

Jamaica Plain Neighborhood Development Corporation 2017-2019 COMMUNITY INVESTMENT PLAN

1. COMMUNITIES AND CONSTITUENCIES SERVED

The Jamaica Plain Neighborhood Development Corporation (JPNDC) is based in the Jamaica Plain neighborhood of Boston. Our target geographic area, where all of our housing and commercial development has taken place to date and the majority of our constituents live, consists of 12 census tracts in Jamaica Plain and adjacent areas¹ and is home to almost 46,800 people. Approximately 45% of this population is White, 29% is Latino, 22% is African American, and 4% is of other ethnicities or multiracial. While all residents benefit from JPNDC's investments in the neighborhood's revitalization, our activities are focused on improving the lives of low-income people and helping them build a better economic future. 49% of people in this area (approximately 19,650²) earn under \$35,000 and 32% live below 150% of poverty.

Approximately 2,000 people participate in or benefit directly from JPNDC's work each year. 66% are Latino, 15% are African-American, 14% are White and 5% are other ethnicities or unidentified. 62% of these individuals are Jamaica Plain residents: they live in JPNDC-developed housing, are active in our community organizing efforts, and/or participate in one or more of our economic development programs. In large part because of the displacement of low-income households from Jamaica Plain over the 20 years since we've offered our childcare, small business, workforce and financial capability programs, an increasing number of people and percentage of our total numbers come from other Boston neighborhoods (756 in the past year, primarily from Roxbury and Dorchester). Word of mouth has driven this increase, as graduates from Family Financial Skills, parents in our childcare program or other participants refer friends and neighbors to JPNDC.

The people who participate in these programs are overwhelmingly (97%) low-income people of color and reflect the documented, growing income disparity by race in our city. A comparison of data from Census 2000 and ACS 2011-2015 shows that median income for Latino and African American households in Boston has **decreased by 19% and 9%**, respectively, while median income among White households has increased by 20%.³

2. INVOLVEMENT OF COMMUNITY RESIDENTS AND STAKEHOLDERS

JPNDC engages residents, small business owners, program participants and neighborhood organizations as an integral piece of developing, carrying out and evaluating our work. Our 2017-2019 Community Investment Plan aligns with our most recent Strategic Plan⁴, a living document whose activities and projected outcomes are kept timely through ongoing engagement and evaluation. Key components of the 2017-2019 CIP that result from the strategic planning

¹ Census tracts 811-813, 815, 1101.03, 1201.04, 1202.01, 1203.01, 1204-1207.

² American Community Survey 2011-2015; data is for individuals 15 and older.

³ In 2013 dollars.

⁴ The five-year Strategic Plan was for 2014-2018, so overlaps with two years of the three-year 2017-2019 CIP. The board-approved CIP extends our Strategic Plan for an additional year.

process, in which 50 residents were engaged over nearly one year and a 100 more through community focus groups and surveys, include the prioritization of real estate projects that are 100% rental housing and affordable to households earning below 60% of AMI; a commitment to an integrated service model in the delivery of economic development services; a sustained focus on coalition-building and grassroots organizing to bring about policy changes that increase the production and preservation of affordable housing; and a commitment to engage the residents of Jamaica Plain's largest public housing development (Mildred C. Hailey Apartments, formerly Bromley-Heath) in the future of their own housing and in the major developments taking place in Jackson Square.

The paragraphs below summarize the outreach and engagement of stakeholders in advancing these and other priorities in our 2017-2019 CIP.

Leadership in the JP/Rox planning process. In 2015 the Boston Redevelopment Authority (BRA, now Boston Planning and Development Agency) launched the "JP/Rox" planning process for the Jackson/Egleston/Forest Hills Corridor along Washington Street and Columbus Avenue—sections of our community in which JPNDC has been deeply engaged for decades. In accordance with an activity specified in our 2014-2016 CIP ("Building the participation of local residents and organizations in comprehensive community planning efforts to develop the Washington Street corridor and Forest Hills), we undertook an intensive effort to engage traditionally marginalized constituencies in this process. Engagement efforts included convening 25 meetings of the Washington Corridor Coalition (JPNDC, City Life/Vida Urbana, Egleston Square Main Street, Egleston YMCA, Urban Edge, and Egleston Keeps it 100) and its subcommittees; conducting three surveys (two on-street, one on-line) of 213 residents and 38 business owners; providing translation and facilitation of Spanish-speaking break-out groups at some of the JP/Rox meetings; and organizing, with partners, presentations to Egleston Square business owners, meetings with neighborhood associations, a workshop for public housing residents at the Mildred Hailey Apartments, and a community meeting at Spontaneous Celebrations attended by 150 people.

The need to create and preserve affordable housing was by far the top concern to emerge from this engagement. In the surveys, 70% of respondents said that affordable housing should be the priority for new housing and the top neighborhood challenge, selected by 42% of respondents, was the high cost of housing (safety concerns were second at 37%).

