

**Jamaica Plain Neighborhood Development Corporation (JPNDC)**  
**2020-2022 COMMUNITY INVESTMENT PLAN**  
**Progress January - December 2021**

**PART 1: STATEMENT OF PROGRESS**

**1. Restatement of Goals with 2021 Progress & Outcomes**

*Goal 1: Embrace a citywide role in creating and preserving affordable housing and helping low-income families move toward economic prosperity.*

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2021</b>
Complete renovation and preservation of the Lorenzo Pitts Apartments, 201 apartments in Roxbury and Dorchester.	Most renovations were completed in 2021 and we celebrated this major milestone in August with Mayor Janey. We were able to secure additional funding so are continuing upgrades apartment by apartment.
Complete community planning process and begin redevelopment of Cheney-Schuyler property in Grove Hall	The project received Article 80 approval from the Boston Planning & Development Agency (BPDA) in September and we continue to work toward Zoning approval. It is now two phases: (1) 59 affordable senior apartments and (2) 15 affordable homeownership units.
In our Small Contractors Success Initiative, influence policies of the City of Boston and private developers to increase utilization of small construction businesses owned by people of color and women.	Our clients continue to get City contracts due to our 2020 agreement with the Dept. of Neighborhood Development (DND) to send new opportunities to us. In December, DND also reached out to us to explore funding our provision of technical assistance to the Boston Home Center’s pre-approved contractors.
As part of local and statewide coalitions, lend our resources and mobilize our constituency to advocate for improvements in housing and economic development policy and increases in resources that benefit the people we serve.	JPNDC was very active in advocacy efforts led by MACDC (use of ARPA funds for homeownership and affordable housing), the Coalition for a Truly Affordable Boston (to improve the Inclusionary Development Policy), Raise Up MA (supporting the Fair Share Amendment), and HERO (raising the automobile excise tax to support housing and climate action).  As part of this we promoted and built our Rapid Response Team to a total of 30 people who can be counted on to call their legislators and city councilors, write letters, attend community meetings, etc.
Explore and develop pipeline opportunities.	In 2021 we added 23 Greenville St. in Nubian Square. This fire-damaged vacant building will be redeveloped as nine affordable condominiums for first-time homebuyers.

*Goal 2: Deepen our strategic commitment to Jamaica Plain.*

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2021</b>
Complete 64 new affordable	20 were completed in 2021: Call Carolina, 8 affordable

homes currently in development or predevelopment in Jamaica Plain	units for first-time buyers, June; and 125 Amory Street, 12 new affordable apartments (part of 199-unit renovation, see next), July. 25 Amory St., with 44 affordable apartments, was 95% complete in December.
Complete the renovation of 199 deeply affordable apartments at 125 Amory Street	This was completed July 2021, with partner The Community Builders (TCB) in the lead on development and JPNDC on engaging residents.
Advance the planning for the redevelopment of the 800-unit Mildred C. Hailey Apartments (MCHA) public housing complex	In April 2021 the BPDA approved Phase 1: replacement of 253 existing units, addition of 420 new affordable apartments, and a new home for the Anna Mae Cole Community Center. JPNDC advocacy was key to making all new units affordable up to 120% of AMI.
Explore and develop pipeline opportunities.	<p>In August, JPNDC partnered with Traggorth Companies to take over the Stonley-Brookley project, originally proposed by another developer to create 45 largely market-rate apartments. Our project, in contrast, will create 45 affordable condominiums for first-time homebuyers.</p> <p>Our 3371 Washington St project (site acquired in 2020 for affordable senior housing) secured all its public approvals in 2021, but has now been stalled by an abutter's lawsuit.</p>
Connect residents of JPNDC properties to financial coaching, job placement assistance, child care services, small business services and other resources; and to civic engagement opportunities.	Community organizers went door-to-door to more than 1,200 households to share information about how JPNDC can help with financial issues, job search, child care, and small business, as well as about development issues. We also coordinated with our property management company to provide vaccinations at our senior housing.
Engage residents and partners in the redevelopment of the non-housing components of Jackson Square's Site III (new green space and a community plaza)	In 2021 JPNDC, as part of Jackson Square Partners, was awarded a \$300,000 Community Preservation Act grant to fund the Jackson Square Redevelopment Initiative Greenway. Planning for new outdoor active and passive recreational space will advance in 2022.
Begin development of the final, non-housing components of the multi-phase Jackson Square Redevelopment Initiative: a community plaza and greenway.	This will occur during the next CIP period (2023-2025), as the current construction of 250 Centre St. (by Jackson Square partner TCB, begun in summer 2021), as well as the planning process (above), will need to be completed first.
Provide coordinated community organizing support and technical assistance to strengthen businesses owned by people of color in Hyde, Jackson and Egleston Squares, and strong business organizations.	Activities to support local merchants (in addition to our small business technical assistance, Goal 3) included hosting a City Council candidates' forum focused on business issues, and supporting the campaign of Egleston Square merchants to save the Peace Garden from redevelopment.
Work in partnership with the MCHA Tenant Task Force on the development of a new multi-	The playground is now under construction and will be completed in spring 2022.

