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Mission

Jamaica Plain Neighborhood Development Corporation (JPNDC) promotes equitable development and equal opportunity in Jamaica Plain and adjacent neighborhoods through affordable housing, community organizing, and economic opportunity initiatives that improve the lives of low- and moderate-income residents and create a better community for all.

The work covered in this publication—managing a portfolio of high-quality homes, preserving affordability for those of modest resources, pursuing new opportunities to create affordable housing and operating vibrant neighborhood commercial space for small businesses—is essential to achieving our mission.

Other JPNDC priorities, summarized in our 2017-2019 Community Investment Plan, include integrated strategies to help families build paths to prosperity; social justice opportunities for people of color; support for small-scale entrepreneurs; leadership development among low-income residents; and building coalitions that seek solutions to the affordable housing crisis in our region. Please visit our website to learn more about JPNDC at www.jpndc.org.
Overview

JPNDPC grew out of the campaign by neighborhood residents, working in alliance with other communities, to stop a federal highway project that would have divided Jamaica Plain and the city with an eight-lane extension of I-95. Their unprecedented victory in stopping the highway plan—the first time in the United States that a state rejected federal highway funds—inspired them to create JPNDPC with the hope of rebuilding their community and reinvesting in a way that would benefit local people.

Accomplishments

Since its founding in 1977, JPNDPC has brought over $300 million in new investments to Jamaica Plain and been a catalyst in transforming our neighborhood into one of the most diverse and vibrant in Boston. We have turned vacant lots and distressed buildings into 670 affordable homes, and our current pipeline includes over 400 more. We manage 673 affordable apartment units including 56 units in resident-led cooperatives and 112 affordable apartments for low-income seniors. Our housing for seniors and formerly homeless individuals has on-site responders and social service coordinators. JPNDPC staff includes a full-time Resident Organizer who works to develop resident leadership skills. Working across our real estate, community organizing and economic development teams, JPNDPC strives to ensure that residents are connected to financial coaching, employment and childcare resources, as well as engaged in community activities beyond their building.

Sustainability

All our new housing is built to exceed energy efficiency standards and two of our projects have earned national awards for achieving high “green” and service standards. In 2016 we secured capital for nearly $2.35 million in energy-conserving capital improvements at five properties including high-efficiency boilers, water flow-restricting aerators, solar hot water heaters, and high-efficiency light fixtures.

Developing homes, building community

While a home is the foundation for every individual and family, bustling commercial districts, convenient transit centers and inviting public space allow people to connect with each other and with the resources they need to meet their needs and reach their potential. We work closely with residents, businesses, government and other organizations to transform publicly-owned vacant land into positive uses and turn community vision into reality.
What’s New?

61 Heath Street Apartments

Construction is underway at 61 Heath Street, a 47-unit affordable housing project, developed by JPNDC as part of a long-standing partnership with Back of the Hill Community Development Corporation. This development will transform a vacant, underutilized lot on the Jamaica Plain/Mission Hill border into a residential community that will complement the fabric of land uses in the area and contribute to the affordable housing production goals of the City and the Commonwealth.
Highlights of the project include:

- 47 new affordable housing rental units

- Transit-oriented development: site is 1/4 mile from Jackson Square Orange Line station

- Resident services for tenants, including services for special needs populations as appropriate

- Seven accessible units, including mobility- and sensory-accessible

- Development of an underutilized vacant lot

- Local and hyperlocal procurement and workforce diversity

- Environmentally-friendly design and construction (adhering to LEED and Energy Star standards)
Lorenzo Pitts Apartments

With the $22 million acquisition of the Lorenzo Pitts portfolio in July 2018, JPNDC expanded beyond the borders of Jamaica Plain into neighboring Roxbury and Dorchester. Containing 201 units spread across 21 buildings, Lorenzo Pitts Apartments is the largest single project undertaken by JPNDC to date. Our acquisition has meant the preservation of long-term affordability for these units, 155 of which were at high risk of conversion to market-rate housing. Successful efforts to obtain long-term subsidy commitments made this low-income housing tax credit (LIHTC) project attractive to investors. The project team wove city, state, and federal policy objectives into a complex blend of resources and strategies. RAD project based rental assistance, tax-exempt bond proceeds, LIHTC equity, historic tax credit equity, and other resources—including MassHousing’s extraordinary measure of forgiving over $8 million in debt—have come together to make this project possible.
JPNDC continues its partnership with Peabody Properties in its management all of the buildings in the Lorenzo Pitts portfolio.

Selected improvements scheduled to begin in fall 2018 are planned for many units and vary from building to building. JPNDC brought in a relocation specialist to work with residents as some families will need to move out for a few weeks while improvements are underway. Work includes roof and window replacements, masonry repairs, and electrical upgrades. New heating systems, flooring, kitchens and baths will be installed in some of the properties. As is usual practice for JPNDC, we will bring our development expertise to ensure local and hyperlocal procurement and workforce diversity.

There are many ways in which the purchase of this portfolio will support the local community. First, it will honor the long-term legacy wishes of the Lorenzo Pitts estate. Initiating improvements brings jobs to local business. And proceeds generated from operating the properties will yield returns to the community in the form of programs and services designed to support economic mobility and individual leadership.
What’s Next?

Call-Carolina
71, 73/73A, 75/75A, 77, 79 Call Street, 139 Carolina Avenue

Call-Carolina is an innovative design concept in the affordable homeownership marketplace. JPNDC will build eight affordable units on vacant land located just across from the Southwest Corridor Park. Potential buyers who qualify for Boston’s First Time Home Buyer will participate in a lottery by the City of Boston. Four buyers, each of who will purchase two units, will be selected. One of the units purchased will be owner occupied, while the second will be owned and managed by the buyer as a source of income.