State of Our Neighborhood (SOON). The JP SOON, of which JPNDC is the lead organizer, has become an important neighborhood event attended annually by 250-300 residents and most of our local and state elected officials. Each year we work intensively with partners (usually City Life/Vida Urbana, Egleston Square Main Streets, Hyde Square Task Force, Southern JP Health Center and, in the past, JP NET) to engage residents in identifying both the topics to be addressed and the policy recommendations that will be presented to city councilors, our state representatives and senator, and the mayor. This process in turn informs our own community organizing priorities.

Organizing at Mildred C. Hailey Apartments (MCHA). JPNDC has been deeply engaged at this 800-unit public housing development since 2012, when our organization was selected by the

Boston Housing Authority to organize elections for a Tenant Organization and to train and provide leadership support to the elected representatives. Since then, we have worked closely with tenant leaders as they have planned and implemented strategies to achieve the goals they identify. This engagement has increased the engagement of MCHA residents in the community and in JPNDC, and helped shaped organization's priorities. The Tenant Organization's president has joined our board, other tenant leaders are part of our Organizing Committee, and it has become increasingly common for MCHA residents to speak out at community meetings (especially related to Jackson Square development) and take part in community activities outside of the development as well as lead activities within it. Because of the Tenant Organization's emphasis on increasing positive youth opportunities, JPNDC has invested organizing staff time in the MCHA Youth Leadership Institute (see page 8).

Continuous program improvement based on participant input. In the last class of the five-session financial education course offered in our Family Prosperity Initiative (FPI), participants complete an evaluation that captures their opinions about what worked best and what changes they would recommend. More than 200 individuals have completed these evaluations over the past three years. The most common suggestion is that we offer more classes and more services to more people. Our expansion over the past three years and our plans to integrate and further expand our economic mobility services are our responses to this feedback.

Jackson Square Site III planning. In 2016 we completed the community planning process for Jackson Square's Site III, the five-acre portion of Jackson Square for which the JPNDC is the lead developer. More than 100 community members participated in one or more of multiple community meetings leading to the BPDA's approval of the site plan and one of JPNDC's next housing projects, the 100% affordable 44-unit 25 Amory Street (see p. 5) as well as a new community plaza and green space.

Partnerships. JPNDC works in partnership with many organizations and is active in many collaborations, as summarized on pages 12-13. These help us stay on top of local issues and ensure that our priorities reflect community needs and complement other community efforts.

The CIP will be made available to the community on our website. We'll provide links in our e-newsletter and Facebook page. Ongoing community engagement in the CIP's implementation and monitoring will be carried out through the following:

- Engagement of board and board committees. The board meets monthly, and each committee (Organizing, Economic Development, Real Estate and Donor Cultivation) meets monthly or bimonthly. Committee members include many non-board members, community residents and/or program participants invited to participate based on their enthusiasm and leadership potential shown in JPNDC activities; this also helps build a pipeline of new board members.

In addition to formal meetings, staff hear informally from many board and committee members several times a month around topics as varied as issues affecting the residents in JPNDC-developed housing, how local businesses are doing, citywide advocacy efforts, public safety concerns, upcoming items on the JP Neighborhood Council's agenda, proposals for new real estate developments in the neighborhood, etc. This engagement of board and committee members helps us keep our ears to the ground and maintain strong connections with key constituencies in our community.

- A Community Organizing team consisting of three full-time organizers will work closely with the Real Estate and Economic Development teams to promote community engagement in JPNDC's work, for example organizing community meetings so that residents can be informed and help shape the real estate projects in our pipeline and planning for the community plaza and green space on Jackson Square's Site III. One of the organizers works primarily with residents of JPNDC housing and with MCHA youth, ensuring that they are engaged and their leadership skills exercised in their buildings and the larger community.
- Resident and participant feedback will continue to be solicited as part of every training or other economic development program activity. Staff will use this input to shape future activities.

3. GOALS

Goal 1: Develop and preserve homes that are healthy and affordable to low-income people.

This goal benefits households that earn below 80% of Area Median Income, helping them to live stable lives in healthy housing and as part of a vibrant urban neighborhood with access to public transportation, schools, health care, family and youth programs and open space. This investment also benefits the community as a whole, as stable families are more likely to become engaged in their community, helping neighbors and participating in clean-ups, block parties, voter turnout drives or other activities.

Goal 2: Build and sustain a vibrant neighborhood with thriving independent businesses, local jobs, and safe, attractive places for people to meet and play. Work toward this goal benefits a wide range of residents: small-scale entrepreneurs, people who fill the new jobs that are created, and residents who have access to diverse products and services. In the big picture, investments in this area of community development generate returns many times over in the form of increased pedestrian traffic, dollars spent locally, "eyes on the street" that deter crime, cooperation among neighbors and greater utilization of local resources.

Goal 3: Help low-income families advance economically, improving their short-term financial situations and taking concrete steps toward a secure future. Investments to help struggling individuals and families embrace and build on their strengths, and overcome their barriers, pays off many times over as people move from crisis to stability and even prosperity.

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. This final cornerstone of JPNDC's community investment foundation involves ensuring a level field and promoting the voice, leadership and engagement of people who have modest resources and much to contribute to the development of their community.

