

Jamaica Plain Neighborhood Development Corporation (JPNDC)
2017-2019 COMMUNITY INVESTMENT PLAN
Progress through December 2019

Goal 1: Develop and Preserve Homes that are Healthy and Affordable to Low-Income People

Activities from 2017-2019 CIP	Progress & Outcomes 1/17-12/19
Complete 86 new affordable homes for low-income households, begin construction of 44, and renovate and preserve an additional 419 homes.	<ul style="list-style-type: none"> • We are right on target. 39 units were completed in May 2017 (75 Amory Ave.) and 47 are now at 95% construction (61 Heath St.). Families will begin moving into the latter in December. • Redevelopment of 200 affordable apartments at former BHA property at 125 Amory St. began in March 2019 and is approximately 35% complete. This project also includes the creation of 12 new, deeply affordable units. • Construction is approximately 50% complete of 201 apartments in the JPNDC Pitts portfolio. In this complex 21-building project in Dorchester and Roxbury, 150 very low-income families were saved from almost certain displacement if the buildings had been converted to market-rate.
Identify and begin predevelopment of at least one new project that is 100% affordable	<p>We brought two new 100% affordable projects into our pipeline and are in negotiations for a third:</p> <ul style="list-style-type: none"> • Call-Carolina, four new affordable homeownership units, each with an affordable rental unit. Construction started in October 2019. • In Grove Hall, a site between Cheney and Schuyler Streets with a long-vacant building. Because this community is relatively new to us we are investing heavily in community outreach and engagement in planning for the site's use. Senior and homeownership housing have emerged as priorities among neighbors. • 3371 Washington Street. We signed a P&S agreement for this property, home of El Embajador restaurant and focus of community organizing against the real estate speculator that acquired it in 2016. Probable use would be affordable senior housing with ground-floor retail. We expect to close on the acquisition before year end.
Seek potential opportunities for the acquisition of occupied housing so that we can stabilize and preserve existing	<ul style="list-style-type: none"> • JPNDC and partners The Community Builders and Urban Edge were selected to redevelop the Mildred Hailey Apartments, one of the largest

affordable homes	public housing developments in New England-profits. We are working on options, feasibility, timing and engagement of residents in Phase 1, for which we anticipate beginning construction in 2022. (See p. 9)
Update and implement asset management plans for all properties to maximize management firms' efficiencies, track performance benchmarks and plan for major capital events.	<ul style="list-style-type: none"> We implemented a schedule for regular meetings with property management firms to review operational and financial performance of each property and developed tools to track finances more efficiently. To plan for the significant growth in JPNDC's residential portfolio, in 2019 we hired Viva Consulting to review our current asset management operations, help us establish specific goals to guide JPNDC in structuring its ongoing and growing asset management efforts, and develop a plan to achieve those goals.
Select restructuring options for Forest Glen, Hyde Square and Rockvale Circle housing cooperatives (71 units total) and obtain preliminary financial commitments	<ul style="list-style-type: none"> We continue to explore, with the Forest Glen Coop board, the feasibility of rehabbing the existing 13 units, or tearing down to build a higher number of affordable units. We have begun exploring various options for a consolidated refinancing.
Continue greening of the portfolio by strengthening systems for tracking energy usage, implementing further conservation measures, continuing to secure grants to improve energy efficiency in JPNDC housing and monitoring performance of renewable energy installations	<ul style="list-style-type: none"> JPNDC participates in HUD's Better Buildings Challenge, for which we use WegoWise, a real-time data base of property-specific utility costs. In 2019, three years ahead of schedule, we achieved our goal of 20% energy use reduction in JPNDC's housing portfolio.
Complete transition to smoke-free housing for the existing portfolio	<ul style="list-style-type: none"> We implemented smoke-free policies throughout our portfolio.
<i>Connect JPNDC housing residents to financial education, job placement assistance, child care services and other resources; and to civic engagement opportunities (cross-team).</i>	<ul style="list-style-type: none"> In each year, between 350 and 400 JPNDC housing residents were engaged in a variety of ways—community-building activities such as barbecues or mural-paintings, resident board membership, safety meetings—or connected to other JPNDC services.