Development of this project was made possible through the conveyance of underutilized public land to JPNDC. One third of the land was donated by the city of Boston, and the other two thirds was a contribution from the Massachusetts Department of Transportation (DOT).

The land from the DOT was originally taken through eminent domain for the purpose of extending Interstate 95 through Jamaica Plain. JP residents joined with people from other communities to defeat the highway proposal, and today we are proud to rebuild affordable homes on this land.

images courtesy of D/R/E/A/M Collaborative
above landscape schematic
below schematic rendering
25 Amory Street

25 Amory Street will be affordable family rental housing located in the Jackson Square neighborhood in Jamaica Plain and developed by JPNDC as part of the Jackson Square Redevelopment Initiative (pp. 56-57). Only 0.1 mile from the Jackson Square MBTA Station at the junction of Amory Street off of Columbus Avenue, this wood-framed, four-story building will add 44 rental units to the area’s stock of permanently affordable housing. Construction is expected to begin in spring 2019.
125 Amory Street

125 Amory Street is a public housing development immediately adjacent to the Jackson Square Redevelopment Initiative planning area. The existing deeply affordable apartments at this location will be preserved and renovated, preventing the displacement of 201 low-income households. In addition to the existing building, three new buildings totaling 353 units are to be constructed by JPNDC’s partners, Urban Edge and The Community Builders. 35% of the new units are expected to be affordable, increasing the total number of affordable units for this site to 324. This project also includes infrastructure improvements and the development of outdoor and indoor community spaces. Construction is scheduled to begin in early 2019.
Further Down the Road

Mildred C. Hailey Apartments

Similar to 125 Amory Street, redeveloping the 800-unit Mildred C. Hailey Apartments (MCHA) is part of a public/private partnership between the City, JPNDC, Urban Edge, and The Community Builders. In Phase I of this project, in partnership with the Boston Housing Authority and with input from the Mildred Hailey Tenant Task Force, eight existing buildings will be demolished with each of the 250 units replaced in new buildings. Future phases will add market-rate and new affordable units in mixed income buildings. There will also be a brand new Anna Mae Cole Center for community and private events.

To ensure that this tremendous change is grounded in the community, we have been engaged with more than 300 residents to date through door knocking, focus groups, and community meetings. We hope to break ground on the first building by 2021.
JPNDC properties have apartments ranging from studios to six-bedroom units. We strive to develop homes in vibrant neighborhoods with easy access to public transportation, health care, youth programs, and open space.
Forest Glen Cooperative
Hyde Square Cooperative
75 Amory Avenue
Sumner Hill House
Pondview Apartments
Jamaica Plain Scattered Sites
Rockvale Circle Cooperative
Catherine H. Gallagher Cooperative
Doña Betsaida Gutiérrez Cooperative Apartments
270 Centre

(In development)
61 Heath Street, pp. 6-7
Lorenzo Pitts Apartments, pp. 8-9
Forest Glen Cooperative
93 Forest Hills Street & 30-32 Glen Road

Forest Glen contains 13 units in two buildings. Prior to acquisition by JPNDC in 1989, drug dealing and stolen car activities plagued the area, and the property was at high risk for conversion into luxury condominiums. The tenant activist organization City Life/Vida Urbana worked with tenants to organize nightlong crime-watch vigils and a rally to ward off speculators when the foreclosing bank tried to auction the property. JPNDC acquired and renovated Forest Glen, working with residents to form a limited-equity cooperative in 1990. As with all our properties, restrictive deeds ensured permanent affordability. Today, JPNDC is working with the Forest Glen board in preparation for refinancing and renovation.
Hyde Square Cooperative
Scattered Sites

In 1993, JPNDC worked with residents and the City of Boston to bring new life to Hyde Square with the construction of 43 units of affordable housing in 18 buildings, spread across nine formerly blighted lots. The project gained national recognition for its planning process: neighbors were active in all phases of planning, from site selection to political organizing to design review to resident interviews. In November 1996, the Hyde Square Cooperative received an award for excellence in design from the Boston Society of Architects.

The Hyde Square Co-op is governed by residents elected to serve on its board. In 2018, 30 new Lochinvar boilers (with a 95% fuel efficiency rating) were installed, providing both heat and hot water. JPNDC and Peabody Properties are working with the Hyde Square Cooperative board on an asset management plan and anticipate a refinancing package in 2019 that will include a Low-Income Housing Tax Credit agreement.
75 Amory Avenue is a newly constructed LEED Silver Certifiable residential building located in Jackson Square at the border of Jamaica Plain and Roxbury. This property is the first to be developed on Site III of the Jackson Square Redevelopment Initiative, a multi-partner, multi-phase endeavor to transform 11 acres into a vibrant, mixed-use, environmentally sustainable, transit-oriented community (pp. 56-57).

Located 0.2 miles from the Jackson Square MBTA Station, this wood-framed, four-story building includes 10 one-, 19 two-, and 10 three-bedroom units, all of which are affordable to residents at or below 60% Area Median Income (AMI). Construction began in 2015 and the building was officially opened with a ribbon-cutting ceremony on May 20th, 2017.

The majority of residents are working families and out of the building most of the day. Their hectic schedules do not stop them from being involved in community-building. In 2018 they painted a mural and created a playspace for families and children.

An Enterprise Rose fellow hosted by JPNDC, architect Kristen Chin, designed the playspace in collaboration with the residents.
Sumner Hill House
76 Elm Street

Sumner Hill House is the historic former Jamaica Plain High School, built in 1903, which has since been transformed into a beautiful community of mixed income housing. In 1986, the mothballed school was converted into affordable apartments and financed with 15-year public and private loans, investments and subsidy funding. At the end of that cycle, a plan took shape to convert the property to mixed income condominiums through the work of the Jamaica Plain Housing Associates Limited Partnership, which chose JPNDC to coordinate the conversion process.

