

**Jamaica Plain Neighborhood Development Corporation (JPNDC)**  
**2023-2025 COMMUNITY INVESTMENT PLAN**  
**Progress January - December 2023**

**PART 1: STATEMENT OF PROGRESS**

**1. Restatement of Goals with 2023 Progress & Outcomes**

*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.*

<b>Activities from 2023-2025 CIP</b>	<b>Progress &amp; Outcomes 2023</b>
Advance planning, community engagement, and development of 204 affordable rental units for low-income families and seniors	<p>We advanced predevelopment of three projects totaling 142 units. 87 are expected to begin construction in 2024:</p> <ul style="list-style-type: none"> <li>• Cheney Homes, 48 units for low-income seniors</li> <li>• 3371 Washington, 39 units for low-income seniors</li> </ul> <p>The other 65 units are for low-income families at the Mildred Hailey Apartments, where we hope to begin construction in 2025.</p>
Advance planning, community engagement, and development of 69 affordable homes for first-time homebuyers	<p>In July 2023 we began construction of Stonley-Brookley, a 45-unit condominium building for first-time limited-equity homeownership, including six artist spaces.</p> <p>The other 24-unit project, First Generation Homes, is on hold as the per-unit price has been deemed too high to receive City funding.</p>
<i>Pilot and expand housing-based services and resources that enable residents of JPNDC affordable housing to build assets (also Goal 2)</i>	We spent the last half of 2023 in cross-team planning for the launch of what we named RAM/WP: Residential Advocacy, Mobility and Wellness Pathways. This program will offer JPNDC housing residents multiple Economic Prosperity Services with financial incentives and navigation of the “cliff effect” – so no one loses affordability or other benefits while they are working on upward mobility.
<i>Leverage JPNDC development and construction activities to facilitate business success and asset building among BIPOC business owners (also Goal 2)</i>	In 2023, we contracted with seven MBE-owned small businesses – 100% of contracts – for jobs related to relocation and other preparation for our Center for Equity & Prosperity project.
<i>Explore development of affordable rent-to-own units for Family Childcare educators to address displacement of providers due to high housing costs (also Goal 3)</i>	We looked at four potential buildings, but they were not feasible. We continue to look.

<p>Prospect and organize for new affordable housing projects</p>	<p>In summer 2023, a partnership among Boston Medical Center, The Community Builders, and JPNDC was tentatively designated by the Commonwealth to redevelop the site of the Shattuck Hospital for recovery services and supportive housing. If approved, JPNDC would be developing supportive housing for formerly homeless families.</p>
<p>Increase environmental sustainability, energy savings, and healthy indoor environments for JPNDC properties</p>	<p>In 2023 JPNDC invested \$587,145 in energy and healthy indoor environment improvements in nine properties. More are planned for 2024.</p>

*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.*

<p><b>Activities from 2023-2025 CIP</b></p>	<p><b>Progress &amp; Outcomes 2023</b></p>
<p>Initiate and complete construction of a welcoming, accessible, and child-friendly Center for Equity and Prosperity at The Brewery where 700+ low-income families a year can access family prosperity, small business, and wraparound services for home-based childcare.</p>	<p>JPNDC staff was relocated in preparation for construction, which will begin in 2024.</p>
<p>Provide 200 families/year with individualized, integrated, bilingual (Spanish/English) client-driven services</p>	<p>399 families participated in coaching that covered credit building, budgeting, job search, career development, resource navigation, access to benefits, and more. We were also able to provide these services in Haitian Creole one day/week.</p> <p>To recruit participants we held 20+ workshops in community settings, and hosted virtual job fairs with Brigham &amp; Women’s Faulkner Hospital and other employers</p> <p>Some results:</p> <ul style="list-style-type: none"> <li>• 48 people obtained jobs with an average starting wage of \$19.05/hour</li> <li>• 84 enrolled in education or training that will lead to family sustaining wages</li> </ul>