Goal 2: Build and Sustain a Vibrant Neighborhood with Thriving Independent Businesses, Local Jobs, and Safe, Attractive Places for People to Meet and Play

Activities from 2017-2019 CIP	Progress & Outcomes 1/17-12/19
<i>Engage residents and partners in the redevelopment of the non-housing</i>	Because actual development of the non-housing components will not take place until housing

<p><i>components of Jackson Square’s Site III, including new green space and a community plaza (cross-team).</i></p>	<p>construction is complete in 2021/22, we made the decision to postpone this part of community engagement so that residents will not be waiting so long to see the new green space and plaza take shape.</p>
<p>Complete Site III infrastructure improvements including sewer relocation and initial phase of planned plaza and greenway.</p>	<p>Sewer relocation was successfully completed in 2019 with the \$3.4 million in state infrastructure funding that was approved in November 2016. This and other infrastructure improvements will enable the construction of 150+ new homes, retail and parking on Site III in Jackson Square. We also obtained a city funding commitment that will enable us to redo the Amory Street extension adjacent to the 25 Amory St. project.</p>
<p>Solicit City funding for next phase of infrastructure work in Jackson Square.</p>	<p>In September 2019 we applied for CPA (Community Preservation Act) funding for Jackson Square’s open space component.</p>
<p><i>Provide advocacy and organizing assistance to local businesses, Main Streets and merchants’ associations to strengthen capacity to address commercial displacement, public safety, promotion and other issues of concern (cross-team).</i></p>	<p>We continued to work closely with local businesses and Main Streets. In Egleston Square and along the rapidly gentrifying Washington Street corridor, we have been able to connect businesses to legal assistance around lease negotiation. In the case of one business, community advocacy—going back to the JP/Rox planning process in which we were heavily engaged—played a key role in our ability to sign a P&S agreement for the property.</p> <p>In Hyde/Jackson, JPNDC provided strategic and outreach support to local business leaders, joining them in visits to more than 200 businesses in 2019 in an ongoing effort to create a much-needed merchants association.</p>
<p>Maintain JPNDC commercial space (Brewery, Centre Street Retail) at full occupancy, generating income for JPNDC’s economic development and community organizing work.</p>	<p>JPNDC commercial property income is on target to generate \$150,000 to support JPNDC economic development and community organizing initiatives in 2019.</p>
<p>Strengthen the vitality of local commercial districts through small business creation, expansion and stabilization.</p>	<p>As the result of small business technical assistance:</p> <ul style="list-style-type: none"> ● 27 new businesses were created ● 35 businesses expanded ● 100+ businesses were stabilized ● 59 jobs were created and 272 jobs retained ● \$1.6 million in financing was secured for 62 local

	<p>entrepreneurs, including \$80,000 in direct loans from our Microloan Fund.</p> <ul style="list-style-type: none"> • A requirement of our Microloan Fund is that borrowers receive financial coaching so that they improve their eligibility for traditional financing.
<p>In JPNDC construction projects, promote and track the hiring of Boston residents, people of color and local firms owned by people of color.</p>	<p>In our 75 Amory Ave. Apartments project, completed in spring 2017, 56% of workers were people of color (more than twice the City’s goal of 25%) and 5% were women (below the City’s goal of 5%). 42% of subcontracts went to MBEs (Minority-owned Business Enterprises) and 8% went to WBEs (Women-owned Business Enterprises).</p> <p>In our current construction of 61 Heath Street Apartments, 66% of workers to date are people of color and 10% are women. 36% of subcontracts have gone to MBEs and 17% have gone to WBEs.</p>
<p><i>Engage residents of JPNDC properties and Mildred C. Hailey Apartments in improving public safety and access to resources for residents (cross-team).</i></p>	<p>JPNDC PROPERTIES: We worked closely with our property management company and their on-site staff and held dozens of meetings and social gatherings to ensure that all residents received regular information about JPNDC’s services to help people build economic security, access childcare or start a business. Two special successes:</p> <ul style="list-style-type: none"> • At the Julia Martin House (56 senior apartments), we supported residents in their petition for a new crosswalk—which was approved and created in summer 2019. • We began a Rent Reporting initiative (see p. 6) that will help JPNDC residents build credit just by paying rent. <p>MCHA Apartments: We undertook an intensive campaign to identify and build the leadership of 12 Building Captains, with whom we are working both on the proposed redevelopment and on other resources. See p. 9.</p>
<p><i>Facilitate community-building activities such as mural paintings, clean-ups and celebrations that strengthen the social fabric and foster awareness of the work of JPNDC and other community organizations (cross-team).</i></p>	<p>Community activities organized by JPNDC during 2017, 2018 and 2019 included a series of events to support immigrants; a collaboration with other JP organizations to raise funds for DACA (Deferred Action for Childhood Arrivals) renewals; a festival to celebrate JPNDC’s 40th anniversary; five Walden Garden clean-up events; a forum on new CPA funding to generate ideas for JP projects, an art pop-</p>