After overcoming a series of challenges including major economic downturn, in 2012 we converted Sumner Hill House to mixed-income condominiums. 45 of the 75 units were sold at market rate. 19 units were sold under the First-Time Home Buyers program—nine condos at the low-income purchase price point, and ten at the moderate-income purchase price point. The remaining 11 units continue to be affordable apartments owned by JPNDC and managed by Peabody Properties. After conversion and sales, the unit mix is 40% affordable and 60% market-rate housing.

By 2016 the Condo Board worked with Peabody Properties to plan and complete over $1.7 million in capital improvements including roof and masonry repairs and replacements, resurfacing the parking lot, and replacing retaining walls. JPNDC refinanced Sumner Hill Rental Apartments’ permanent loan. After a series of discussions with the City of Boston’s Department of Neighborhood Development, JPNDC secured affordable loan funds for Sumner Hill Rental Apartments’ low-and moderate-income condo owners to pay their shares of the capital improvement assessment.

The Condo Board, JPNDC, and Peabody Properties are collaborating to ensure affordability and sustainability. Communications are facilitated through a monthly resident forum and the electronic system Building Link.
Pondview Apartments
560-566 Centre Street

Acquired by JPNDC in 1999, this 60-unit apartment building in one of JP’s most expensive districts represented a major victory of the campaign by JPNDC, City Life/Vida Urbana, tenants and other concerned residents to protect low-income families from displacement.

Pondview’s federally subsidized mortgage was due to expire, putting it at risk of sale to private developers and conversion to market-rate housing. In 2000, through HUD’s acquisition and rehabilitation funding, JPNDC completed major renovations. In 2012 the addition of solar technology resulted in a cost reduction in gas. JPNDC refinanced the property in 2013, allowing more improvements including roof and entry door replacements, repairs to masonry, rear decks, balconies, and repaving of the parking lot.
JP Scattered Sites

JP Scattered Sites is located on four properties: 3 Buckley Avenue, 106-108 Chestnut Avenue, 76-78 Spring Park Avenue and 69 Walden Street, all within the Hyde/Jackson Square neighborhood of Jamaica Plain. JPNDC’s acquisition of these 18 units in 1988 led to the renovation of unsafe, dilapidated housing, creating permanent affordability and offering resident control. In 2012, JPNDC completed a refinancing and Low-Income Housing Tax Credit (LIHTC) investment which made major renovations and permanent affordability possible.
In 2002, JPNDC acquired and renovated these five triple-deckers, with a total of 15 units. A year and a half of organizing by residents, neighbors, and City Life/Vida Urbana reversed blight and preserved affordable housing for low-income families on the Washington Street Corridor. The previous owner had neglected the properties for many years, and then attempted to sell them for luxury condominium development. This success could not have happened without such a strong organizing effort.
The Catherine H. Gallagher Cooperative represented Phase II of JPNDC’s collaboration with Back of the Hill Community Development Corporation (BOTHCDC), transforming Heath Street and allowing families to enjoy stable, affordable and high-quality housing (see also Back of the Hill I and III, p. 41). The community consists of 34 apartments housed in seven buildings on one continuous site. The cooperative was named after a Mission Hill activist who has worked for decades to address the blight caused by long-vacant lots. Residents elected their first board of directors in 2005. JPNDC refinanced the property in 2015 and carried out important capital improvements in 2015 and 2016.
A cornerstone of JPNDC’s redevelopment of the former campus of the Blessed Sacrament Church (pp. 58-59), the Doña Betsaida Gutiérrez Cooperative created 36 units of affordable rental housing in 2010. Located in Jamaica Plain’s Latin Quarter, near rapid transit, shopping and services, the cooperative is named for a local activist whose organizing strengths helped forge control of the campus for community benefit including affordable housing. The apartments include four accessibility units for mobility- and visually-impaired residents, and four Community Based Housing units for the formerly homeless. Also at this location is ground-floor retail space (p. 46).

The JPNDC developed the Doña Betsaida Gutiérrez Cooperative using Tax Credit Assistance Program through the Massachusetts Department of Housing and Community Development. In 2016, residents honored Betsaida for her leadership.
270 Centre Street

Completed in 2011, 270 Centre Street is located at the corner of Lamartine and Centre Streets and offers 30 affordable apartments for individuals and families. LEED certifiable, this property includes a white roof, roof-top plantings, solar panels, and other sustainable features. Additionally, the property includes ground floor retail space for four independent small businesses (p. 47). 270 Centre is classic transit-oriented development in its mix of uses, location at a major transit node and inclusion of many sustainable design features. Like the Doña Betsaida Gutiérrez Cooperative, 270 Centre is a Tax Credit Assistance Program development through the Massachusetts Department of Housing and Community Development.
Senior Housing

JPNDC’s elderly housing properties focus on exceptional resident care, cultivating inclusive communities in which low-income seniors can age in place, remaining active and engaged.
112 high-quality apartments that create communities where low-income seniors can be active and engaged.
The Angela Westover House was JPNDC’s first housing development. Completed in 1983, it consists of 11 deeply affordable rental units for elderly and/or disabled individuals. Named after a resident of Jamaica Plain who was active in the effort to develop the site, the Angela Westover House was a badly deteriorated nursing home when JPNDC purchased it in 1979. Both regional and national councils of the American Institute of Architects have presented awards to the building’s architect, praising the humanism of its design. Residents pay 30% of their adjusted gross income in rent and HUD pays the rest of the approved rent via a Section 8 contract.

