

**Massachusetts Department of Housing and Community  
Development  
2023  
Community Investment Tax Credit Program  
Community Partnership and Tax Credit Allocation Application**

**Application Information**

Organization Name:	Jamaica Plain Neighborhood Development Corporation
Address:	31 Germania St Boston, MA 02130
Contact Name:	Sally Swenson
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<b>Amount of 2022 Credit Allocation Requested:</b>	<b>\$250,000</b>
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**Community Investment Plan (CIP) Capacity Building Proposal (CBP) Adoption Status**

If CIP was submitted on November 18, 2022, have there been any changes? Y/**(N)**

**Adopted: 12/6/2022**

(Signature below attests the adoption has occurred; attach documentation)

**Scheduled for Adoption:**

(Scheduled Adoption and submission of documentation must be within in 30 days of application)

**Set-Aside Applicants (select one)**

<input type="checkbox"/>	Application for selection as a Community Partner serving a Gateway Municipality
<input type="checkbox"/>	Application for selection as a Community Partner serving a Rural Area (attach documentation)

Name:	Teronda Ellis
Title:	Chief Executive Officer
Signature:	 <p>DocuSigned by: Teronda Ellis 9901533E284046E</p>
Date:	2/7/2023

DHCD and JPNDC agree that the electronic signatures included in application are intended to authenticate this writing and have the same force and effect as manual signatures. This statement confirms that I, Teronda Ellis, have placed my electronic signature on this document with the intent of signing the document. Electronic signature means any electronic sound, symbol, or process attached to or logically associated with a record and executed or adopted by a person with the intent to sign application.

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

**PART 1: STATEMENT OF PROGRESS**

**1. Restatement of Goals with 2022 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 2022</b>
Complete renovation and preservation of the Lorenzo Pitts Apartments, 201 apartments in Roxbury and Dorchester.	While most renovations were completed in 2021, we did secure additional funding and continued repointing and other repairs in 2022.
Complete community planning process and begin redevelopment of Cheney-Schuyler property in Grove Hall	In response to community concerns about density, we reduced the number of units in this senior building from 59 to 48. This created a funding gap that we have been working to close. We continued to build our partnership with Uphams Corner PACE (Program of All-Inclusive Care for the Elderly), which will open a clinic in our building.
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 Mayor's Office of Housing (fka Dept. of Neighborhood Development) to send new opportunities to us.
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.	A major effort for us in 2022 was to raise awareness of and support for Question 1 (Fair Share Amendment) and Question 4 (driver's licenses regardless of documentation status) and we organized dozens of events, coffee hours, standouts etc. Turnout was excellent and 82.2% of Jamaica Plain voters voted Yes on Question 1, compared to 64.7% of Massachusetts voters overall.
Explore and develop pipeline opportunities.	In 2022, we collaborated with The Community Builders, Pine Street Inn and Boston Medical Center to submit a proposal for the Shattuck Hospital's redevelopment. The proposal would create new housing for formerly homeless families and individuals, plus childcare, many services, and green space. While our proposal was chosen, the change of administration at the State level has put the process on hold.

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

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2022</b>
Complete 64 new affordable homes currently in development or predevelopment in Jamaica Plain	25 Amory Street, 44 affordable family apartments in Jackson Square, were completed in 2022. This brought us to our goal of 64 during the three-year period!
Complete the renovation of 199	This was completed July 2021, with partner The

deeply affordable apartments at 125 Amory Street	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	JPNDC is responsible for two of the buildings in this major redevelopment (which will add 420 new affordable units). In 2022 we selected an architect, began the design process, and presented our first concepts to residents.
Explore and develop pipeline opportunities.	In 2022 we advanced two projects that were added to our pipeline during this CIP period. For <b>3371 Washington Street</b> (39 service-enriched units for low-income seniors), we resumed predevelopment after settling a lawsuit with an abutter. For <b>Stonley-Brookley</b> (45 affordable homeownership units including five for artists), we secured various approvals and accepted construction bids.
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)	We were excited to begin work on the Greenway! After more than ten years of constant housing construction, the greenway will help knit Jackson Square together as an attractive and walkable place. We worked on design, community input, and raising the full \$2.2 million needed for the project. Construction will begin in 2023.
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.	A JPNDC staff member continued to participate on the Egleston Square Main Street (ESMS) board of directors. We provided organizing assistance to ESMS and the merchants association around safety and their fight to keep a local corner park, the Peace Garden, open.
Work in partnership with the MCHA Tenant Task Force on the development of a new multi-generational playground.	The playground was completed in summer 2022 and is well used!
Maintain and improve JPNDC commercial space (Brewery, Centre Street Retail) at full occupancy, generating income for JPNDC’s economic development and community organizing work.	Our commercial space has begun a slow recovery from the pandemic’s economic impacts. In 2022 we welcomed the Scottish restaurant and pub The Haven to our Brewery Small Business Complex, where it occupies the former location of Bella Luna (which closed in 2020).