	<p>up, a senior resource fair and others. Staff and volunteers gathered more than 1,000 signatures in fall 2017 to support a higher minimum wage and paid family and medical leave. JPNDC was a lead sponsor and participant in the 2019 Latin Quarter World’s Fair.</p>
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Goal 3: Help Low-Income Families Advance Economically, Improving their Short-Term Financial Situations and Taking Concrete Steps toward a Secure Future

Activities from 2017-2019 CIP	Progress & Outcomes 1/17-12/19
<p>Complete a sustainability planning process for JPNDC’s economic development programs (currently the Family Prosperity Initiative, Family Childcare Program and Small Business Program) with the goal of uniting these programs, integrating our services, and increasing our impact.</p>	<p>Under the leadership of our board’s Economic Prosperity Committee, we completed the planning phase in 2018. The committee’s recommendation that JPNDC pursue capital funds to create a “Prosperity Center” in reconfigured space was approved by the board in a strategic planning process completed in mid-2019.</p>
<p>Establish a new umbrella program focused on upward economic mobility that will continue many current services (see next) and offer improvements.</p>	<p>We are now in the quiet phase of a \$2.5 million capital campaign that will create a new, accessible, family-friendly and state-of-the-art space for providing integrated services, reaching more people, and having a deeper impact on families’ economic security.</p>
<p>Provide:</p> <ul style="list-style-type: none"> • In-depth, bilingual courses on family financial skills, small business financial skills, and sector- or topic-specific business courses • Individualized financial coaching 	<ul style="list-style-type: none"> • 34 business-related courses and workshops were provided (87 sessions) • 12 Family Financial Skills courses and more than three dozen workshops were provided. We are increasingly offering workshops at other agencies (health centers, ESOL providers) to recruit people for financial coaching, which leads to greater impact. • Nearly 400 people received individualized financial coaching and/or at least four hours of financial education. Among results: <ul style="list-style-type: none"> • 210 households increased their income • 150 households increased assets in one or more ways (increased savings, opening or adding to retirement or college accounts) • 340 households took steps toward financial health (e.g. creating budget, reviewing credit