In 2012, JPNDC installed a new boiler as well as a mini-Cogen system, which together have reduced electricity costs by $1,000 a year. Other capital improvements from 2011 through 2016 included elevator repairs, weatherization, replacement of the stucco façade, a new ramp for accessibility, bathroom and kitchen upgrades and replacement of common area flooring. In 2014, JPNDC refinanced the permanent loan on the Angela Westover House and secured an extension of the HUD rental subsidy contract to May 2034, both of which improve the facility’s long-term viability as deeply affordable rental housing for the elderly and/or disabled.

above long-time resident leader Barbara Lewis (right) with JPNDC Asset Manager Marianne McLaughlin (left) at JPNDC’s 2016 Octoberfest ¡Fiesta!
The Nate Smith House is a 45-unit residence for low-income elders that was completed in 1998 in culmination of a 15-year neighborhood battle. The Nate Smith House is located on the site of one of Boston’s most notorious and hotly contested properties during the 1980s. The “Carroll Building,” as it was once known, was so decrepit that the slumlord who owned it was sentenced to house arrest until sanitary code violations were remedied.

JPNDC acquired the property from a bankruptcy trustee in 1993, thanks to the persistent efforts of the building’s tenants, neighbors, City Life and other Jamaica Plain organizations. The building is named in honor of a local resident and organizer with a heartfelt and unyielding commitment to seniors’ rights and affordable housing. JPNDC was able to complete the Nate Smith House with a HUD capital grant of $3.9 million.

Similar to the Angela Westover House, the Nate Smith House is funded through projectbased Section 8 so that residents pay 30% of their adjusted gross income in rent and the Department of Housing and Urban Development (HUD) pays the rest of the approved rent. Resident leadership is strong and meets regularly with management and JPNDC staff. Additionally, resident leaders collaborate with their peers at the Angela Westover and Julia Martin Houses as “sister houses.”
In collaboration with the Bromley-Heath Tenant Management Corporation, JPNDC completed the construction of 56 new apartments for low-income seniors in 2006. The Julia Martin House is named after a Bromley-Heath resident who has worked tirelessly for more than 50 years to improve her community. In 2004, the Department of Housing and Urban Development (HUD) awarded a $7.2 million grant to build the Julia Martin House. HUD’s Section 202 program provides operating assistance so that residents pay 30% of their adjusted gross income in rent and HUD pays the rest of the approved rent. In 2011, the building received a MetLife Foundation Award for Excellence in Affordable Housing. Resident leadership is strong and meets regularly with management and JPNDC staff.
JPNDC’s supportive housing units are designed for those making the transition out of homelessness. JPNDC’s partners at the Pine Street Inn provide on-site case management, increasing the likelihood of a successful transition.
Sister Virginia Mulhern House
Francis Grady Apartments
& Stacy Kirkpatrick House
Sister Virginia Mulhern House
35 Creighton Street

This former convent was renovated in 2011 as part of the redevelopment of the Blessed Sacrament campus (p. 58-59). The Sister Virginia Mulhern House provides permanent rental homes to individuals transitioning from chronic homelessness. Combining private rooms with common living and eating areas, the building provides invaluable stability and privacy for 28 formerly homeless individuals within a supportive environment. Pine Street Inn staff provide on-site case management for residents as well as property management. The property is named for a beloved nun who helped countless families over three decades cope with difficult issues and connected Blessed Sacrament and other parishes to community and social justice efforts.
Remembering Sister Virginia

Virginia Mulhern belonged to an amazing cohort of nuns born in the 1920s and 1930s who have contributed tirelessly to our city their whole lives. I am told that Sister Virginia was held in particularly high esteem and seen as a leader by her colleagues, and it is not hard to see why.

After graduating in 1947 from Roxbury’s Notre Dame Academy (site of today’s Academy Homes), she entered the Sisters of Notre Dame and attended the University of Notre Dame in Indiana on a National Science Foundation Grant, completing advanced studies in mathematics. After she returned to Massachusetts, she taught math and served as a principal at Catholic schools for more than 20 years.

In 1973 she turned her attention to pastoral ministry, moving out of the traditional classroom and into the everyday lives of people of modest means. In 1980, after living and working in public housing in East Boston, Sr. Virginia came to Jamaica Plain. Over the next two decades she continued her pastoral ministry work in the Blessed Sacrament parish and played a key role in the parish’s growing engagement in issues of social justice.

Returning from a year in Nicaragua in 1991, Sr. Virginia helped to found the Hyde Square Task Force and took charge of the after-school program at the Kennedy Elementary School. She also became active in City Life/Vida Urbana’s campaign to fight displacement, the “Eviction Free Zone.”

In 2002 Sr. Virginia took on leadership of the Notre Dame Volunteers, a program that supports women college graduates who make a commitment to justice and anti-poverty work in JP and Roxbury. She also became an active member and pastoral leader of St. Mary of the Angels Parish in Egleston Square, where she was a mainstay the rest of her life. Within the church community, she helped with outreach to the sick, ministering to families who were struggling and organizing religious education and the choir. (Joe Vallely, who was very close to Virginia, tells me she was a gifted musician with a wonderful voice).

In the larger community, Sister Virginia was consistently at the forefront of struggles for social justice. Particularly when the going got tough and JPNDC’s work was attacked by some people in the neighborhood, we could always count on her to be a voice of compassion, tender but unshakeable in her conviction. She regularly invited JPNDC to be part of St. Mary’s procession during the Stations of the Cross on Good Friday. The year that we were being sued for trying to develop housing for the homeless on Walnut Avenue (what became Francis Grady Apartments), she called to tell me how much she wanted me and Bob Taube (long-time head of our partner Boston Health Care for the Homeless) to speak about the project during the walk. “But Sister,” I said, wouldn’t it be strange for two Jewish guys to be center stage?” “That doesn’t matter!” she assured me. As usual, she was right and it was a very moving experience.

In 2011, JPNDC opened a home for 28 formerly homeless individuals in the redeveloped convent building at the Blessed Sacrament campus. We were proud to name it Sister Virginia Mulhern House, a fitting tribute to a person who gave so much over the years to people in our community. Virginia was a woman of rare gifts and we are fortunate that she shared them so generously.

