestra Comunidad tenants and program participants, our goal is for health and wellness initiatives is to lead to:

- Reduced stress and better ability to connect with health resources;
- Lower rates of health issues associated with poor air quality;
- Greater stability in housing and access to housing for tenants with mental health diagnoses and other disabilities;
- Lower rates of health issues associated with poor nutrition.

For Roxbury residents, our goal is for the health and wellness initiatives is to:

- Lower rates of health issues associated with inactivity;
- Increase feelings of safety at home and in Roxbury.

With its **Placemaking** initiatives (see logic model attached), our goal is that Dudley Square will be a vibrant, safe, and attractive neighborhood business district destination where people of all ages can shop, dine, enjoy a range of cultural activities, work, and live.

For local artists, business owners, and their employees, our goal for placemaking initiatives is that:

- The Bartlett Station development be recognized as a popular destination for neighbors and visitors;
- A mix of retail and commercial spaces will generate jobs for residents and equity for local owners in Dudley Square .

For Area B-2 Police and neighborhood residents, our goal for placemaking initiatives is that:

- Dudley Square is recognized as a popular, safe, and welcoming destination day and night – for residents and visitors;

For local business and property owners, our goal for placemaking initiatives is that:

- Families and others view Dudley Square and Bartlett Station as bike-friendly destinations;
- Dudley Square is recognized as a popular, safe, and welcoming destination day and night – for residents and visitors

Section 4

Activities to be undertaken

Through its **Economic Development** initiative Nuestra Comunidad envisions that Roxbury residents will enjoy equitable opportunities for employment, small business ownership, homeownership and wealth accumulation, and as a result, Roxbury will be viewed by long-time residents and newcomers as a desirable place to live, work, invest, and do business. Economic development activities will be:

- Job creation through real estate development, asset management, and small business technical assistance;
- Small business contracting;
- Technical assistance to 50 start-ups and existing businesses each year;
- First time homebuyer classes for 250 people annually;

- New homes built and sold. Thirty-eight for-sale homes will begin construction in 2016;
- Foreclosure prevention counseling for 30 families annually with the goal of preserving equity.

Nuestra Comunidad's largest ongoing real estate development effort is Bartlett Place, a transformative, equitable, anti-gentrification development just beginning construction. On an 8 acre brownfield site, Nuestra and our partner Windale Developers are building 129 for-sale homes, 194 apartments and 48,000 SF of commercial space. The housing will be two-thirds affordable. The new homeowners will gain \$500 million in equity over 20 years. The project will generate 150 permanent jobs and approximately 900 construction jobs, with over 60% going to workers of color. Over 60% of the contracting dollars will go to MBEs.

Anti-gentrification benefits at Bartlett Place	
Affordable apartments and homes	200
Construction jobs for workers of color	560
Contracting \$ for MBEs	\$60 million
Permanent jobs	150

To help residents seize the opportunities generated by a rising market, Nuestra Comunidad and its partners Epicenter Community and LISC Boston operate Accelerate Boston, a very successful, three-year old entrepreneurship technical assistance program. Over 100 aspiring entrepreneurs from Roxbury, Dorchester and Mattapan have graduated from an exceptional training program. Nuestra helps the class graduates to "get to market". Success stories include Dr. Lesa Dennis-Mahamad, owner of Gallery Eye Care in the Bolling Building, and Cassandra Campbell, co-owner of the Fresh Food Generation food truck, pictured together above.

Nuestra will begin construction on 38 for-sale homes in 2016, part of our homeownership initiative.

- Kananof Homes: On Edgewood Street off of Blue Hill Avenue, Nuestra Comunidad will build 16 for-sale homes. The income ranges eligible to buy are under 80% of Area Median Income (AMI) (under \$67,000 for a family of three) and under 100% of AMI (under \$84,000 for a family of three).
- Harlow Street: Nuestra Comunidad is building four condo homes on a vacant lot at the corner of Harlow and Howard Streets,
- Alaska Street: Nuestra Comunidad is building two homes on an Alaska St. lot near the corner of Perrin St, in the Moreland historic district.
- Bartlett Place: Nuestra Comunidad and partner Windale Developers plan 16 for-sale condo homes on Guild St. known as Bartlett Station. There will be two affordable units and 14 market-rate units. This Bartlett Place condo building will be part of the long-term goal of 129 for-sale homes as a part of Bartlett Place.

