

# JPNDC STRATEGIC DIRECTIONS 2014-2018



As an organization with 37 years of accomplishments in a neighborhood that has changed dramatically during those years, the JPNDC launched a strategic planning process in 2013 to take a fresh look at our environment, match our strategies to community needs, and plan for the greatest impact possible. As a result, the JPNDC has committed itself to an exciting and ambitious agenda over the next five years that will build on our community's tremendous assets, develop new homes and paths to prosperity for people of modest resources, and forge a more vibrant community for all.

## STRATEGIC PLAN HIGHLIGHTS

**A** secure home is the foundation of individual and family security, but rents and home prices in our community continue to rise relentlessly. The housing crisis forces countless low-income people into dangerous, overcrowded situations in which children grow up in crisis. The JPNDC's creation of 600 affordable homes to date has dramatically improved the lives of thousands of residents and helped to keep our community economically diverse. Therefore we are redoubling our efforts in the area of affordable housing. We are:

- **Aggressively pursuing opportunities** to create new affordable homes.
- Given limited public resources, focusing solely on potential sites that offer the clearest and least costly path forward so that we can **guarantee 100% affordability** for low-income people.
- Increasing our attention to **advocacy, organizing and coalition building** so that the affordable housing crisis is addressed at the city and state levels and private developers are held accountable.

**I**n our community as across the nation, low-income people are getting poorer, the racial income and wealth gap is widening and upward mobility has become more difficult. As one of the most important providers today of bilingual and culturally competent economic development services to Latino immigrants in our city, the JPNDC is committed to strengthening its impact on low-income families of all backgrounds by:

- Creating, in collaboration with community partners, a **Family Prosperity Center** that will provide local residents access to information, resources, tools and networks so that they can move step by step toward a secure financial future.
- In our Family Childcare Program, focusing on strategies to ensure children's readiness for success in school.

**T**he redevelopment of **Jackson Square** is an unparalleled opportunity to bring vibrancy back to an area that was razed 40 years ago. We are energized to fulfill this potential and to do so in a way that increases opportunities and improves the quality of life for low-income residents. Building on the strong relationships we have developed with other organizations and with residents of our community's largest public housing development, we are:

- Devoting support to **Bromley-Heath's new leaders** as they work to improve conditions, combat violence and create positive opportunities for youth.
- Matching new construction in Jackson Square with **investments in human capital**, including the Family Prosperity Center, small business development and the professional development of home-based educators.

## **Our Values**

We believe that people are entitled to live in **healthy homes they can afford**. When this happens, communities are strengthened and individuals and families have a foundation to thrive today and into the future.

Communication with and **leadership development** among residents in JPNDC-developed housing and people who participate in JPNDC programs should guide our selection and direction of projects and initiatives.

Equal access to resources and opportunities includes access to **healthy outdoor spaces and indoor environments**.

All members of a community should have access to opportunities that allow them to **increase their income and assets**.

Because the economic system creates and perpetuates inequality, **systemic barriers to opportunity must be actively addressed** in order to create social and economic justice.

Thriving **independent, local businesses** that reflect and serve the community's diverse residents are essential ingredients of a healthy community.

## **Directions in Affordable Housing**

### **Developing High-Quality Homes Where Low-Income Families Can Thrive**

We will continue to develop and preserve affordable housing in Jamaica Plain. Our focus will be on projects that are **100% affordable to households earning below 60% of Area Median Income**, with a priority on family housing that has an average of two bedrooms per unit.

We will continue to be responsible stewards of our existing portfolio, **preserving and improving these affordable homes** as permanent resources and maximizing opportunities for resident control.

We will organize residents to have an **impact on land use and development**, identifying and implementing diverse strategies to increase the number of affordable homes and ensure that low-income households have opportunities to live affordably in Jamaica Plain.

We will play an important role in citywide efforts to **achieve policy change and secure new funding** to promote the development and preservation of affordable homes.

We will explore interest in and opportunities for affordable housing development in **adjacent communities**. This will include potential collaboration in Hyde Park, Roslindale and Mission Hill.

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## **Directions in Economic Opportunity**

### **Expanding and Integrating Services to Help Families Move from Poverty to Prosperity**

In collaboration with partners Urban Edge and Nurtury, **we will launch and be the lead agency for a Family Prosperity Center** offering integrated economic development programming to help low-income residents increase their net income and assets in both the short- and long-term.

We will strengthen our network of home-based early educators to ensure that they **exceed rising standards for professional development** in early childhood education. Our focus will be on continuous improvement in quality of care and we will increase the number of low-income children in our network who are ready for success in school.

We will continue to provide expert technical assistance to help entrepreneurs of modest resources to **create, grow and sustain successful businesses** that enhance the vitality our community's business districts.

Because market forces that shape our constituents' economic prospects extend beyond our community, we will work with regional workforce development and other coalitions to **promote investments and policy changes that further the economic advancement of low-income people.**

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## Directions in Community Vibrancy and Social Capital Creating Leaders, Supporting Small Businesses and Empowering Residents to Work Together

We will continue to organize and **build leadership among residents** in JPNDP-developed housing and participants in JPNDP economic development programs with the goal of furthering their engagement in their buildings and community.

While we strive for impact in all of Jamaica Plain and in some cases citywide, **we embrace a particular focus on Jackson Square** in the form of new homes, economic activity, public space and opportunities for positive community engagement. An important element of this effort will be helping empower residents of the Bromley-Heath development to participate in neighborhood-wide activities and advocate for quality-of-life improvements.

We will maintain and promote The Brewery and other commercial spaces for local, independent businesses as **healthy investments with a dual bottom line**: high mission impact and sustainable revenue for programs supporting the economic advancement of low-income families.

### *Our Values (cont.)*

We value and support entrepreneurship among community members as a **path to economic success** for small business owners and a source of jobs, goods and services for all residents.

We believe that the issues our community faces require **bold and creative approaches** and that we must be willing to take risks in order to find real solutions.

We believe that seeking and nurturing **collaborative relationships** with those who share our values, and working hand in hand with partners, makes our organization stronger and our impact greater.

We believe that **collective action** is key to creating a more just and vibrant community.

We believe that through leadership development and other support, community organizers can help residents **build on their own strengths**, give voice to their own needs, come up with solutions to problems and take actions that result in a better community.

### **Our Values (cont.)**

We believe that communities are stronger **when people's different identities are honored** and people with diverse perspectives shape future directions.

We have a responsibility to examine our practice to create **as inclusive an organization as possible**, particularly in relationship to the participation and leadership of low-income people, people of color, immigrants and women.

We believe that in order to create the impact we seek, we must engage in **honest communication** as a community and engage community members to learn with us—even and especially when difficult decisions must be made.

We believe in **applying these values internally and externally**, so that our work in planning and practice sharpens and deepens our impact and fosters continuous improvement and creativity.

We will support the Egleston and Hyde/Jackson Main Streets and business associations in order to help them **protect and improve the vitality, uniqueness and diversity of our community's commercial districts.**

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## **Directions in Organizational Development**

### **Strengthening the JPNDC**

We will promote and facilitate the leadership development of people who live in our housing and who participate in our programs and activities. We will strive to engage them in **decision-making and governance at the JPNDC.**

We will undertake an effort to **increase community affiliation** with JPNDC at all levels of potential engagement. Building our constituency will be critical to making our impact as significant and positive as possible.

We will **improve our communication** about JPNDC projects and programs.

We will **track and evaluate our progress** toward desired outcomes and evaluate our work periodically to ensure it is aligned with these strategic directions.

We will adopt policies and procedures to **strengthen JPNDC's financial position**, including building agency reserves.



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