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

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2022</b>
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	Individualized financial coaching and career coaching were provided to 125 and 127 people, respectively. <ul style="list-style-type: none"> <li>• 44 people secured a job with career pathways and paying an average of over \$17/hour</li> <li>• 33 people enrolled in education or training that will lead to living wage employment</li> <li>• 81 people raised their credit scores</li> </ul>

prosperity.	In our Small Business Services, 182 entrepreneurs received 1:1 TA or participated in workshops. Results included: <ul style="list-style-type: none"> <li>• 20 businesses launched</li> <li>• 70 businesses increased revenue</li> <li>• 26 businesses expanded</li> </ul>
Provide high quality early education and care that prepares 500 low-income children/year for school success.	The professional development we prioritize for early educators had been disrupted by the pandemic. In 2022, we supplied all our educators with a laptop and provided targeted TA on digital skills, allowing everyone to participate in online education.  By the end of 2022 we had expanded our system by 22%, from <b>45 to 55 educators</b> .
Complete capital campaign and develop the Center for Equity and Prosperity (f/k/a Prosperity Center).	By December 2022 we had raised 93% of our \$2.66 million goal, from more than 250 corporate, foundation, and individual donors. Pending sources, plus reserves from our Brewery Small Business Complex, will close the gap. We anticipate beginning construction in mid-2023.
Use outcomes measurement systems to track outcomes, measure progress, and allow us to base workplan goals and program development on good data.	JPNDC programs currently use four different systems to track and measure data, which allows us to report but is unwieldy for all. In March we created a new position and hired a Data and Research Specialist, who is working with the Economic Prosperity staff on a plan to integrate and streamline data on Salesforce.

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

<b>Activities from 2020-2022 CIP</b>	<b>Progress &amp; Outcomes 2022</b>
Organize local residents and other supporters to advocate successfully for development and preservation of affordable housing on public and private sites.	In 2022 our organizers engaged community members to support and help shape three affordable housing projects: <ul style="list-style-type: none"> <li>• <i>Shattuck Hospital</i>. The State initiative to transform this Franklin Park site to address the opioid and homelessness crises has been controversial. We worked with other advocates to build support.</li> <li>• <i>Cheney Homes</i>. Dozens of hours of meetings and 1:1 outreach helped JPNDC reach an agreement about density with neighbors in Grove Hall, enlisting their support in securing approvals and funding.</li> <li>• <i>Mildred Hailey Apartments</i>. We engaged residents in the campus redesign and relocation processes, while countering the rumors of displacement that have been spread by an outside group.</li> </ul>
Build skills of clients, participants and residents in advocating for themselves and increasing their engagement in campaigns to promote economic and social	We provided workshops to 12 Jackson Square Building Captains on understanding trauma (together with the Mayor's Trauma Team), power analysis, organizing a campaign, and storytelling. These led to their launching the Lifting Our Voices for Safety (JS LOVS) campaign,

justice.	organizing a “Safety Tour” with stops at each building to speak with residents, and setting advocacy goals
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.	As a pillar organization in the Living Safely in Jackson Square coalition, funded by Children’s Hospital, JPNDC led a council of 12 building captains representing 1300 residents in public and privately subsidized developments. The building captains met every two weeks for most of the year and launched the JS LOVS campaign in May 2022.
Provide organizing assistance to Mildred Hailey Apartments building captains, Tenant Organization leaders and other residents.	See above. Mildred Hailey Apartments building captains are very active in JS LOVS.
Build a strong leadership pipeline for JPNDC’s board and staff, with emphasis on young leaders and people of color who reflect our constituency.	A neighborhood resident who has been active on our Organizing Committee and JS LOVS joined our board in 2022. Latino and African American members currently make up 73% of our board.
Organize 5-10 events each year to connect neighbors, engage people as volunteers, and celebrate community.	In addition to dozens of building-focused events, we organized a ribbon-cutting to celebrate the completion of 25 Amory Street and a Juneteenth celebration with our Family Childcare program.

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 our work to foster the JS LOVS (Lifting Our Voices for Safety) coalition and campaign. As a result of countless 1:1 and building-based meetings with residents of subsidized housing in Jackson Square, and workshops on power analysis, campaign building etc., 12 building captains have emerged as powerful spokespeople. They are engaging our elected officials, as well as fellow residents and nonprofit organizations, in taking steps that will reduce crime and increase safety. We are proud that all the work we’ve done to create new affordable housing in Jackson Square over the past two decades is being matched by work to create strong, supportive community.

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

- Property-based activities to build community, hear from residents about safety and other issues, and engage residents in the JS LOVS campaign (31 events, 400 participants)
- Workshops and trainings on leadership as part of the JS LOVS coalition (six trainings, 12 participants representing 12 subsidized housing developments)
- Community meetings engaging neighbors/residents in specific proposed affordable housing projects (12 meetings, 230 participants)
- Community meetings, standouts, and other events to promote Yes votes on Questions 1 and 4 (10 volunteers)
- 1:1 meetings with community stakeholders (100+)

## **PART 2: UTILIZATION**

Of the \$250,000 in credits allocated to JPNDC in 2022 and the approximately \$36,000 we carried over from 2021, as of December 31, 2022 we allocated \$192,741 in credits to 72 donors. As of February 7, 2023, 25 donors had not yet completed their Part 1.

The other reason for our low utilization rate (42% as reported by DHCD in January) in 2022 is that we reserved credits for two substantial pledges (totaling \$162,000), but the donors informed us *late in the year* that due to the delay in their real estate project, they would not have the ready cash for the donations until 2023. This was extremely disappointing to us, and underlined how much we need to convey to donors that we literally count on their pledges. We ask for DHCD's understanding in this situation, and are grateful for the fantastic CITC program.