4. ACTIVITIES

For each goal, activities are summarized below. The expected impacts under each goal are detailed in Section 5. As explained in Section 7, *integrated/cross-team activities are italicized.*

Goal 1 Activities

- Development and preservation of affordable housing. All affordable housing development involves the following activities: (a) site identification and acquisition; (b) *outreach and engagement of neighbors and people who need affordable housing*; (c) applicable design, zoning and regulatory approvals; (d) engineering, design, and environmental assessments, plans and specifications; (e) securing of predevelopment, public capital and rental subsidies and construction and permanent financing; (f) construction bidding and contractor selection; (g) construction; and (h) occupancy and transition to asset management.

During 2017-19 we will complete 86 new affordable homes for low-income households, begin construction of 44, and renovate and preserve an additional 419 homes, in the following projects:

- 75 Amory Avenue—39 apartments for low-income families, the first of the JPNDC’s projects in the multi-partner, multi-phase Jackson Square Redevelopment Initiative. The first families have begun to move in and we expect the building to be fully occupied by April.
 - General Heath Square—located two blocks from the Jackson Square MBTA station, this collaboration between JPNDC and Back of the Hill CDC will redevelop a long-vacant parcel at the Heath and Parker Street rotary to create 47 apartments for low-income families. We hope to begin construction in mid-2018 and achieve full occupancy by late 2019.
 - 25 Amory Street—44 apartments for low-income families, on a prominent site across from the Jackson Square T station. By the end of this CIP’s 3-year period, we expect to have completed activities that include (a) through (f) above and to have begun construction in 2019.
 - 125 Amory Street—this ambitious undertaking in collaboration with The Community Builders (TCB) and Urban Edge will renovate one of the Boston Housing Authority’s largest buildings for senior and disabled people and develop 300+ mixed-income apartments on the rest of this underutilized six-acre site. JPNDC and TCB will work together to preserve and upgrade the 200 apartments in the main building; pending receipt of very competitive funding resources, we hope to begin construction in 2018 and finish in 2019.
 - Lorenzo Pitts Portfolio—Lorenzo Pitts, Inc. (LPI), a minority-owned developer, owner and operator of 219 affordable rental units in the Grove Hall, Dudley Square and Fort Hill neighborhoods of Roxbury, has chosen JPNDC to serve as development partner and co-general partner in the preservation and recapitalization of these important community resources. We are in the process of assembling a complex financing package on which we hope to close by early 2018. A major renovation will be complete in 2019.
- Pipeline development: Identification and acquisition of sites for future affordable housing. Between production and preservation activities, JPNDC has approximately 550 homes in our current pipeline. Nevertheless, given the severe housing shortage in our community and the long lead time required to assemble the necessary financing, during this period we will strive to identify and begin predevelopment of at least one new project that is 100% affordable. In addition, because of the growing scarcity in our target area of public land that can be

acquired at little to no cost—essential to the creation of 100% affordable housing—we will also seek potential opportunities for the acquisition of occupied housing so that we can stabilize and preserve existing affordable homes.

- Improvement and sustainability of the growing JPNDC housing portfolio. To ensure JPNDC-developed housing is healthy and well-maintained and residents have access to the resources they need, the JPNDC engages third-party professional property management services (Peabody Properties for 13 of 15 properties, Pine Street Inn for the other two). Our full-time Asset Manager works with these firms to assure positive outcomes, evaluate performance and adopt best practices. During the 2017-2019 period of this CIP, the number of homes in JPNDC's portfolio will grow by 70% from 430 units to 735. We will also engage in the following specific activities:
 - Update and implement asset management plans for all properties to maximize management firms' efficiencies, track performance benchmarks and plan for major capital events.
 - After updating capital needs assessments and undertaking feasibility analysis, select restructuring options for Forest Glen, Hyde Square and Rockvale Circle housing cooperatives (71 units total) and obtain preliminary financial commitments.
 - 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.
 - Complete transition to smoke-free housing for the existing portfolio.
 - *Connect JPNDC housing residents to financial education, job placement assistance, child care services and other resources; and to civic engagement opportunities (cross-team).*

Goal 2 Activities

- *Engage residents and partners in the redevelopment of the non-housing components of Jackson Square's Site III, including new green space and a community plaza (cross-team).*
- Complete Site III infrastructure improvements including sewer relocation and initial phase of planned plaza and greenway.
- Solicit City funding for next phase of infrastructure work in Jackson Square.
- *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).*
- Maintain JPNDC commercial space (Brewery, Centre Street Retail) at full occupancy, generating income for JPNDC's economic development and community organizing work.
- Strengthen the vitality of local commercial districts through small business creation, expansion and stabilization.
- In JPNDC construction projects, promote and track the hiring of Boston residents, people of color and local firms owned by people of color.
- *Engage residents of JPNDC properties and Mildred C. Hailey Apartments in improving public safety and access to resources for residents (cross-team).*
- *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).*