Richard Thal, JPNDC Executive Director
July 2018
Francis Grady Apartments & Stacy Kirkpatrick House  
459-461 Walnut Avenue

Francis Grady Apartments/Stacy Kirkpatrick House is a mixed-use (residential and health care) development located at 459-461 Walnut Avenue in Jamaica Plain, developed by JPNDC in collaboration with the Boston Health Care for the Homeless Program (BHCHP).

The project combines two distinct components: 30 studio apartments of affordable service-enriched rental housing for people who have experienced homelessness, plus one manager’s unit; and a BHCHP satellite medical and mental health outpatient clinic with 20 respite care beds for medically vulnerable adults who are homeless and too sick to stay in an emergency shelter. A $7.6 million renovation was completed in May 2016. Solar panels were installed on the roof in 2017, reducing carbon dioxide emissions by over 30 tons per year as well as energy costs.
30 studio units, on-site services and health care for individuals who have experienced chronic homelessness.

**Warren, 47**

Warren was homeless for six years after a very bad bike accident. He lived in a nursing home for three years before he moved into Francis Grady Apartments. Moving into permanent housing has given Warren back his freedom and he enjoys being able to come and go as he pleases, something he was not sure he was ever going to have again.

**Annette, 57**

After suffering some economic setbacks, Annette lived in an emergency shelter for three years. In March 2016, she moved into Francis Grady Apartments. Annette cherishes that she doesn’t have to walk the streets all day waiting on a bed where she can lay her head at night.
JPNDC rehabilitates and builds properties to be sold through Massachusetts’ First Time Home Buyers (FTHB) program. Through a lottery system, moderate-income households have the opportunity to buy an affordable home in a market that otherwise excludes them.
First-Time Home Ownership

Lamartine Homes
The 1-4 Family Program was implemented by the City of Boston from 1994 through 2001. It consisted of bundled acquisition, construction and capital subsidies for affordable home ownership development. Under the program, JPNDC developed 17 affordable units by acquiring distressed one- to four-family buildings and fully rehabilitating them for first time homebuyers, including some with affordable rental units. The homes are located at 9 Walden Street, 73 Walden Street, 20 Chestnut Avenue, 85 Chestnut Avenue, 91 Minden Street, and 26 Danforth Street.

These new single-family and duplex homes made homeownership possible for households otherwise shut out of the housing market in Jamaica Plain. The ten units, for which more than 420 potential purchasers applied, sold for less than one-third of the neighborhood’s median sales price in 2004.
Creighton Commons Condominiums
16 & 21-29 Creighton Street

Creighton Commons was the first project completed in the redevelopment of the Blessed Sacrament campus (pp. 58-59). Completed in 2009, it includes 16 condominiums for first-time homebuyers in new, townhouse-style units as well as flats in the fully renovated former rectory.

Back of the Hill I and III

The Back of the Hill (BOTH) Community Housing Initiative was a multi-phase series of projects carried out by a partnership between JPNDC and BOTHCDC to redevelop dozens of vacant lots. Phase I, completed in 2001, consists of 10 semi-detached single family ownership units and six duplexes with an ownership unit and affordable rental, for a total of 22 units.

Phase III was also new construction on vacant lots. Completed in 2003, it includes 12 semi-detached single family ownership units plus six duplexes with an ownership unit and affordable rental, for a total of 24 units. (Phase II resulted in the Catherine H. Gallagher Cooperative (p. 23).)
Among the keys to a revitalized community are lovingly restored commercial spaces, diverse and successful small businesses, and the hosting of community events.
JPNDJ Brewery Small Business Complex
Centre Street Retail
Stop & Shop and Martha Eliot Health Center
Walden Garden
“The Brewery” is an adaptive re-use project that, over three decades, transformed a formerly abandoned 19th-century industrial complex into a small business center and neighborhood destination.

The Haffenreffer Brewery had been among the most successful of dozens of breweries that flourished along the Stony Brook in Jamaica Plain and Roxbury. Midwest competition led to its decline and eventual shuttering in 1965. By the time JPNDC was formed in 1977, trees were growing through the foundations, walls were crumbling due to fire and neglect, and graffiti covered every building. The leaders of the brand-new organization immediately set their sights on the abandoned complex as an opportunity to bring jobs back to the city. JPNDC purchased the site in 1983, and began what became a multi-million dollar effort over multiple phases to bring all 160,000 square feet back to productive use.

In 1985 we welcomed our anchor tenant—Boston Beer Company, brewer of Sam Adams—which is still here today. Buildout of the last unrenovated space was completed in 2009 with tenants Mike’s Fitness, Ula Café, Bella Luna Restaurant and Tony Williams Dance Center. Together, the businesses and non-profit organizations at The Brewery today employ more than 500 workers. JPNDC’s own Small Business Program frequently provides expert technical assistance to our tenants, the majority of which are businesses owned or run by people of color or women.

above Tony Williams Dance Center
Image courtesy of Petr Metlicka
Located on the ground floor beneath the Doña Betsaida Gutiérrez Housing Cooperative (p. 24) is 7,078 square feet of retail space, home to five independent businesses: Frogmore Restaurant, JP Martial Arts Academy, Bilingual Veterans of Massachusetts, RE/Max Destiny Real Estate, and Peak Performance Chiropractic.

This location, together with 270 Centre (next page), was financed through New Markets Tax Credits.
270 Centre is a mixed-use, four-story development consisting of 30 units of affordable rental housing for very low- and low-income households (Centre Wise Lamartine, p. 25), with retail and office space on the ground level. Completed in 2011 and located across from the Jackson Square MBTA stop, the retail level offers 5,900 square feet of space and four businesses, including Il Panino Café and Grill, Alluring Beauty, Professional Multi-Services and Jackson Square Laundromat.

top left Lakis Vlahoulis (right), owner of Il Panino
left  Alluring Beauty staff & friends
below exterior of 270 Centre Street
In 1976, one of the largest factories in Boston burned to the ground over several days. The Jamaica Plain site, near Jackson Square and adjacent to the Mildred Hailey Apartments housing development (formerly Bromley-Heath), remained vacant over two decades and became notorious as a site for drug dealing.

