



Jamaica Plain Neighborhood Development Corporation
2023-2025 Community Investment Plan • Executive Summary
New initiatives in blue

Goal 1: Develop and maintain affordable housing that allows residents of all ages to thrive, provides families with paths for upward economic mobility, and strengthens the social fabric.

Housing costs continue to be the principal burden for lower-income families in Boston, and waiting lists for existing subsidized housing are years long. For those families who have been able to secure affordable rental housing, structural barriers like the “cliff effect” (losing benefits when income rises) may serve as disincentives to economic mobility. The lack of affordable homebuying opportunities in Boston, meanwhile, is also driving an exodus from our city of low- to moderate-income people who are finding other communities and states more accessible. All these issues disproportionately impact families of color, hindering their economic advancement and asset-building.

Goal 1 Outcomes/Impacts

- 39 service-enriched units for seniors created at 3371 Washington Street
- 48 service-enriched units for seniors created at Cheney Apartments
- Pre-development advanced for 64 affordable apartments for families at Mildred Hailey Apartments
- Planning underway for 53 affordable apartments for families at MHA
- 45 condominiums for first-time homebuyers, including artists, developed at Stonley-Brookley in Jamaica Plain
- 24 condominiums for first-time homebuyers developed at Greenville St in Roxbury and Cheney St in Dorchester
- *Housing-based program (e.g., HUD Family Self-Sufficiency) piloted to facilitate residents’ building of income and assets; impact measured; program expanded*
- Shattuck Hospital campus redevelopment project advances, with inclusion of supportive housing for formerly homeless families
- At least one homeownership and one rental project added to pipeline
- *Map created of JPNDC affordable housing portfolio and Boston affordable housing inventory vis-a-vis climate resiliency and vulnerability through racial equity lens*
- 55% of JPNDC project development hard cost dollars go to firms owned by people of color (currently 47%) and 15% go to women-owned firms (currently 13%)
- 65% of workforce on construction projects is BIPOC and 15% is women (currently 65% and 6%)
- *First two "Passive House" projects completed (Cheney Apts and 3371 Washington)*
- Capital improvements begun on 25-year-old Nate Smith House (45 units for low-income seniors)

Goal 2: Expand services and activities that promote economic security and intergenerational wealth-building among BIPOC and other families who have experienced systematic dispossession or exclusion from prosperity.

We recognize that the people who come through our doors, overwhelmingly people of color, are poor due to historic and systemic causes that include redlining, predatory lending, employment discrimination, inequitable education, and geopolitics. Viewing poverty through this lens allows us to work with families in strategic ways, using proven best practices while always exploring new possibilities, that empower them to negotiate hurdles and move toward their financial security and prosperity.

Goal 2 Outcomes/Impacts

- *Center for Equity and Prosperity opens and operates successfully*
- 200 people improve their credit
- 125 improve credit by at least 30 points or achieve score of 620

- 130 people access jobs paying at least \$17/hour
- 70 people access training/educational leading to living wages
- 300 people increase income through access to benefits
- 400 people take measurable steps toward achieving financial goals
- 10 businesses created, 30 businesses expanded and 150 businesses stabilized (25 jobs created and 200 jobs retained)
- \$500,000 in financing secured for start-up, expansion or stabilization by local entrepreneurs"
- 100 childcare parents enroll in Family Prosperity Services
- 40 educators earn \$60K+ annually
- 20 BIPOC and/or women-owned construction businesses access at least \$10 million in new contracts
- 12 construction businesses obtain contractor equity cash flow loans that allow them to access contracts they would not otherwise obtain
- New retirement savings initiative, allowing small business owners and their employees to build retirement and other savings without burden on owners, piloted in collaboration with Fidelity Investments
- Workshops and orientation of new clients includes racial equity lens
- Participant databases are integrated, user-friendly, and able to produce accurate and meaningful reports that allow us to measure outcomes and inform continuous program improvement

Goal 3: Provide high-quality early education and wraparound services that ensure that low-income children of color are ready to succeed in school. Science confirms that early childhood is a critical time for brain development, and that the trauma of poverty combined with lack of high-quality education leaves children at high risk in comparison to well-off peers. We will continue to improve our Family Childcare system: supporting educators to be early education experts, engaging parents as children's first teachers, and expanding services to address the growing mental health crisis among children.

Goal 3 Outcomes/Impacts

- Family Childcare (FCC) system expands to 60+ educators (currently 52)
- 2990 Washington Street developed with Walker Therapeutic & Educational Programs
- New center operates successfully, providing much-needed mental health and training resources to low-income and BIPOC families
- 80 hours/year of professional development provided in child development, special needs, curriculum, and other topics related to healthy development and school readiness
- 100 childcare families referred to FPS for job search, credit building etc.
- 200 families participate in workshops and other activities
- Creative Curriculum or other high-quality curriculum used by all JPNDC educators
- FCC system data is integrated, user-friendly, and able to produce accurate and meaningful reports that allow us to measure outcomes and inform continuous program improvement
- Educators understand anti-racism and racial healing concepts and strategies
- Feasibility determined of rent-to-own housing for FCC educators; based on feasibility, site(s) identified and development plans advanced

Goal 4: Carry out community organizing as essential to building racial, economic and social equity. We will ensure that our real estate projects are shaped by community voices; working in coalition to advocate for affordable housing, equitable development, tenants' rights, economic justice, and other issues important to our constituents; and investing in leadership development to build a pipeline of leaders of color at all levels of our organization.

Goal 4 Outcomes/Impacts

- Increased participation among residents of JPNDC housing in community-building activities in their own buildings, at JPNDC and in larger community

- 300 families participate in strategy sessions and campaign to solve issues that affect their quality of life
- JS LOVS coalition remains active and becomes strong force in Jackson Square
- Community Safety Campaign launched and obtains support from elected officials, public entities and community groups.
- 500 families in Jackson Sq. join "LOVS", and actively participate in at least one of the three sub-committees (Leadership and Safety, Economic Mobility, Youth and Children)
- Leadership skills of 25 residents and current or former workforce, childcare or small business participants increased as evidenced by participation in community and advocacy activities
- Three new housing properties formalize their own Resident Taskforce
- JPNDC's partnership obtains designation to redevelop the Shattuck campus, including family supportive housing to address the family homelessness crisis
- Building Two at the Mildred Hailey Apartments gain community support and obtains city and state approvals
- JPNDC board and board-level committees strengthened by addition of 10 new members who reflect diversity of JPNDC residents and participants and bring lived experience
- Anti-racism and racial healing incorporated into civic engagement leadership workshops, etc.

Goal 5: Expand JPNDC's role as an advocate and driver for racial equity in the City of Boston.

With the expansion of our geographic reach in both economic prosperity and affordable housing, we will continue stepping up with partners to take on structural barriers to economic mobility, closing the wealth gap, and racial equity.

Goal 5 Outcomes/Impacts

- At least two policy victories as the result of coalitions in which JPNDC is an active member
- State and City held accountable for procurement diversity commitments
- JPNDC practices in procurement equity shared with and adopted by other developers
- Based on results of climate vulnerability mapping, resources sought to increase resiliency of affordable housing stock in Boston
- At least one action per year taken to advance MACDC's Racial Equity Pledge