Goal 3 Activities

- 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.
- Establish a new umbrella program focused on upward economic mobility that will continue many current services (see next) and offer improvements including
 - Universal intake process to ensure that 300+ participants in now distinct programs are screened and offered access to other services, e.g. parents in childcare program who may be in need of job search assistance.
 - New workforce and secondary education partners to improve people's access to training and education.
 - New employer partners to ensure a range of sectors and employers with both entry-level and career advancement opportunities.
- Under the new umbrella (name TBD), provide
 - In-depth, bilingual courses on family financial skills, small business financial skills, and sector- or topic-specific business courses
 - Individualized financial coaching
 - Individualized technical assistance (TA) for small business owners, including access to financing for start-up, expansion and stabilization
 - *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)*
 - Job readiness workshops (at JPNDC as well at community organizations including health centers and adult education providers) for adults who are unemployed, underemployed or seeking better employment
 - Targeted job readiness workshops and 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 workshops to address specific concerns
- Provide high quality education and care to 280 children/year, primarily low-income children, through the following activities:
 - Professional development and support for 35 home-based educators/year including:
 - Training and support to help each educator advance at least one level along the Commonwealth's Quality Rating Improvement System (QRIS) continuum⁵.
 - Training and implementation support for all educators in The Creative Curriculum, an on-line resource based on latest research and best practices to ensure developmentally appropriate programs that support active learning and promote children's progress in all developmental areas

⁵ QRIS is a comprehensive method to assess, improve, and communicate the level of quality in early care & education settings that has been adopted by Massachusetts and 20 other states. At Level 1, for example, a provider meets basic licensing requirements; Levels 2, 3 and 4 represent increasing skill and results in curriculum, professional development, healthy environment, interaction with parents and many other criteria.

- Training and implementation support for all educators to use the Ages & Stages Questionnaires, a developmental and social-emotional screening 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
- *Training in business management and marketing (cross-team)*
- *Help educators maintain 100% capacity through recruiting and serving families from diverse sources including JPNDC housing residents and other economic development participants (cross-team).*
- 5-6 parent engagement activities including a picnic, a health fair, workshops on topics such as child safety, and a gingerbread house party.
- Provide home visits, individualized support, and administrative support to educators around licensing, billing, marketing, transportation and subsidies.

Goal 4 Activities

- 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
 - 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.
- *Engage Tenant Task Force and other residents at 125 Amory Street to participate in shaping the redevelopment of their home (cross-team).*
- *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).*
- 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.
- Provide after-school leadership programming to youth at MCHA
- Provide periodic leadership workshops designed to build skills of JPNDC housing residents and economic development program participants
- *Work with Egleston and Hyde/Jackson Main Streets and merchant associations to support their priorities to strengthen local businesses (cross-team).*
- Organize well-attended annual State of the Neighborhood events to engage local elected officials and 250+ residents on a broad range of community issues.

5. HOW SUCCESS WILL BE MEASURED AND EVALUATED

For each goal in this CIP, we identify below our desired outcomes and impacts for the coming three-year period. The tools and processes outlined after each set of outcomes will help us measure our progress with respect to those desired outcomes and impacts.

GOAL 1 Outcomes/Impacts 2017-2019

- 75 Amory Avenue completed, 39 affordable apartments for low-income families
- General Heath Square completed, 47 affordable apartments for low-income families
- Construction begun of 25 Amory Street, 44 affordable apartments for low-income families
- Renovations completed at 125 Amory Street, preserving 200 affordable apartments for very low-income individuals
- Renovations completed of Lorenzo Pitts Portfolio, preserving 219 affordable apartments for low-income families
- Identification and predevelopment begun of at least one new 100% affordable project
- Asset management plans updated for all properties
- Restructuring option(s) selected and financial commitments obtained to stabilize and renovate 71 affordable homes at Forest Glen, Hyde Square and Rockvale Circle Co-ops
- Transition to smoke-free housing completed for existing housing portfolio
- Energy efficiency increased and energy costs reduced in JPNDC housing.

Evaluation. On real estate development projects, project managers and other real estate staff members discuss progress vis-à-vis the projected outcomes at weekly team meetings (involving architect, contractor, subcontractors etc.), making quick adjustments as needed. Constituents are involved on project advisory committees (coordinated with community organizing staff) and as non-board members of the JPNDC Real Estate Committee, which meets bi-monthly.

For work related to JPNDC's existing housing portfolio, such as establishing asset management priorities and evaluating the progress of capital improvements, the evaluation process is led by the Asset Manager in cross-team coordination with the Resident Organizer and relevant staff from our property management company, Peabody Properties (and Pine Street Inn, in the case of two projects). Housing residents are essential in this process, as represented by elected boards (at five cooperatives) or resident associations who are supported by the Resident Organizer.

GOAL 2 Outcomes/Impacts 2017-2019

- \$3.4 million in state funding expended to complete infrastructure improvements that enable the construction of 150+ new homes, retail and parking on Site III in Jackson Square
- City funding secured for additional infrastructure improvements on Site III
- Steps taken by local businesses and business-related organizations, including Main Streets, to improve public safety, attract more customers and prevent commercial displacement
- Income generated by JPNDC commercial property (Brewery, Centre Street Retail) to support JPNDC economic development and community organizing initiatives
- 10-15 businesses created, 25-30 businesses expanded and 140-150 businesses stabilized (20-25 jobs created and 90-100 jobs retained)
- \$800,000-\$1,000,000 in financing secured for start-up, expansion or stabilization by local entrepreneurs

- 125 construction jobs created through JPNDC development projects; Boston workforce hiring goals met or exceeded for hiring of Boston residents, people of color and women as well as for construction contracts to firms owned by people of color and/or women
- Public safety improved at JPNDC-developed housing and residents connected to resources to help them improve their families' economic stability.
- 2-3 community-building activities (e.g. mural paintings, clean-ups) held each year.