In 1996, the community celebrated the site’s revitalization with the opening of a Stop & Shop, the first supermarket to open a new store in inner city Boston in more than 15 years.

The development by a limited partnership of JPNDC, Bromley-Heath Tenant Management Corporation and private developer Mordechai Levin also included a new state-of-the-art building for the Martha Eliot Health Center, affiliated with Children’s Hospital Boston.

Stop & Shop and Martha Eliot Health Center
301 Centre Street
Walden Garden
13-15 Walden Street

Walden Garden, completed by JPNDC in 1998, is a community garden in which more than 150 local gardeners have grown their own produce, herbs, and flowers. Residents of Mildred C. Hailey Apartments and their neighbors go there to engage with the land and each other.

In 2016, neighbors and gardeners transformed the exterior of a sad-looking garage into a vibrant mural designed by local residents in coordination with JPNDC.
Once construction or rehabilitation is complete, JPNDC’s Asset Management Team ensures the long-term physical and fiscal sustainability of the property.
Residential Asset Management
Overseeding the financial and physical health of JPNDC’s properties and the wellbeing of their residents

Two aspects of asset management stand out for JPNDC.

One is relationships—relationships built on trust and the confidence that, through our partnerships, we will rise to any challenge that comes our way.

The other is compliance with investor and lender criteria and meeting/exceeding property performance benchmarks. Top performance is necessary to satisfy current operating requirements and to instill investor confidence in JPNDC’s developing projects.

JPNDC enjoys effective working relationships with the team at Peabody Properties, Inc., which manages 13 of our properties. Peabody is a recognized leader in the field of LIHTC (Low-Income Housing Tax Credit) property management. Working together since 2007, JPNDC and Peabody have forged a strong partnership built on shared goals and trust. Peabody’s Property Management team is highly trained in compliance adherence, and they take pride in their effective maintenance practices. Respect is the team’s watchword for fostering a positive resident climate.
Pine Street Inn (PSI) and JPNDC have worked together since 2011, when the Sister Virginia Mulhern House (pp. 34-5) opened. PSI provides case management as well as property management for that site as well as for the Francis Grady Apartments (pp. 36-7).

In accordance with the “Housing First” framework, which sets secure housing as a pre-condition for meeting the rest of a formerly homeless individual’s needs, Pine Street Inn staff focuses on residents’ successful tenancy as well as engagement with the community. Residents of both Sister Virginia Mulhern House and Francis Grady Apartments enjoy long-term tenancy, and some move up to a larger unit.

Much of asset management is problem-solving. JPNDC has an organizational culture that fosters excellence and a forward-focused, action-oriented approach. We partner with property managers, tradespeople, governmental agencies, and resident leaders who share high standards for problem solving.

The Real Estate team at JPNDC is strong with over 240 years of combined experience in funding, building, managing, and refinancing LIHTC properties. Our experience and proven track record are why funders are confident their investments in JPNDC properties will be successful.
Community Organizing

The Community Organizing team at JPNDC embodies one of JPNDC’s core values: that through leadership development and other support, community organizing 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.

With Asset Management, the Community Organizing team collaborates to promote resident leadership and engagement, prevent isolation and foster collaboration.

Regular interactions foster a productive dialogue for problem solving, bringing ideas to fruition, talking through misunderstandings, having residents feel good when they get home, and making sure residents have access to the services and resources they need.

left spring clean-up in Jackson Square
below tye-dying at Hyde Square Coop

opposite page
top painting a mural at the Brewery
below before and after pictures of 284 Amory Street at The Brewery
Commercial Asset Management
The business of intentional community building

Keeping a five-acre, 150,000-square-foot 19th century complex in good shape requires a team of people and a healthy annual repairs budget averaging $380,000. Maintaining the brickwork and masonry alone costs $75,000 per year. Our Brewery team includes a live-in caretaker, a full-time superintendent and a property manager who oversees repairs, improvements and leasing. Together, the team manages not only the Brewery, but also the other commercial properties owned by JPNDC. From roofs to signage, from fires to narrowly-avoided floods, this team responds daily to a variety of anticipated and unforseen events.
50 years ago, eight acres of land at a strategic crossroads between Jamaica Plain and Roxbury – Jackson Square – were razed for planned construction of an I-95 extension.

A grassroots, multi-neighborhood mobilization defeated the highway and catalyzed a new movement for community control. JPNDC was one of several new organizations formed by residents with a vision: healthy urban communities in which development activities involve, respect and benefit the people who live in them.

For more than 20 years, JPNDC has worked in partnership to transform the blighted land around Jackson Square and to realize our goal of community-controlled development. In 2004, following years of community pressure, the Boston Planning and Development Authority (BPDA, formerly the Boston Redevelopment Authority), requested proposals from potential developers. The BPDA’s requirement that developers implement the vision forged by more than 800 residents in countless community meetings – affordable housing, small scale commercial development, and recreational and educational facilities – was a tremendous victory.

To take on this tremendous initiative, JPNDC, Urban Edge, Hyde Square Task Force and private developer The Community Builders (TCB) formed Partners for Jackson and secured designation from the BPDA. Our plan includes:

- More than 300 new homes, approximately 60% of which are affordable
- Recreational and educational facilities
- Small and mid-scale retail space
- A new plaza and other pedestrian-friendly improvements.