<p>generational playground, including community outreach for planning and overseeing construction.</p>	
<p>Facilitate community-building activities that strengthen the social fabric and foster awareness of the work of JPNDC and other community organizations.</p>	<p>Focusing on breaking down COVID isolation in JPNDC buildings, we organized a total of 21 gatherings in summer 2021 including movie/hot dog nights, tie-dye and ice cream events, and school backpack giveaways. More than 500 people participated. We also continued to organize the use of Walden Garden for local residents to grow their own food and interact with neighbors.</p>
<p>Maintain and improve JPNDC commercial space (Brewery, Centre Street Retail) at full occupancy, generating income for JPNDC’s economic development and community organizing work.</p>	<p>COVID has made it difficult for some of our business tenants to pay rent, and JPNDC’s commercial portfolio has lost close to \$1 million during the pandemic. We have worked closely with tenants to maintain their tenancy when possible. At our 365 Centre Street site we were able to welcome a new restaurant, Top Mix, to the neighborhood.</p>

*Goal 3: Expand our work to foster long-term economic prosperity and wealth building.*

<p><b>Activities from 2020-2022 CIP</b></p>	<p><b>Progress &amp; Outcomes 2021</b></p>
<p>Provide effective, bilingual (Spanish/English), culturally competent, empowering, and individualized free services to help low-income individuals, families, and small businesses improve their financial situations in the short-term and move toward long-term prosperity.</p>	<p>Individualized Small Business and Family Prosperity services were provided to 231 and 211 households, respectively, in 2021. Some of our results:</p> <ul style="list-style-type: none"> <li>• Small business clients accessed more than \$1.8 in federal and state aid (on top of \$2 million in 2020)</li> <li>• 170 small businesses stabilized and remained open</li> <li>• 50 small businesses grew</li> <li>• 96 people secured a job with career pathways or enrolled in education/training leading to living wages</li> <li>• 97 people took steps to improve their credit and 60 achieved better credit scores</li> </ul> <p>Spurred by COVID, JPNDC developed new programming in 2021 in building the digital skills of small business owners, including home-based childcare providers (see next). Over the course of the year we provided 12 workshops on digital skills—using email, completing online applications etc.—as well as a targeted seminar for BIPOC contractors on estimating and bidding.</p>
<p>Provide high quality early education and care that prepares 500 low-income children/year for school success.</p>	<p>Our Family Childcare system has always emphasized ongoing professional development, which was mostly suspended in 2020 due to COVID. In early 2021 we added a new position, Education Specialist, to develop our online training capacity and coach educators in building their digital skills. In March 2021, we renewed monthly professional development sessions for 45 home-based</p>

	<p>educators via Zoom.</p> <p>Most of the 45 educators’ programs had to be shut down once or twice due to COVID exposure. Enrollment over the year accordingly decreased to approximately 350.</p>
<p>Complete capital campaign and develop a welcoming, accessible, and child-friendly Prosperity Center at The Brewery where 700+ low-income families a year can access all the services described above.</p>	<p>By December 2021 we had raised 85% of our \$2.7 million goal, allowing us to begin planning confidently for the beginning of construction in mid-2022.</p>
<p>Use outcomes measurement systems to track outcomes, measure progress, and allow us to base workplan goals and program development on good data.</p>	<p>One funder’s requirement that we use Salesforce for client tracking, when we already had implemented VistaShare, slowed down our progress in outcomes measurement. Data needs to be entered twice. Improving this situation is an organizational goal in 2022.</p>

*Goal 4: Carry out community organizing as essential to building racial, economic and social equity.*