	<ul style="list-style-type: none"> <li>• 100 raised credit score; 88 achieved prime score</li> <li>• 98 accessed new benefits and other resources</li> </ul>
<p>Provide 150 existing and aspiring small business owners a year with bilingual (Spanish/English) services that focus on stabilization, growth, and start-up</p>	<p>162 small business owners accessed 1:1 technical assistance (TA) and 192 attended workshops.</p> <p>We strengthened our Small Contractor Success Initiative, provided hands-on estimating workshops, offered a new Small Contractor Equity Loan to help BIPOC-owned construction businesses overcome cash flow issues that prevent them from winning good bids, and connected contractors to new jobs.</p> <p>Some results:</p> <ul style="list-style-type: none"> <li>• 3 new businesses started, 85 expanded, and 119 stabilized</li> <li>• One job was created and 248 retained</li> <li>• Seven small contractor loan recipients secured new contracts worth \$782,000 and employing 39 workers in living wage jobs</li> <li>• 10 additional contractors secured \$588,418 in new contracts through our networking, funding 36 construction jobs. 9 of these 10 contractors reported profits of \$140,466.</li> </ul>
<p>Pilot new small business retirement savings initiative, allowing small business owners and their employees to build retirement and other savings without burden on owners</p>	<p>Unfortunately, this project has been canceled. An investment firm was handling the fundraising from private investors, but they were not successful.</p>
<p>Integrate anti-racism education into education, coaching, and TA</p>	<p>In 2024 staff will undergo a series of anti-racism trainings that apply directly to each person’s work area.</p>
<p>Invest in database improvement</p>	<p>We made the decision to transition the multiple databases used by Economic Prosperity Services to Salesforce. Our Senior Career Coach was promoted to the new position of Director of Systems and Data Management and we engaged Galvin Technologies to help us complete this transition in 2024.</p>

*Goal 3: Provide high-quality early education and wraparound services that ensure that low-income children of color are ready to succeed in school.*

Activities from 2023-2025 CIP	Progress & Outcomes 2023
Expand JPNDC’s Family Childcare System to 60 educators	JPNDC’s system had 57 educators as of December 2023; over the year they served 435 children.
Collaborate with Walker Therapeutic & Educational Programs to redevelop and operate currently vacant 2990 Washington Street as a Child, Family, and Community Behavioral Health Resource Center	<p>In August, renovation was completed of the 2990 Washington St site and Walker moved in!</p> <p>In the fall, their mental health specialists have provided one all-day professional development session to our educators.</p>
Because the level of teacher preparation is directly correlated to student achievement, increase professional development for educators through frequent training opportunities and childcare respite so educators can participate more consistently	JPNDC educators and many of their assistants participated in a total of 48 hours of professional development on a range of topics including case studies of challenging behaviors and problem solving; understanding feelings & behaviors affected by trauma; applying for state grants; small business finance; professional attitude; and using Smartsheet.
<i>Explore development of affordable rent-to-own units for Family Childcare educators to address displacement of providers due to high housing costs (also Goal 1)</i>	We explored four sites in 2023, but none were feasible.
<i>Coordinate Family Childcare closely with Family Prosperity and Small Business Services, recruiting parents for financial and career coaching and providing small business TA to educators so that they are successful financially (also Goal 2)</i>	The Small Business team provided trainings to JPNDC educators at two in-person professional days, one on business planning and one on applying for grants from Mass. EEC (Early Education and Care). The team has also provided 1:1 TA to 13 educators.
<i>Provide wraparound services to families in childcare system to promote financial stability and family well-being (also Goal 2)</i>	57 childcare families (counted within coaching numbers under Goal 2 (p. 2)) accessed financial and/or career coaching after referral from the childcare program.
Provide family engagement services to build relationships with parents as first teachers and ensure families are connected to needed resources	In 2023 we collaborated with the Family Nurturing Center to provide three cycles of in-person sessions (12 sessions each cycle). 52 families completed the sessions, learning about child development, “discipline with dignity,” communication and other strategies.

	We also promoted family reading time through distributing 139 literacy backpacks and holding 21 storytime sessions in multiple locations, including a local business serving young families, Little Cocoa Bean. 87 families, including 135 children, participated in these sessions.
Implement uniform, high-quality, shared curriculum	This will happen in 2024.
Assess 100% of children for developmental progress at required intervals (based on age).	100% of children in our childcare system were screened for developmental progress; 391 (90%) were screened more than once during the year.
Refer all children not meeting developmental milestones to Early Intervention or other resources	12 children were referred to Early Intervention in 2023.
Provide administrative support to educators around enrollment, transportation, subsidies, and billing.	This is ongoing. In 2023 we also made major progress in automating educators' timesheets, which will reduce the time burden on both educators and JPNDC staff.
Invest in database and outcomes measurement improvement	As noted under Goal 2, we made major new investments in improving database integration and outcomes tracking.