Evaluation

- Real Estate and Community Organizing staff work together to monitor community involvement in Jackson Square open space planning
- Real Estate staff monitor progress of infrastructure improvements
- Community Organizing and Small Business staff work together to evaluate commercial district improvements and challenges
- Real Estate staff track and document business tenant recruitment, leases signed/renewed and commercial space build-out
- Small Business staff tracks progress of specific businesses including financing secured
- Real Estate staff tracks hiring and contracting data
- Real Estate, Community Organizing and Economic Development staff work together to follow through on public safety resident-driven initiatives and connection of residents to resources
- Community Organizing and Fundraising & Communications staff work together to evaluate success of community-building activities

GOAL 3 Outcomes/Impacts 2017-19

- JPNDC Economic Development programs integrated under one umbrella with coordinated intake process
- Net income of 150 households increased by 10% or more
- Debt reduced, savings increased or other steps taken by 150 households that position them for building assets in the future
- For 150 low-income adults, enrollment in education or training or obtaining of job that is a step on their career development path
- Steps toward financial health taken by 300 households (e.g. budget created, credit score improved)
- 20-25 jobs created and 90-100 jobs retained by local small businesses receiving at least 5 hours of technical assistance from JPNDC
- 250 children/year receive early education from educators who receive ongoing professional development (see next items)
- The Creative Curriculum implemented by 100% of educators, promoting active learning and children's progress in all developmental areas
- 100% of children screened for developmental and social-emotional progress; 85% on track and ready for success in school; 15% referred to needed resources
- Advancement by 100% of educators by at least one QRIS level

Evaluation. Participants' progress in the relevant indicators above is monitored through case files and tracked on VistaShare:

- Career development workplan with planned activities and benchmarks
- Financial health intake form and action plan
- Action steps taken and staff comments
- Supportive services needs, referrals made and outcomes
- Credit reports at regular intervals pulled through Credit Builders Alliance
- All linkages to training programs, higher education, ESOL, and other services.

Monitoring strategies for Family Childcare include the following:

- Monthly home visits to assess all elements of quality of care including curriculum, environment, and child engagement
- Educators' monthly meetings, which include evaluation of program efforts and progress
- Educators' progress along the QRIS monitored by staff
- Using Ages & States Questionnaire, assessment at prescribed intervals of children's progress in key developmental areas
- Semiannual surveys to assess parent satisfaction.

GOAL 4 Outcomes/Impacts 2017-2019

- At least 25 JPNDC representatives participate each year in affordable housing advocacy work
- Zoning and other public approvals for projects at 25 Amory Street and 125 Amory Street and advocacy for affordable housing development on state-owned land
- Standards established and implemented to prioritize affordable housing development in JP/Rox planning area
- Residents of 125 Amory Street participate in planning for renovation of this public housing
- Increased participation among residents of JPNDC housing in community-building activities in their own buildings, at JPNDC and in larger community
- Stable functioning of Mildred C. Hailey Apartments (MCHA) Tenant Organization with diverse leaders and effective work on building conditions, public safety and youth development
- Successful steps taken by local businesses and business organizations to strengthen business districts and reduce commercial displacement
- 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.
- Leadership skills developed among 30 youth MCHA residents
- Three well-attended State of the Neighborhood events (200-250 people) that engage local elected officials and a broad range of community residents, and help drive a community improvement agenda for Jamaica Plain
- JPNDC board and board-level committees strengthened by addition of 10 new members who reflect neighborhood diversity.

Evaluation

- Weekly staff and bimonthly Organizing Committee meetings, at which achievements and challenges are discussed and strategies developed to address challenges and build on success
- Media coverage of affordable housing advocacy and other initiatives
- One-on-one interactions with new and prospective leaders

- Participation of new leaders in JPNDC governance
- Growing participation and leadership from JPNDC housing residents as assessed by Organizing and Asset Management staff.

6. COLLABORATIVE EFFORTS TO SUPPORT IMPLEMENTATION

The following collaborations all play roles in implementing the CIP:

- JPNDC collaborates with city and state agencies on several fronts, including planning processes for new affordable housing projects and helping local businesses gain access to financing, technical and legal assistance. (Goals 1-4)
- *Jackson Square Partners (JSP)*: a 13-year-old partnership among JPNDC, Urban Edge and Hyde Square Task Force, with private partner The Community Builders (TCB), designated by the Boston Redevelopment Authority to redevelop eight acres of vacant and underutilized land around a major transit node on the border between Jamaica Plain and Roxbury. JPNDC, Urban Edge and TCB are each lead developer for one of three sites (JPNDC has Site III). Staff and board members from each organization serve on the JSP board, where decisions are made regarding activities that affect all sites (e.g. infrastructure improvements) and overall approach to project siting, phasing and financing. (Goals 1, 2 and 4)
- *General Heath Square*: a partnership with Back of the Hill CDC (Goal 1)
- *125 Amory Street*. The partnership selected by the BHA to renovate and create new mixed-income housing at this 200-unit public housing development is also made up of JPNDC, TCB and Urban Edge. JPNDC and TCB will work together in the renovation of the existing building; Urban Edge and TCB will develop the new housing (Goal 1).
- *Financial education and coaching*: American Consumer Credit Counseling presents on managing and repairing consumer credit; the Credit Builders Alliance allows us to pull people's credit reports and track changes; Urban Edge provides screening and access to income supports as well as student loan and foreclosure prevention counseling; (Goal 3)
- *Career development*: the JP Community Centers Adult Learning Program (ALP) places a contracted number of our participants in ESOL classes; multiple community-based and other organizations (e.g. health centers, adult education providers, Head Start) where we conduct job readiness workshops that also serve as outreach; multiple employers where we place job seekers (Goal 3).
- *Small business development*: National Association of Latino Community Asset Builders (NALCAB) provides critical networking and capacity building resources; multiple lending partners include ACCION USA, Boston Private, City of Boston, Dorchester Bay EDC, Eastern Bank, MGCC, Mt. Washington Bank/East Boston Savings Bank, Urban Edge Loan Fund; multiple attorneys provide low-cost or pro bono assistance to businesses (Goals 2 and 3).
- *Mildred C. Hailey Apartments and Boston Housing Authority*: Building on 25 years of collaboration that began with the development of a supermarket and health center adjacent to Jamaica Plain's largest public housing development, our Community Organizing team provides leadership development support to the new Tenant Organization and connects some of our neighborhood's lowest-income residents to services provided by JPNDC, other neighborhood resources and community engagement opportunities. (Goals 2 and 4)

- *State of Our Neighborhood*: Since 2011, we have collaborated with partners (currently City Life/Vida Urbana, Egleston Square Main Street and Hyde Square Task Force) to sponsor an annual “State of our Neighborhood” forum so that people come together once a year to share progress, make specific policy-related requests to elected officials, and create new initiatives. (Goal 4)
- *Main Streets*: Egleston Square and Hyde/Jackson Main Streets play important roles in promoting local businesses and the health and safety of each commercial district, but are each staffed by only one person. JPNDC collaborates with each program to carry out numerous safety, marketing, and other activities. (Goals 2 and 4)
- *Boston Tenant Coalition* and *Mass. Association of CDCs*: Both of these coalitions have long track records of advocating for policy initiatives that benefit low-income households in need of affordable housing, small-scale entrepreneurs and other stakeholders. Our participation helps us shape and inform this policy work and keep in touch and in tune with other organizations facing similar challenges. (Goals 1-4)

7. INTEGRATION OF ACTIVITIES AND CONSISTENCY WITH COMMUNITY STRATEGY AND VISION

Integration of CIP activities. As a large CDC involved in a wide variety of activities, JPNDC is well aware of the importance of avoiding “silos” in community development work. We have adopted a number of strategies to link the paths followed by practitioners in housing, workforce, business development, organizing and other areas and shape an organizational culture that encourages integrated approaches and synergies. They include the following:

- Our economic development department is now undertaking a sustainability planning process that will result in the integration of our services to help people build prosperity.
- Each department (Economic Development, Real Estate, Community Organizing, Administration & Finance), in drafting its annual workplan and the relevant components of the CIP, identifies activities that overlap with or depend on another team; relevant staff meet to identify and agree on cross-team objectives and activities; lines of accountability are clarified so staff is clear who is responsible for what outcome; and the cross-team activities are included in each department’s section of the organizational workplan.
- Cross-team workgroups responsible for the shared activities meet to coordinate as needed throughout the year to carry out the workplan.
- The cross-team workgroups report to an Extended Management Team, made up of all supervisors and program directors, which meets every six weeks.

In our CIP, the *cross-team activities under each goal are italicized*. The following are examples:

- Engage residents and partners in the redevelopment of the non-housing components of Jackson Square’s Site III, including new green space and a community plaza (teams: Real Estate, Community Organizing).
- Work with small businesses and business-related organizations to address issues of concern including public safety, promotion and displacement prevention (teams: Community Organizing, Small Business Program).

- Help home-based educators maintain 100% capacity through recruiting and serving families from diverse sources including JPNDC housing residents and other economic development participants (teams: all)

How the CIP fits into a larger vision or strategy for the entire community/is consistent with other neighborhood, community or regional plans. JPNDC's multi-faceted activities are highly consonant with the principles and implementation strategies enunciated in the Metropolitan Area Planning Council's Metro Future Regional Plan. Among the most relevant strategies are 1) fostering sustainable neighborhood redevelopment; 2) expanding housing opportunities for low and moderate-income households; 3) broadening access to early education and care; 4) improving economic opportunities for immigrants; and 5) supporting small business and entrepreneurs.