Wealth for Homeowners	
New Bartlett homeowners – the next 20 years	\$500 million

Through its **Health and Wellness** initiative, Nuestra Comunidad envisions a vibrant, resilient, and healthy community where residents of all incomes are empowered to make choices that promote personal and collective wellbeing, and in which equitable community development reduces racial health disparities. To achieve this vision, Nuestra Comunidad will undertake the following activities:

- Permanent affordable housing development to promote tenant stability and avoid or reduce stress, including 60 new apartments under construction at Bartlett Place;
- Smoke free housing and smoking cessation, with 100% of Nuestra Comunidad housing being smoke free by July 2017;
- Mental health housing support for DMH clients;
- Physical activity and nutrition classes and programs to occur on a regular basis throughout the Nuestra Comunidad portfolio;
- Community safety initiatives in continued partnership with the Boston Police Area B-2 focused on identified crime hot spots in Dudley Square.

Through **Placemaking** activities, Nuestra Comunidad envisions that Dudley Square will be a safe, welcoming, vibrant hub of commercial activity and neighborhood life, anchoring local small businesses and bringing together residents, business owners, local artists, employees, shoppers, and visitors to do business, live, work, and play. To work toward this vision, Nuestra Comunidad will take on the these activities:

- Arts initiatives to activate spaces at the Bartlett Station public plaza, in collaboration with local artists and members of a soon to be formed Roxbury Cultural District;
- Develop housing and commercial property on vacant land throughout Roxbury, including at Bartlett Place, and activate vacant retail spaces;
- Community policing that brings together business and residents and makes the neighborhood safer and more desirable;
- Promote walking and biking through complete streets improvements and advocacy
- Strengthen community stakeholder networks and advocate for resources for local business and property owners, including working toward the new Roxbury Cultural District and to advocate for a Business Improvement District/ Community Benefits District(BID/CBD) to put on cultural events, improve community safety, and beautify the neighborhood.

Section 5

How success will be measured and/or evaluated

Nuestra Comunidad has in the past year invested time and resources developing an evaluation strategy for the three key areas identified in this CIP. With the assistance of MBA students from the Heller School for Social Policy and Management at Brandeis University, Nuestra Comunidad has developed working logic models for economic development, health and wellness, and placemaking initiatives. Key staff met to determine the activities, outcomes, measures of success, and desired long-term impact for each area. A .3 FTE evaluation position was created to be a dedicated part of a staff person's role. The staff person, who is currently in a PhD program at the University of Pennsylvania, is in the process of creating performance dashboards that will aggregate data to serve as key indicators of success. Nuestra Comunidad will be implementing the dashboards in 2017.

Senior staff will have responsibility for assuring that necessary data is understood and collected. The evaluation staff person will have the responsibility for aggregating the data and presenting it in dashboard format for discussion. The evaluation staff person will work with key staff to establish benchmarks to measure progress or achievement of best practices.

Dashboards will be presented and reviewed on a regular basis at senior staff meetings, board meetings, and at community engagement committee meetings. The goal of this effort is to foster a self-reflective culture of learning that regularly reviews key indicators, seeks to understand their causes, and makes appropriate revisions or course corrections when necessary to achieve desired results. As the logic models are implemented it may become necessary to revise activities, outcomes, and measures of success in an effort to achieve desired results.

Economic Development

Activities	Outcomes	Measures of Success
Job Creation through real estate development, asset management, and small business technical assistance	<ul style="list-style-type: none"> • Creation of construction jobs • Creation of permanent jobs at management company • Creation of permanent jobs in small businesses operating in Nuestra-owned space and receiving TA 	<ul style="list-style-type: none"> • # FTE jobs created (construction; management company; Nuestra commercial tenants; TA clients) • % workers of color • % of workers from five local zip codes
Small Business contracting Technical assistance to start-ups and existing businesses	<ul style="list-style-type: none"> • Local vendors contract with Nuestra and its businesses • Local businesses operate in Nuestra-owned space • Businesses receive training; assistance with loan packaging; receive debt or equity 	<ul style="list-style-type: none"> • \$ spent on contracting • # businesses operating in Nuestra space • % of workers from five local zip codes • # businesses receiving TA and a) earn revenue b) secure capital c) hire employees
First-time homebuyer classes New homes built and sold Foreclosure prevention counseling	<ul style="list-style-type: none"> • First time homebuyer class graduates buy a home • Increase in homeownership • Homeownership preserved 	<ul style="list-style-type: none"> • # of first time homebuyer class graduates • % of graduates who buy • % rate of; \$ amount of equity appreciation • % of foreclosures prevented • Change in the # of owners of color