The redevelopment of Jackson Square is creating a new, diverse sub-neighborhood that restores the physical and social fabric of our community.
Jackson Square Redevelopment Initiative
SELECTED PROJECTS

Project: 270 Centre (pp. 25 & 47)
Developer: JPNDC
Type: Residential/Commercial
Status: Complete, 2011
Units: 30
Commercial SF: 6,000

Project: 225 Centre
Developer: TCB
Type: Residential/Commercial
Status: Complete, 2013
Units: 103
Commercial SF: 16,000

Project: Jackson Commons
Developer: Urban Edge
Type: Residential/Commercial
Status: Complete, 2015
Units: 37
Commercial SF: 13,000

Project: 75 Amory Avenue (p. 18)
Developer: JPNDC
Type: Residential
Status: Complete, 2017
Units: 39

Project: Jackson Square Recreation Center
Developer: Urban Edge
Type: Recreational
Status: Construction expected 2020
Recreational SF: 75,000

Project: 250 Centre
Developer: TCB
Type: Residential/Commercial
Status: Construction expected 2019
Units: 100
Commercial SF: 2,400

Project: 25 Amory Street (p. 11)
Developer: JPNDC
Type: Residential
Status: Construction 2019
Units: 44
For more than a century, the Blessed Sacrament Church was the spiritual home for thousands of Irish, German and Latin American immigrants and others in the Hyde Square section of Jamaica Plain. Its closing in 2004 was heartbreaking to parishioners, many of whom were JPNDC leaders and active in decades of grassroots organizing to improve the quality of life in Hyde Square. The Roman Catholic Archdiocese of Boston’s decision to put the 3.2-acre site up for sale on the private market also raised fears that given rapidly rising property values in the district, the campus’s beautiful historic buildings would be transformed into luxury housing, displacing long-time and primarily Latino residents.

After months of community meetings and hearings, a petition signed by 1,400 residents, editorials in The Boston Globe and calls to the Archdiocese by former parishioners and leaders of other faith communities, JPNDC and partner New Atlantic Development Corporation purchased the Blessed Sacrament campus in late 2005 and began a multi-phase process of redeveloping the site according to community priorities articulated by the JP Neighborhood Council. Temporarily derailed by the financial crisis of 2008-2009 and restored with the investment of federal recovery dollars in 2010, the redevelopment of Blessed Sacrament resulted in the creation of 104 new homes—80% of which are affordable to low-income households—as well as new green and neighborhood retail space.

Blessed Sacrament is one of the largest closed church campuses in the United States to be redeveloped by a non-profit community development corporation. The redevelopment included:

- **Doña Betsaida Gutiérrez Cooperative**, 36 apartments affordable to households earning below 60% area median income (AMI) in a new mixed-use building at the corner of Centre and Creighton Streets (p. 24)

- **Sister Virginia Mulhern House**, 28 single-room-occupancy homes for formerly homeless individuals earning less than 30% AMI and one on-site manager within the renovated former convent, managed by Pine Street Inn (p. 34)

- **Creighton Commons**, 16 condominiums for first-time buyers earning below 80% AMI; six of these are in the relocated and fully renovated former rectory and ten are in a newly constructed building (p. 41)

- 7,500 square feet of new neighborhood retail space, fully occupied in 2014 by five independent small businesses or non-profits (p. 46)

- Preservation of five historic buildings

- Sale to the Hyde Square Task Force of the former Cheverus School for youth programming and the former church for redevelopment as community cultural space

- Sale of the former Norbert School to a private developer for development of the Off-Centre Lofts, 21 market-rate and two affordable apartments

- 141 surface and below-grade parking spaces
**Creighton Commons**  
*Developer: JPNDC*  
*Type: Home Ownership*  
*Year completed: 2009*  
*Units: 16*

**Sister Virginia Mulhern House**  
*Developer: JPNDC*  
*Type: Residential*  
*Year completed: 2011*  
*Units: 28*

**Doña Betsaida Gutiérrez Cooperative and Centre Street Retail**  
*Developer: JPNDC*  
*Type: Residential/Commercial*  
*Year completed: 2010*  
*Units: 36*  
*Commercial SF: 7,500*
Awards and Recognitions

2013

The Brewery: Building Block Award
Local Initiatives Support Corporation Boston

2011

The Brewery: Best Job Creation Project
National Development Council

Julia Martin House: Excellence in Affordable Housing
MetLife Foundation & Enterprise Community Partners

2010

Creighton Commons: Award of Excellence for Affordable Housing Built Responsibly
Home Depot Foundation

2007

JPNDC: Neighborhood Builder Award
Bank of America’s Neighborhood Excellence Initiative

2003

JPNDC: Profiled in Rockefeller Foundation’s Stories of Work, Stories of Hope

2002

JPNDC: Recognized for revitalization of Hyde/Jackson Square Neighborhood in Partnership with City Life/Vida Urbana and the Hyde Square Task Force
United Way of Massachusetts Bay

2000

JPNDC: Selected as one of five case studies across the USA for role in the revitalization of Hyde/Jackson Square
Living Cities (formerly the National Community Development Initiative)

1996

Hyde Square Cooperative: Award for Excellence in Design
Boston Society of Architects

1986

Angela Westover House: Award for Excellence in Affordable Housing
Regional and National Councils of the American Institute of Architects
Appendix A - Property Map

1. Angela Westover House
2. Forest Glen Cooperative
3. Hyde Square Cooperative
4. Nate Smith House
5. Pondview Apartments
6. 1-4 Family Program
7. Rockvale Circle Coop
8. Back of the Hill Phases I and III
9. Catherine Gallagher Cooperative
10. Lamartine Homes
11. Julia Martin House
12. Sumner Hill House
13. The Brewery
14. Creighton Commons Condominiums
15. Doña Betsaida Gutiérrez Coop/Centre St. Retail
16. Sister Virginia Mulhern House
17. 270 Centre/Centre St. Retail
18. JP Scattered Sites
19. Francis Grady Apartments
20. 75 Amory Ave. Apartments
21. Stop & Shop/Martha Eliot Health Center
22. Walden Garden
### Appendix B - JPNDC Residential and Commercial Portfolio Matrix