8. FINANCING STRATEGY

The following are the principal ways the JPNDC will finance the implementation of this CIP:

- Continue the high level of productivity that has allowed us to count on solid support from a variety of financing sources to cover both capital and operating costs. Over its history, JPNDC has accessed more than \$250 million to support its work. Our annual operating budget, which has grown steadily over the last five years and now stands at \$4.3 million, is comprised of the following sources of revenue: existing projects and programs (50%-55%); new project development (20%-25%); private sources (15%-20%); and government (5%-10%).
- Advance an ambitious housing development agenda that includes new projects such as General Heath Square and 25 Amory Street and renovation projects such as 125 Amory Street and the Lorenzo Pitts portfolio;
- Build funding for JPNDC's economic development work by enhancing program integration and developing innovative initiatives;
- Continue to buttress our recent efforts to use new or previously underutilized funding sources, such as 4% Low Income Housing Tax Credits and community benefits funding from local hospitals; and
- Bolster earned revenue that builds on the strength of existing ventures such as the Brewery Small Business Complex and the Family Childcare program (for the last few years, cash flow from Brewery operations has generated between \$200,000 to \$250,000 annually).

Anticipated funding sources (not including CITC projections) for 2017 include:

	<i>Committed</i>	<i>Likely</i>
Administrative income from existing real estate projects	\$589,235	\$275,000
Real estate project management income & development fees	\$294,666	\$800,000
Childcare program income	\$1,200,000	\$324,800
Government grants and contracts	\$109,000	\$36,000
United Way	\$55,000	\$52,000
Private foundations and corporations	\$232,000	\$104,500
Individuals and Events		\$60,000
TOTAL	\$2,479,901	\$1,652,300

We anticipate that these amounts will be similar in 2018 and 2019.

To maximize our ability to raise funds through the CITC, we have several strategies. In 2017, we will take advantage of JPNDC's 40th anniversary year with a first-ever festival at The Brewery and a variety of sponsorship and investment opportunities and benefits for individual, corporate and local business donors that will culminate with our ever-popular Octoberfest ¡Fiesta! In the three years of the CIP we will sustain our recent increase in donor appreciation activities, volunteer opportunities and volunteer appreciation activities, which are all key to retaining and increasing the investment of donors. We have also succeeded over the past year in dramatically increasing JPNDC's social media visibility and website traffic (our Twitter followers went from 0 to 1,700 in one year, for example) and are testing strategies to turn visibility into donations.

9. HISTORY, TRACK RECORD AND SUSTAINABLE DEVELOPMENT

The JPNDC's work over 40 years has had a visible, transformative impact on Jamaica Plain and adjacent areas of Egleston Square and Back of the Hill. The 650 homes we have developed have helped revitalize more than 30 city blocks and our commercial development has brought vibrancy to the Amory Street corridor (160,000 square feet of 18th century industrial space brought back into productive use at The Brewery, with 50 businesses, 500 jobs and 180,000 visitors a year) and Hyde and Jackson Squares (the Stop & Shop and Martha Eliot Health Center complex) and mixed-use developments at 270 Centre and 363 Centre. Our technical assistance to small businesses has helped more than 90 entrepreneurs access over \$11 million for start-up, improvement or expansion, including some of the neighborhood's most popular restaurants and retail shops. Our workforce, childcare and small business efforts have reached more than 3,000 families. The paragraphs below provide additional detail about our track record as it relates to this CIP's four goals.

GOAL 1. The JPNDC has turned vacant lots and distressed buildings into 650 homes since 1977, including 123 low-income cooperative units (five projects), 220 affordable rental units (six projects, including two for formerly homeless individuals, plus rental units included in first-time homebuyer housing), 143 homes for first-time buyers, 52 rehabs for low-income owners, and 112 units for low-income seniors (three projects). We manage 430 of these affordable units, which are located in six different census tracts across JP. Our housing for seniors and formerly homeless individuals has on-site responders and social service coordinators. JPNDC staff includes a full-time Resident Organizer who works to develop leadership skills and community engagement at the coops, and we invest hundreds of hours each year in training low-income residents in leadership and governance. Working across our real estate, community organizing and economic development teams, JPNDC strives to ensure that residents are connected to employment or childcare resources, as well as engaged in community activities beyond their building.

GOAL 2. The destruction of hundreds of homes and businesses for the construction of an eight-lane highway in the 1960s had created a blighted landscape and the closed Haffenreffer Brewery, which had employed 250 workers at its peak, was a vivid symbol of decay and neglect. Today, after 33 years and the investment of close to \$30 million, 50 small businesses and non-profits

employ more than 500 workers at the JPNDC's Brewery Small Business Complex and an estimated 180,000 visitors pass through each year. At The Brewery and elsewhere in JP, our Small Business Program has served more than 850 entrepreneurs, the majority of them Latino, with culturally and linguistically appropriate services and offered business education to thousands of current and prospective business owners. We have facilitated 164 loans, resulting in \$11.5 million in financing for small businesses in Jamaica Plain and adjacent neighborhoods. These loans have led directly to the creation of 347 new jobs and the retention of 515 jobs.

The JPNDC has also worked closely with residents, businesses, government and other organizations to transform publicly-owned vacant land into positive uses and turn community vision into reality. Examples include the Stop & Shop and Martha Eliot Health Center complex, developed (in partnership with Bromley-Heath Tenant Management Corporation and a private partner) on a blighted site where drug dealing was rampant; the Hyde Square Cooperative and Walden Community Garden, developed on scattered sites where homes had been destroyed by arson; the former Blessed Sacrament parish campus in Hyde Square, where we developed 81 new affordable homes; and Jackson Square, where JPNDC is now completing 39 new affordable homes and working with partners Urban Edge, The Community Builders and Hyde Square Task Force to transform eight acres of land that is the legacy of the 1960s plan to build an I-95 extension through Boston's neighborhoods.