Health and Wellness

Activities	Outcomes	Measures of Success
Permanent, affordable housing development	<ul style="list-style-type: none"> • More tenants live in stable housing 	<ul style="list-style-type: none"> • # tenants in Nuestra Comunidad's units
Smoke-free housing & smoking cessation	<ul style="list-style-type: none"> • More tenants live in homes that are free of toxins 	<ul style="list-style-type: none"> • # of tenants living in smoke-free homes
Mental health housing support	<ul style="list-style-type: none"> • Fewer tenants smoke overall • More tenants receive the mental health support they need from partner organizations 	<ul style="list-style-type: none"> • # tenants who report smoking • # tenants receiving coordinate mental health support • Turnover rate of DMH clients
Physical activity & nutrition education classes and programs	<ul style="list-style-type: none"> • Tenants are more likely to consume fresh foods and read nutrition labels 	<ul style="list-style-type: none"> • # tenants and participants who report 30 or more minutes per day of physical activity
Community safety initiatives	<ul style="list-style-type: none"> • Residents are more physically active • Residents feel safer in their neighborhoods • Violence and other crimes reduced 	<ul style="list-style-type: none"> • # residents who report feeling safe in their neighborhood • Reduction in crime rate in identified reporting areas

Placemaking

Activities	Outcomes	Measures of Success
Arts initiatives activate spaces at Bartlett Station	<ul style="list-style-type: none"> • Roxbury artists team plans arts program for public plaza at Bartlett Station 	<ul style="list-style-type: none"> • Temporary arts events draw 3,000 people annually to Bartlett public plaza
Develop housing and commercial property on vacant land and activate vacant retail spaces	<ul style="list-style-type: none"> • 47,000 SF of commercial spaces built at Bartlett Station • Nuestra's small business TA program helps 45 small businesses a year 	<ul style="list-style-type: none"> • Commercial space at Bartlett Station is 90% leased by 2020 with 100 permanent jobs • # of new businesses that open in Dudley Square
Community policing brings together businesses, residents	<ul style="list-style-type: none"> • Drug dealing and usage and quality of life crimes are reduced 	<ul style="list-style-type: none"> • Part I and II crime is reduced in Dudley Square
Promote walking and biking through complete streets improvements and advocacy	<ul style="list-style-type: none"> • City of Boston builds complete streets improvements in Dudley 	<ul style="list-style-type: none"> • Shorter pedestrian crossing times; more bikes parked at the T

Strengthen community stakeholder networks and advocate for resources	<p>Square based on community planning</p> <ul style="list-style-type: none"> • Nuestra builds bike paths and cross walks at Bartlett • Dudley Square stakeholders create cultural district or BID/ Community Benefits District 	<p>bus station garage; new bike lanes/ tracks exist; bike traffic through Dudley Square grows by 100% by 2021</p> <ul style="list-style-type: none"> • Cultural District association or BID/ CBD host annual events drawing 3000+ people to Dudley Square
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Section 6

Collaborative efforts to support implementation

No one succeeds alone. To deliver benefits for Robury, Nuestra Comunidad collaborates with proven-effective partners whose mission, goals, and vision align with ours.

To achieve our **Economic Development** goals, Nuestra Comunidad partners with the City of Boston and Commonwealth of Massachusetts. Each provide vital funding for real estate development – both rental and homeownership. The Commonwealth of Massachusetts also provides important operating support through the Community Investment Tax Credit. Likewise, the City of Boston provides considerable funding support and for a wide range of activities, and notably for homeownership promotion and preservation. The City of Boston also provides policy and planning guidance which helps inform our development plans.