<ul style="list-style-type: none"> • Individualized technical assistance (TA) and access to financing for small business owners • <i>Group TA for small business owners and aspiring entrepreneurs based on sector (e.g. childcare, construction) or level of business readiness (basic bookkeeping, business planning) (cross-team depending on topic)</i> • Job readiness workshops for adults who are unemployed, underemployed or seeking better employment • Targeted career development for low-income 18- to 24-year-olds • Individualized career development and job and training placement assistance • Case management and referral to partner organizations to help people overcome crises and access needed services • Peer support sessions and 	<p>report with a financial coach).</p> <p>JPNDC was invited by the National Association of Latino Community Asset Builders in 2019 to participate in a national initiative to implement rent reporting in affordable housing. We have now enrolled 30 tenants who are already building credit just by paying rent.</p> <p>We also began a new collaboration with Community Servings to provide on-site job readiness and financial capability workshops for participants in their culinary training program, as well as on-site financial coaching for employees (on paid time).</p> <p>TA was provided to 111 small business owners and aspiring entrepreneurs. Some results:</p> <ul style="list-style-type: none"> • 13 new businesses were created • 14 businesses expanded • 86 businesses were stabilized • 43 jobs were created and 143 jobs retained • \$760,000 in financing was secured for 35 local entrepreneurs <ul style="list-style-type: none"> • Approximately 115 people participated in 14 courses and workshops on business planning, accounting, marketing, and legal issues • 13 contractors participating in the first year of our construction initiative obtained 120 new contracts worth \$7.5 million. <ul style="list-style-type: none"> • We organized 30 workshops to provide basic job readiness/financial skills information and recruit new participants. Most were held off-site at JP Community Centers Adult Learning Program, Martha Eliot Health Center, and El Centro del Cardenal. <p>As the result of individualized career coaching:</p> <ul style="list-style-type: none"> • 126 people got jobs (average over \$15/hour) and/or enrolled in education or training with the potential of leading to living wage employment.
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<p>workshops to address specific concerns</p>	
<p>In order to ensure high quality education and care for 280 children/year, primarily low-income children, provide professional development and support for 35 home-based educators/year including:</p> <ul style="list-style-type: none"> • Training and support to help each educator advance at least one level along the Commonwealth’s Quality Rating Improvement System (QRIS) continuum. • Training and implementation support for all educators in The Creative Curriculum • Training and implementation support for all educators to use the Ages & Stages Questionnaires, a tool designed to pinpoint developmental progress and catch delays in young children • ESOL classes to help Spanish-speaking educators improve their program outreach, communication with English-speaking parents, and productive interaction with regulators • <i>Training in business management and marketing (cross-team)</i> 	<ul style="list-style-type: none"> • We now have 45 home-based educators and the number of children served per year has grown to 475. The professional development and support the educators receive, to promote the school readiness of the children in their care, included all of what was proposed PLUS the following: <ul style="list-style-type: none"> ○ A free, on-site course provided by Urban College (and funded by Children’s Hospital) leading to the Child Development Associate (CDA) credential. Although we had predicted six enrollees, 11 educators finished the year-long course and are now in the process of preparing for the CDA test. ○ Also with support from Children’s Hospital, we added an Education Coordinator to our staff whose principal responsibility is to provide individualized coaching to each educator around their professional development goals (QRIS advancement, CDA credential or renewal, license renewal, college degree) • 43 early educators received 1:1 technical assistance and/or small group TA from JPNDC Small Business Services on topics including business deductions, parent handbooks, operating budgets and policies & procedures. A number of them also utilized microloans for a variety of purposes.
<p><i>Help educators maintain 100% capacity through recruiting and serving families from diverse sources including JPNDC housing residents and other economic development participants (cross-team).</i></p>	<ul style="list-style-type: none"> • We are very close to full capacity.
<p>5-6 parent engagement activities including a picnic, a health fair, workshops on topics such as child</p>	<ul style="list-style-type: none"> • 15 family engagement activities took place during the report period including picnics, gingerbread making, holiday dinners, and workshops on

safety, and a gingerbread house party.	asthma and safety.
Provide home visits, individualized support, and administrative support to educators around licensing, billing, marketing, transportation and subsidies.	<ul style="list-style-type: none"> • This work is ongoing. A significant three-year grant from Children’s Hospital has allowed us to bolster the support we provide educators with (a) an Education Coordinator to work with them on professional development, and (b) a Social Worker who can provide consultation to educators and direct counseling to families experiencing homelessness, trauma, or other difficult circumstances.

Goal 4: Build the Leadership and Civic Engagement Skills of Low-Income and Other Residents and Facilitate Community Improvement Activities that Channel these Skills, Engaging Tenants, Homeowners, Immigrants, Long-Time Residents, Small Business Owners and Other Residents of All Ages

Activities from 2017-2019 CIP	Progress & Outcomes 1/17-12/19
<p>Engage low-income residents in organizing and advocacy work to increase affordable housing and address challenges to our community’s values of inclusion and economic opportunity through</p> <ul style="list-style-type: none"> ○ Participation in city and state coalitions advocating for policy changes and more funding to create and preserve affordable housing ○ Advocating successfully for affordable housing development on public parcels (for projects developed by JPNDC and others) ○ Engaging residents and organizations in follow-up to JP/Rox planning process and the City’s ambitious affordable housing goals for the Washington/Columbus Corridor. 	<p>At least 150 community residents were engaged in advocating for affordable housing development, improved policy, increased funding and, in 2019, getting ready for the 2020 census. Examples include:</p> <ul style="list-style-type: none"> • Continuing to speak out for affordable housing development after the City of Boston released its JP/Rox plan with aggressive goals (40% of future units in newly planned areas will be affordable). JPNDC’s ability to get to a signed P&S for 3371 Washington Street was based on both community members speaking out and on strong support from the City of Boston—which itself reflected the City’s desire to see a clear positive outcome from JP/Rox. • Writing letters and speaking out at meetings pushing the MBTA to prioritize affordable housing in its disposition of long-vacant parcels along the Southwest Corridor, where as a result we recently broke ground on eight affordable homes. • Collecting more than 1,000 signatures to support a higher minimum wage and family and medical leave. • Writing emails, signing petitions, and attending hearings to press forward some longer-term goals:

	<p>expanded IDP (Inclusionary Development Policy) percentages, the Fair Share Amendment, and rent control.</p> <ul style="list-style-type: none"> • Participating in a JPNDC-led JP Counts 2020 Census campaign. We are currently raising awareness, bringing our fun “Census Wheel” to all kinds of community events, and recruiting people to help with 1:1 outreach during the official census period in 2020.
<p><i>Engage Tenant Task Force and other residents at 125 Amory Street to participate in shaping the redevelopment of their home (cross-team).</i></p>	<p>After engaging nearly all 192 households in planning the renovation of this public housing development over two years with dozens of coffee hours, ten meetings on redevelopment issues, a variety of social gatherings, and 1:1 meetings, we continued to hold two coffee hours a month as renovations began.</p>
<p><i>Organize meetings, trainings and other events, in addition to 1:1 mentoring, to cultivate or strengthen relationships among residents of JPNDC-developed housing, celebrate accomplishments and increase resident participation (cross-team, with focus on projects undergoing restructuring).</i></p>	<p>We organized 35-40 small-scale and primarily social events at our housing developments (not including 125 Amory Street, above) to foster collaboration and a greater sense of community. At several properties we began organizing floor dinners, helping people living on each floor get to know each other better. In 2019 we paid particular attention to building 1:1 relationships with residents at the Lorenzo Pitts Apartments, especially given the complicated nature of redeveloping occupied units. We held three successful back-to-school backpack giveaway events in September.</p>
<p>Provide organizing assistance to make MCHA Tenant Organization a strong, broad-based organization that advocates for responsible redevelopment, improved youth opportunities and quality-of-life issues.</p>	<p>Over the first two years we worked intensively with the Mildred C. Hailey Apartments (MCHA) Tenant Task Force members around safety and community building, which resulted in the installation of 120 new security cameras, the assignment of a new community police officer, increased patrolling, and two new street workers. We supported the Task Force in submitting a successful proposal to the City of Boston for CPA funding for a new playground at MCHA.</p> <p>As the Task Force began operating more independently in 2019, and because we wanted as many residents as possible to be involved in planning the redevelopment of MCHA, in the third year we focused organizing energy on recruiting and training 12 building captains (see below).</p>

<p>Provide after-school leadership programming to youth at MCHA</p>	<p>25 youth residing in the Mildred C. Hailey public housing developed participated in an after-school leadership program during the school years.</p>
<p>Provide periodic leadership workshops designed to build skills of JPNDC housing residents and economic development program participants</p>	<p>JPNDC’s Community Organizing team provided seven open workshops on civic engagement skills (e.g. public speaking), three of which were in Spanish, and three leadership workshops for JPNDC early educators.</p> <p>We provided some creative leadership and other trainings to the MCHA building captains including Affordable Housing 101, a “Redevelopment Life” board game, an “Ask Me Anything” session to prepare them to answer other residents’ questions, and tours of other affordable housing developments (one completed, one under construction).</p>
<p><i>Work with Egleston and Hyde/Jackson Main Streets and merchant associations to support their priorities to strengthen local businesses (cross-team).</i></p>	<p>Our Community Organizing Director serves on the board of Egleston Square Main Street and our Senior Resident Organizer serves on the board of Hyde/Jackson Main Street. In these positions they help coordinate and promote participation in Main Street events. In 2019, we helped ESMS in the process of hiring a new Executive Director.</p>
<p>Organize well-attended annual State of the Neighborhood events to engage local elected officials and 250+ residents on a broad range of community issues.</p>	<p>More than 100 people attended the 2017 State of the Neighborhood event in April 2017, which focused on bringing people together and building hope. In spring 2018 we instead sponsored a forum on the new Community Preservation Act, with the goal of generating exciting and ideas for possible CPA projects in Jamaica Plain.</p>

CITC UTILIZATION REPORT

Of the \$500,000 in total credits allocated to JPNDC in 2017, 2018 and 2019, plus approximately \$27,000 carried over from 2016, we transferred \$140,000 to United Way and have utilized another \$262,000 as of November 18, 2019. A further \$17,000 is currently committed based on pledges, leaving approximately \$81,000 in credits to be utilized in the remainder of 2019. We have stepped up our outreach considerably in order to come close to 100% utilization by the end of 2019.