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

<b>Activities from 2023-2025 CIP</b>	<b>Progress &amp; Outcomes 2023</b>
Provide organizing support to residents of JPNDC housing to develop leadership skills, build and strengthen social networks, support resident-driven initiatives, promote engagement in civic issues	During 2023 we provided organizing support to residents in many JPNDC buildings, facilitating or assisting with at least 30 meetings not counting the JS LOVS Coalition (see next page). We supported residents in organizing community activities including hot dog nights, back-to-school backpack giveaways, and holiday celebrations.
Organize residents and other supporters to advocate successfully for development and preservation of affordable housing in Jamaica Plain and Boston (for projects developed by JPNDC and others), with special attention to the former Shattuck Hospital	<p>During 2023 we</p> <ul style="list-style-type: none"> <li>• Mobilized residents of the Mildred Hailey Apartments to participate in the continued shaping of redevelopment plans</li> <li>• Mobilized residents of Grove Hall to submit letters and testimony to secure ZBA approval of the Cheney Apartments project (48 units for seniors)</li> <li>• After the MBTA announced it was reducing its</li> </ul>

<p>campus</p>	<p>Arborway Yard commitment, mobilized JP residents to press them to reaffirm its original commitment for 8 acres; this was successful!</p> <ul style="list-style-type: none"> <li>Engaged neighborhood residents to participate in community meetings about the Shattuck proposal; this was challenging because the Commonwealth would not allow us to be transparent about the proposal until several months after our partnership received designation.</li> </ul>
<p>Provide organizing support to the JS LOVS (Jackson Square Lifting Our Voices for Safety) coalition to promote its goals of greater neighborhood safety and resident engagement</p>	<p>We continued to support the Jackson Square Building Captains and their Lifting Our Voices for Safety (LOVS) campaign. This included two meetings/month for 11 months of the year, trainings on advocacy, storytelling and other topics, and support around the leaders' preparation of a letter to Mayor Wu about recommendations for greater safety in Jackson Square.</p> <p>Building on their experience with the campaign, three of the Building Captains joined the JP Neighborhood Council Housing Committee and then were elected to serve as Council members. The Neighborhood Council did not previously have any members from Jackson Square or any that lived in affordable housing.</p>
<p>Provide organizing assistance to the residents of the Mildred Hailey Apartments, to ensure their full participation in the redevelopment of their community</p>	<p>This mostly took place within the Jackson Square Building Captains work described above. Two of the Building Captains represent the Mildred Hailey Apartments.</p> <p>We also mobilized MHA residents to participate in discussions about the redevelopment, including the strategies for reducing the isolation of MHA from the neighborhood without increasing traffic through the development.</p>
<p>Build a pipeline of JPNDC leaders that represent the communities we serve</p>	<p>Because of this work in 2023, a resident from one of our buildings in Dorchester joined our board for the first time. The JPNDC board at the end of December was 40% Black, 20% Latino, and 40% White.</p>
<p>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</p>	<p>Most of the community-building took place at and among JPNDC properties, strengthening leaders to ensure residents have a voice. We also engaged community members in joining, cleaning and maintaining Walden Community Garden.</p>

organizations.	
Incorporate anti-racism education into work with JPNDC residents and program participants	In 2024 staff will undergo a series of anti-racism trainings that apply directly to each person’s work area (e.g. organizing, financial coaching, etc.)

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

<b>Activities from 2023-2025 CIP</b>	<b>Progress &amp; Outcomes 2023</b>
Participate in/lead coalitions researching and advocating for policy/system changes re equity issues such as the benefits cliff; procurement equity; fair housing; resources for affordable housing, small business, and early education, etc.	<p>JPNDC was very active in:</p> <ul style="list-style-type: none"> <li>• CTAB (Coalition for a Truly Affordable Boston), which achieved a modest victory in 2023 of increasing IDP set-asides from 13% to 17% of new units and also advocating for TOPA (Tenant Option to Purchase Act) and HERO (allocating deeds excise taxes for affordable housing and environmental funding).</li> <li>• We also became active in the Matched Savings Coalition, with our Director of Economic Mobility programs testifying at the State House</li> <li>• Our CEO testified in support of supportive housing for homeless families – a rapidly increasing need in our state, but one for which no funding source exists.</li> </ul>
<p>Implement the MACDC Racial Equity Pledge</p> <ol style="list-style-type: none"> <li>1. We commit to learning and addressing the different levels of racism so we can take action to dismantle those inequities.</li> <li>2. We believe that our staff should be diverse, equitable, inclusive, and representative of the communities we serve.</li> <li>3. We believe that our board should be diverse, equitable, inclusive, and representative of the communities we serve.</li> <li>4. We believe in authentic representation in our programming/services.</li> </ol>	<p>JPNDC took steps in 2023 to implement and advance #2 and #3 of the Racial Equity Pledge. These included:</p> <ul style="list-style-type: none"> <li>• Promoting three BIPOC staff members to management positions.</li> <li>• Increasing the representation of African Americans on our board.</li> <li>• Increasing the representation of JPNDC clients &amp; residents on our board (20%).</li> </ul>