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2021</b>
<p>Organize local residents and other supporters to advocate successfully for development and preservation of affordable housing on public and private sites.</p>	<p>The Organizing team was extremely active in the community processes for 3371 Washington St. (p. 2) and Cheney Homes (p. 1), building relationships and facilitating dialogue with abutters. For the new Greenville project (p. 1), we engaged neighbors in a visioning process. For the Mildred Hailey Apartments, we went door-to-door to 750+ households to promote participation in the process.</p>
<p>Build skills of clients, participants and residents in advocating for themselves and increasing their engagement in campaigns to promote economic and social justice.</p>	<p>Highlights of this work were preparing members of the 125 Amory Street Tenant Task Force for elections, which in November resulted in a new slate of leaders; facilitating a resident leadership council at our newest building, the Hattie Kelton Apartments; and training building captains as part of the LOVS coalition in Jackson Square (see below).</p>
<p>Organize a communitywide coalition to educate residents about the 2020 census and maximize local participation.</p>	<p>Accomplished in 2020.</p>
<p>Organize activities and provide 1:1 mentoring, to cultivate or strengthen relationships among residents of JPNDC-developed housing and public housing and increase resident participation.</p>	<p>As a pillar organization in the Lifting Our Voices for Safety (LOVS) coalition, funded by Children’s Hospital, JPNDC took the lead in building a Jackson Square neighborhood council. 12 building captains, representing a total of 1300 public and privately subsidized developments, are now creating activities to improve safety and economic mobility.</p>

<p>Provide organizing assistance to help make Mildred Hailey Apartments building captains, Tenant Organization leaders and other residents strong advocates for responsible redevelopment, improved youth opportunities, public safety and other quality-of-life issues.</p>	<p>As we have done for the previous three years, JPNDC continued investing major community organizing time at the Mildred Hailey Apartments. This included training about the Article 80 process, door-to-door outreach to ensure residents participated in or at least understand the redevelopment plans, helping prepare the first group of tenants for relocation, and engaging and training MHA representatives to the LOVS coalition (see above).</p>
<p>Build a strong leadership pipeline for JPNDC's board and staff, with emphasis on young leaders and people of color who reflect our constituency.</p>	<p>Our Organizing, Real Estate, and Economic Prosperity committees (pipelines for board membership) all gained new members in 2021 and increased diversity. Our board membership was 62% BIPOC, with the chair shared by an African American and Latino member.</p>
<p>Organize 5-10 events each year to connect neighbors, engage people as volunteers, and celebrate community.</p>	<p>COVID continued to discourage us from organizing large events. In addition to 21 events at our buildings, we also cohosted hot dog/movie nights and Unity Day at the Mildred Hailey Apartments. We planned to organize a virtual State of Our Neighborhood series on different issues, but “Zoom fatigue” was a big barrier.</p>

2. *Explanation of discrepancy:* N/A

3. *Describe one accomplishment over the past year of which your organization is proud.*

We are especially proud of the expansion and reach of our Small Business Services. In numbers, we provided 1:1 technical assistance to 90% more businesses than just two years ago, primarily around accessing COVID aid and adapting business models to the new reality. The expansion also included a new focus on getting business owners to be digitally savvy. We provided 12 workshops and, more importantly, 1:1 follow-up on topics ranging from using Zoom to e-commerce.

4. *Describe your engagement/outreach of stakeholders and residents over the past year. Identify the activities and quantify the events.*

In 2021 outreach and engagement included

- Community meetings engaging neighbors/residents in specific proposed affordable housing projects (20 meetings, 450 participants)
- Property-based activities to build resident relationships (21 events, 500 participants)
- Workshops and trainings on leadership and the development process (11 trainings, 45 participants)
- Door-to-door outreach to provide information and hear from people
  - Residents of JPNDC housing: 450 households reached
  - Mildred Hailey Apartments: 750 households reached
  - Neighbors of proposed housing projects: 250 households reached

**PART 2: UTILIZATION**

Of the \$200,000 in credits allocated to JPNDC in 2021 and the \$43,811 we carried over from 2020, as of December 31, 2021 we allocated \$240,174 in credits to 89 donors. Part 2 has been completed for the majority (\$192,877 in credits); most donors who have not completed Part 2 are businesses, which do not usually file by April 15. The \$240,174 represents a 98.5% utilization rate and leaves a balance of approximately \$3,637 to be carried over to 2022.