#### Family Housing (Rental)

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#### Rental Housing In Development

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#### Total Rental Units Developed/In Development

1214 +

#### Rehab Projects (Privately-Owned Homes)

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#### First-Time Home Buyers (FTHB)

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#### FTHB Housing In Development

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163 111 Total FTHB Units Developed/In Development

#### Commercial Properties

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<td>2</td>
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<td>6</td>
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<table>
<thead>
<tr>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Germania Street</td>
</tr>
<tr>
<td>363-365 &amp; 270 Centre Street</td>
</tr>
</tbody>
</table>
Appendix C - JPNDNC Affordable Housing and Commercial Real Estate Development Timeline 1977-2017

1977 After an 18-month planning process involving 150 residents, JPNDNC is incorporated to increase jobs, improve conditions, create housing, assist entrepreneurs and pursue other community development goals.

1983 JPNDNC purchases the closed Haffenreffer Brewery (pp. 42-43) and completes its first housing development, the Angela Westover House (p. 27) for seniors.

1985 JPNDNC spearheads the Jamaica Plain Community Planning Coalition to create guidelines for future development in JP.

1987 Boston Beer Company opens at the Brewery, where it remains an anchor tenant until today.

1989 Tenants in a Forest Hills Street building organize with City Life to protect their building from sale to a private developer. JPNDNC buys and develops it as a limited-equity cooperative (p. 14).

1991 JPNDNC begins to target empty lots in Hyde and Jackson Squares (often vacant due to arson) for major revitalization efforts including new homes and a supermarket and health center.

1992 The owner of a notorious property on the corner of Paul Gore and Lamartine Streets is sentenced to house arrest until he agrees to make the building habitable. JPNDNC later buys the “Carroll Building” in bankruptcy court (p. 28).

The Boston Globe features The Brewery as part of its series “Saving the Cities: What Works.”

1993 Nine vacant lots in Hyde Square, where homes had been destroyed by arson, become JPNDNC’s Hyde Square Cooperative and Walden Community Garden.

1996 The first major supermarket to open in inner city Boston in 15 years, plus the new Martha Eliot Health Center, are developed by JPNDNC and partners in Jackson Square. Walden Garden is established.

1998 The Nate Smith House (p. 28), consisting of 45 apartments for low-income elders, opens in
culmination of a 15-year neighborhood struggle over the former Carroll Building (see photo on left).

City Life/Vida Urbana and JPNDC launch the Campaign of Conscience to combat the housing crisis and displacement of low-income people from JP. Under this spotlight JPNDC is able the following year to purchase Pondview Apartments (p. 18), where 60 families had been at high risk of displacement.

2003 Heath Street is transformed by the work of JPNDC and Back of the Hill CDC (pp. 21, 39) to develop 80 affordable homes on lots left vacant due to the expansion plans of Longwood hospitals and universities. Pictured left is one of the Back of the Hill homes under construction.


2006 The Brewery opens its Amory Street side. 65 seniors move into the Julia Martin House (p. 29).

2009 Federal economic stimulus funds allow JPNDC projects at Blessed Sacrament and 270 Centre, stalled by the financial crisis, to continue.

2011 JPNDC completes the development of 80 affordable homes at Blessed Sacrament and 30 affordable homes at 270 Centre.

2014 JPNDC completes Centre Street Retail (pp. 44-45).

2016 Francis Grady Apartments (pp. 33-35), a collaboration between JPNDC and Boston Health Care for the Homeless Program, opens with 30 permanent homes for formerly homeless people and a medical respite facility.

JPNDC leads local efforts to pass the Community Preservation Act (with JP’s 84% “yes” vote the highest in Boston) to generate funds for affordable housing, open space and historic preservation.

2017 39 families move into 75 Amory Ave. (p. 7). 3,300 applied for these homes, the most in our history.

2018 JPNDC acquires the Lorenzo Pitts portfolio, preserving the affordability of 201 apartments in Roxbury and Dorchester.
### Appendix D - Construction Workplace Diversity 2009-2017

<table>
<thead>
<tr>
<th>Project</th>
<th>Boston Residents</th>
<th>People of Color</th>
<th>Women</th>
<th>Minority Business Enterprise (MBE)</th>
<th>Women Business Enterprise (WBE)</th>
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</thead>
<tbody>
<tr>
<td>Creighton Commons</td>
<td>44%</td>
<td>56%</td>
<td>5%</td>
<td>25%</td>
<td>11%</td>
</tr>
<tr>
<td>Doña Betsaida Gutiérrez Cooperative</td>
<td>44%</td>
<td>56%</td>
<td>5%</td>
<td>35%</td>
<td>11%</td>
</tr>
<tr>
<td>Sister Virginia Mulhern House</td>
<td>77%</td>
<td>92%</td>
<td>6%</td>
<td>69%</td>
<td>6%</td>
</tr>
<tr>
<td>270 Centre</td>
<td>40%</td>
<td>45%</td>
<td>3%</td>
<td>12%</td>
<td>1%</td>
</tr>
<tr>
<td>Jamaica Plain Scattered Sites</td>
<td>65%</td>
<td>87%</td>
<td>3%</td>
<td>90%</td>
<td>1%</td>
</tr>
<tr>
<td>Francis Grady Apartments</td>
<td>52%</td>
<td>71%</td>
<td>7%</td>
<td>71%</td>
<td>7%</td>
</tr>
<tr>
<td>75 Amory Avenue</td>
<td>33%</td>
<td>56%</td>
<td>5%</td>
<td>42%</td>
<td>9%</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>51%</strong></td>
<td><strong>66%</strong></td>
<td><strong>5%</strong></td>
<td><strong>51%</strong></td>
<td><strong>7%</strong></td>
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