Windale and Preservation of Affordable Housing (POAH) are vital real estate development partners, serving as co-developer on large scale developments underway or planned for Bartlett Place and elsewhere.

Two additional partners in our Economic Development work are Epicenter Community and the Local Initiatives Support Corporation Boston office, which together help us run the Accelerate Boston business startup planning and technical assistance program.

Nuestra Comunidad partners with a number of organizations to achieve our **Health and Wellness** goals, notably Roxbury in Motion and Whittier Street Health Center. Roxbury in Motion is a policy, systems, and environmental change coalition to improve healthy eating and physical activity. Whittier Street Health Center offers comprehensive primary care and community-responsive social services, and is our tenant at the Ellen S. Jackson apartments on Blue Hill Avenue. As we develop additional housing for senior citizens, we hope to further cultivate our relationship with Whittier Street Health Center.

The Boston Police Department Area B-2 is a vital resource for our continued community policing efforts, supporting both our **Health and Wellness** and **Placemaking** efforts.

Nuestra Comunidad is optimistic that 2017 will see the formation of a Roxbury Cultural District based on a vote by the Mass Cultural Council. We anticipate that the district and its member organizations will be

important resources as we promote arts and placemaking at Bartlett Place, in Dudley Square, and throughout Roxbury.

Section 7

Integration of activities/consistency with community strategy and vision

The CIP is consistent with the *Roxbury Strategic Master Plan* (RSMP), created in 2004 following a two-year community process led by the Boston Redevelopment Authority. As part of the Mission 180 planning process, Nuestra prepared a detailed analysis tracking elements of the RSMP to be incorporated in the Mission 180 SWOT (strengths, weaknesses, opportunities and challenges) analysis. The coalition checked the final actions plans for consistency with the RSMP. [Link to the Roxbury Strategic Master Plan](#)

Likewise, the activities of the CIP are consistent with or directly included in the ongoing efforts to create *Plan Dudley*, an update to the Roxbury Strategic Master Plan. In particular, Bartlett Station is noted as one of the neighborhood's major development parcels. [Link to the Plan Dudley website](#)

Section 8

Financing strategy

Nuestra Comunidad relies on grants, contracts, and contributions for the largest portion of its budget, more than a third of its \$3.1 million in annual revenue. The largest portion of this funding comes from grants, including large funders such as NeighborWorks America, LISC Boston, United Way and Enterprise, each of whom have been reliable multi-year funders. Service contracts account for 10% of the overall budget and have grown in recent years. The largest service contracts supporting Nuestra Comunidad come from the city of Boston.

Community Investment Tax Credit (CITC) contributions represent the greatest opportunity for Nuestra Comunidad in terms of growth of funding from grants, contracts, and contributions. All of our credits from the prior three years have been sold. Increasing from 18 CITC contributions in 2014 to 26 gifts in 2016, we have reduced our reliance on the United Way from providing 35% of our CITC fundraising in 2014 to 12% in 2015 to 0% in 2016. In 2016, we had the unfortunate experience of having to turn away CITC donors at year-end because of a lack of available credits.

Asset management fees from our own portfolio have been a reliable revenue source in the past. Asset management fees from third party asset management clients represent another notable growing opportunity for the organization. For the past several years, Nuestra Comunidad has offered third party asset management services and now has four CDC asset management clients in eastern Massachusetts.

Nuestra Comunidad Revenue Sources	
Grants, Contracts, and Contributions	
Grants	20%
Service Contracts	10%
Community Investment Tax Credit	4%
<u>Total Grants Contracts and Contributions</u>	<u>34%</u>
Developer Overhead and Fees	
Developer Overhead and Fees	24%
<u>Total Development Overhead and Fees</u>	<u>24%</u>
Tenant Services Fees	
Tenant Services Fees	11%
<u>Total Tenant Services Fees</u>	<u>11%</u>
Asset Management Fees	
Asset Management Fees (Nuestra Portfolio)	4%
Asset Management Fees (Third Party)	5%
<u>Total Asset Management Fees</u>	<u>9%</u>
Other	
Property Sale	3%
Interest income	1%
Net assets released	2%
In-kind legal	16%
<u>Total Other</u>	<u>22%</u>