GOAL 3. The JPNDC invests in our community's low-income families through services that help parents overcome multiple barriers, establish a path out of poverty and move step by step toward family-sustaining incomes. We participated in welfare-to-work job readiness and placement programs in the late 1990s and early 2000s that achieved a placement rate of 80% for 60 job seekers. From 2000 to 2007 the JPNDC was a lead agency of the Boston Health Care and Research Training Institute, which provided career ladders training to 865 incumbent workers and health care-focused job readiness courses to 260 neighborhood residents. Between 1998 and 2012 our Jobs for JP program helped nearly 1,000 primarily Latino immigrants with bilingual/bicultural case management, job readiness training, a formal collaboration through which our clients bypassed lengthy ESOL waiting lists, job placement, job retention support, an annual job fair, and linkage to supportive services, education and training.

In 2012 we launched the Family Prosperity Initiative, bringing financial education under the same umbrella with career development so that working parents can stretch their hard-earned dollars farther in the short term and take steps toward a solid financial future over the long term. We now serve nearly 150 households a year with in-depth financial education, financial coaching, job readiness workshops, career development and job placement, case management, and a new initiative to help low-income young adults (ages 18-24) plan and advance toward their career goals.

The JPNDC Family Childcare Program promotes a path to prosperity for low-income residents on three levels: preparing Latino and other children for success in school; promoting the financial advancement of home-based professionals; and supporting the economic stability of working parents through access to high-quality childcare in a family environment. In what has historically been a low-paid field, we work with 29 primarily Spanish-speaking immigrant women to ensure that they take advantage of major trends toward greater professionalism, higher

credentials and meaningful financial rewards; we have helped 19 obtain national credentials and are working with all 29 to move them to the next highest level in the State's quality improvement system. This work translates in turn to high quality early education for 280 children per year.

GOAL 4. A commitment to organizing and empowering low-income people has always driven JPNDC's approach to community development. 13 of our 20 housing developments grew out of either struggles by tenants or neighbors to take control of housing, or participatory planning processes that involve residents from vision through construction. We invest hundreds of hours each year in leadership training for low-income residents, most recently a Latino Leadership Academy and a Mildred C. Hailey Leadership Institute for young public housing residents. Many participants have become leaders at JPNDC, in their organizations or in the community as a result. During the past year, JPNDC took on a leadership role in the engagement of low-income people and immigrants in the Boston Redevelopment Authority's JP/Rox planning process, convening a community-based coalition and facilitating nearly three dozen meetings, presentations, workshops and engaging consultants to help educate community members about land use economics and options. The resulting plan calls for a much higher percentage of new affordable homes than in other parts of the city, and we are confident that our intensive involvement made a difference in achieving this outcome.

The following are the Sustainable Development Principles that our CIP promotes, with a brief summary of how it promotes them.

Concentrate Development and Mix Uses. JPNDC's past housing and commercial development, and our current pipeline, is overwhelmingly multi-family and/or mixed use and all are within walking distance of public transit. Our nearly completed 75 Amory Avenue project, as well as our next two affordable housing projects, are all within two blocks of the Jackson Square MBTA station. Within the next three years we will also be advancing the creation of a new plaza and green space in Jackson Square, essential to the revitalization of this area as livable and walkable.

Advance Equity. Our commitment to helping low-income families live in and benefit from economic opportunities in a revitalized neighborhood promotes "equitable sharing of the benefits and burdens of development."

Protect Land and Ecosystems. The redevelopment of Jackson Square will result, in part, in an open space plan that includes green space, play areas and community gathering spots along the Southwest Corridor, connects current and future residents to the Jackson Square station and identifies opportunities to increase pedestrian and bicycle activity .

Use Natural Resources Wisely and Promote Clean Energy. All our new housing is built to exceed energy efficiency standards and two of our projects (Creighton Commons, 16 condominiums for first-time homebuyers at Blessed Sacrament and the Julia Martin House, 56 units for frail and independent seniors in Jackson Square) have earned national awards for achieving high "green" and service standards. In 2012 we launched a new initiative to promote energy and water efficiency by compiling usage data for properties, obtaining free or low-cost improvements, setting property goals, and cultivating resident energy champions. By the end of 2016 we had invested over \$1 million in energy-conserving capital improvements at five

properties including high-efficiency boilers, water flow-restricting aerators, solar hot water heaters, high-efficiency light fixtures and others.

Expand Housing Opportunities. The 120 homes in our active pipeline include a higher-than-average percentage of three-bedroom apartments for large low-income families. All are built within one-half mile of a subway station and numerous bus lines.

Increase Job and Business Opportunities. The activities included in our CIP include technical assistance leading to business start-up and job creation in a densely populated neighborhood well served by many transportation options, direct support for low-income residents accessing education, training and entrepreneurial options.