Section 9

History, Track Record and Sustainable Development

If you weren't living in Boston back in 1981, it would be hard to imagine what it was like to live in Roxbury. The 1970s was a decade of tremendous disinvestment along Dudley Street and down Blue Hill Avenue. Absentee landlords engaged in rampant arson as a way to cash-out of their neglected properties. Burned-out shells and vacant lots blighted every block. A group of neighbors began meeting in their kitchens and living rooms to figure out what to do. They realized no one was coming from outside the neighborhood to help them. This small group of Puerto Rican neighbors resolved, "We have to do it ourselves." They formed Nuestra Comunidad, one of the first community development corporations in Boston, in order to rebuild lost homes and realize their vision of a revitalized Roxbury.

Over the past 36 years, Nuestra Comunidad has delivered on the vision of those founding members, resulting in a track record, and a bright future, that honors them. In that time, Nuestra has developed nearly 800 affordable rental homes and 150 affordable homeownership opportunities. Nuestra CDC has helped to lead the ongoing revitalization of Roxbury's Dudley Square and has been a catalyst for the transformation of the Blue Hill Avenue/ Warren Street Corridor.

Nuestra Comunidad is a chartered member of the NeighborWorks America Network and a HUD-approved Housing Counseling Agency. Nuestra Comunidad has \$140 million in assets and a continual pipeline of new real estate development.

Affordable apartments

Affordable rental housing is a proven-effective platform for long-term economic success for adults and improved educational outcomes for children, a key for economic success today. Many people born in Nuestra's 800 apartments have gone on to graduate from college. A great example is Magdalene Brea, born and raised with her three brothers in Nuestra's Bohio Apartments; all are college grads.

Affordable home ownership

Home ownership is the number one method by which Americans gain wealth. Historically, redlining and the resulting disinvestment in communities of color denied Roxbury residents the opportunity to borrow money safely and purchase a home. Nuestra has built and sold 150 homes to moderate-income buyers in Roxbury. Nuestra's Home Center has produced over 2,700 graduates prepared to buy their first home, and 700 of them have purchased homes in Boston. By a conservative estimate, these buyers have gained over \$50 million in wealth.

Wealth for Homeowners	
To date	\$50 million

Jobs for local workers

Nuestra leverages our construction and property management in order to maximize employment of local workers. Since we began tracking data in the early 1990s, workers of color have filled over 60% of our construction jobs, and Boston workers over 50%. Over 87% of our property management employees are workers of color, as are over 75% of Nuestra's employees.

Hiring workers of color	
Construction jobs	60%
Property management jobs	87%
Nuestra Comunidad jobs	75%

Creating small business opportunities

The same redlining practices that disinvested Roxbury and limited homeownership also limited opportunities for local business. In response, Nuestra created several initiatives to promote local entrepreneurship. Nuestra has built over 80,000 SF of commercial space, housing dozens of local businesses who employ hundreds of local workers. These small business success stories include community leaders such as Joe Figueroa, owner of Joe's Famous in Dudley Square, based in the Dartmouth Hotel, a grand historic property rescued from disrepair and restored to its former glory by Nuestra in the early 2000s. Another example is Hector Pina, owner of Merengue Restaurant on Blue Hill Ave, a location co-developed by Hector and Nuestra Comunidad in the 1990s, who now owns three other restaurants.

Nuestra leverages our construction and property management in order to maximize opportunities for local business. Since the early 1990s, minority business enterprises each year have received over 60% of the contracting dollars in our construction projects. In our property management operations, each year over \$860,000 is paid on contracts with MBEs.

In the 1990s, Nuestra created Nuestra Culinary Ventures, a successful incubator for hundreds of culinary micro-enterprises during our ten years of ownership, and eventually sold to Commonwealth Kitchen and still in operation today. Nuestra began a pushcart program in the Dudley Square bus station in the early 2000s, helping a dozen micro-entrepreneurs start a business; the MBTA took over ownership of this program in 2010.

Opportunities for small business	
MBEs' share of construction contracting	60%
MBEs' share of Nuestra's properties contracting	\$860,000/year
Accelerate Boston graduates	120
Nuestra Culinary Ventures incubator micro-enterprises	350

Neighborhood revitalization

Nuestra Comunidad has delivered community revitalization throughout Roxbury, having been an early investor in Dudley Square, as the developer who bought and renovated two of the square's most important historic landmarks, Palladio Hall and Dartmouth Hotel. This investment in the late 1990s and early 2000s was an important early catalyst for the transformation now underway.

Nuestra Comunidad has also led notably revitalization along the Blue Hill Avenue/ Warren Street Corridor between Dudley Square and Grove Hall, including investing in vacant lots to build 170 apartments, renovating 100 apartments to maintain their affordability, building over 100 new for-sale homes and rescuing homes that were vacant following foreclosure.

Our signature Cleanest Streets Contest event, now in its 20th year, brings together over 400 neighbors annually to organize block teams to beautify streets and celebrate community. Nuestra has delivered safer neighborhoods along Blue Hill Avenue through community policing strategies involving numerous partners, resulting in winning the 2013 MetLife Foundation Community Safety Award national first place award. Residents lead our NeighborCircles program, by organizing dinner meetings of small groups, resulting in new friendships and networks.

Transforming the Blue Hill Avenue/ Warren Street Corridor	
Stafford Heights Thomas Atkins Apartments Ellen Jackson Apartments Howard Dacia Apartments 109 Mt. Pleasant Street La Concha	170 apartments built 100 apartments renovated
Sargent Street Homes Infill Homes Nine problem properties rescues from foreclosure and sold to homeowners on Howard, Woodbine, Dacia, Maywood, and Intervale Streets	70 homes sold
Merengue Restaurant Swiftly Auto Mall	12 businesses opened
2014 Metlife Foundation national first place community safety award	

Plan's consistency with the Commonwealth's Sustainable Development Principles

Nuestra Comunidad's 2017-2019 CIP is in alignment with 80% of the Commonwealth's Sustainable Development Principles.

Concentrate Development and Mix Uses. The CIP calls for development and programming focused on Dudley Street and along the Warren Street transit corridor, through which over 33,000 individuals travel each week day. It includes the Dudley Square bus station, the second largest in the state. It aims to continue the ongoing revitalization of Dudley Square.

Advance Equity. The CIP represents a vision for future development to benefit the low- and moderate-income residents of Roxbury. An extensive community planning process created this vision, and it has been further informed by the city-led *Plan Dudley* effort. The redevelopment of this community will redress the historic disinvestment here through urban renewal, redlining, arson, business flight and predatory subprime lending. It will also advance equity by creating wealth, reducing the homeownership gap, and preventing displacement resulting from gentrification.

Make Efficient Decisions. The CIP intentionally aligns with smart growth plans developed by the Boston Redevelopment Authority (the *Roxbury Strategic Master Plan* and *Plan Dudley*) and the community

(the Roxbury Great Neighborhoods sustainable development plan). Implementation strategies will engage the City as a partner. These steps will ensure that the permitting processes for sustainable development are clear, predictable, and timely.

Protect Land and Ecosystems. The CIP seeks to improve the quality and accessibility of open spaces in Dudley Square and along the Warren Street Corridor (sidewalks, parks, crosswalks, plazas) by making them safer and by promoting arts programming to attract more residents and visitors to our public open spaces.

Use Natural Resources Wisely. The housing development called for by the CIP will be transit-oriented and eligible for LEED-certification. One major project (Bartlett Station) has remediated a contaminated Brownfields site using EPA and State Brownfields funding; and a LEED Silver certification will be obtained for the first mid-rise building. Developments will include a range of green technologies, including Passive House in homeownership developments.

Expand Housing Opportunities. The CIP will expand housing opportunities for low- and moderate-income residents through development of approximately 129 for-sale homes and 194 apartments at Bartlett Place and 22 for-sale homes elsewhere in Roxbury.

Increase Job and Business Opportunities. The CIP's goal to foster economic development through small business technical assistance, the creation of 47,000 square feet of commercial and retail space, and hiring of local and MBE contractors will support the development and growth of small businesses, increasing job opportunities in the Roxbury community.

Plan Regionally. The CIP's arts goals enhance regional interaction and engagement in Roxbury by bringing new audiences into the community, supporting local businesses, and enriching regional arts and culture.