



## **Jamaica Plain Neighborhood Development Corporation 2020-2022 Community Investment Plan • Executive Summary**

**Goal 1: Embrace a citywide role in creating and preserving affordable housing and helping low-income families move toward economic prosperity.** JPNDC's work is increasingly filling specific niches in our city's service ecosystem, especially for Spanish speakers, and we have become known for our capacity to complete complex housing projects. Collaborating so that our strengths complement those of other organizations, and without duplicating services provided by others, we are proud to have become a go-to place for small business, early education, financial capability, and housing development services.

### *Goal 1 Outcomes/Impacts*

- Renovations completed of JPNDC Pitts Apartments, preserving and upgrading 201 affordable apartments for low-income families.
- Residents of LPA benefit from connection to JPNDC services including rent reporting, early education, and small business TA.
- 40-70 units of new affordable housing, planned with participation of neighbors, under construction on the Cheney-Schuyler parcels in Grove Hall.
- Improvement in City of Boston policies and developer practices to promote hiring of construction firms owned by people of color and women
- New state or city laws or policies, for which JPNDC mobilized, in place to promote improved financial security of Boston residents.

**Goal 2: Deepen our strategic commitment to Jamaica Plain.** Although gentrification has changed the demographics of our home neighborhood, the tremendous efforts of JPNDC and partners to create and preserve affordable housing mean that households earning below \$50,000 still make up nearly one-third of the population. We therefore believe it is more important than ever that JPNDC remain rooted in Jamaica Plain as partners to families, individuals, and businesses of modest means, lending resources to projects, activities and campaigns that support their priorities.

### *Goal 2 Outcomes/Impacts*

- 25 Amory Street, 44 affordable apartments for low-income families, completed
- Call-Carolina, 8 affordable homes (four for first-time homebuyers), completed
- Renovations completed at 125 Amory Street, preserving 200 affordable apartments and creating 12 new ones for very low-income individuals
- Identification and predevelopment begun of at least one new 100% affordable project
- Energy efficiency increased and energy costs reduced in JPNDC housing
- New playground completed at Mildred Hailey Apartments
- Complete planning process and begin construction of first phase of redevelopment of the Mildred Hailey Apartments
- Construction begun of final pieces of Jackson Square Redevelopment Initiative, the plaza and green space, designed with participation of residents
- Steps taken by local businesses and business-related organizations, including Main Streets, to improve public safety, attract more customers and prevent commercial displacement
- 200 residents take part annually in community-building activities (e.g. mural paintings, volunteer meet-ups, clean-ups) held each year
- JPNDC commercial space (Brewery, Centre Street Retail) operates at full occupancy, serving as community gathering places and generating income for JPNDC's economic development and community organizing work.

**Goal 3: Expand our work to foster long-term economic prosperity and wealth building.** 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, unequal education, and geopolitics. Viewing poverty through this lens allows us to work with families in strategic ways that empower them to negotiate hurdles and move toward their financial security and prosperity goals.

*Goal 3 Outcomes/Impacts*

- At least 30 people/year\* improve their credit by meaningful increments (from below 620 to 620; from 620 to 650; from 650 to 680; or from 680 to 710+) (\*We are in the process of analyzing 2019 data based on our new outcomes measurement system, and may raise this number.)
- 75 people access jobs paying at least \$15/hour or training/educational opportunities leading to living wages
- 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
- In Small Contractors Initiative, 20 construction businesses owned by people of color or women access at least \$15 million in new contracts
- Family Childcare system expanded to 60 home-based educators providing high-quality early education and care that helps 1,000 low-income children be on track for success in school
- 100% of children screened for developmental and social-emotional progress; 85% on track and ready for success in school; 15% referred to needed resources
- 85% of JPNDC early educators have professional credentials (Child Development Associate, Associate's Degree in Early Education) or are in process of obtaining them
- New Prosperity Center opens, bringing all JPNDC prosperity services onto the ground floor with child-friendly space, ample and modern training space, universal design elements and other improvements designed to deepen our impact on families' economic security
- Use outcomes measurement to set additional goals re income and/or wealth building

**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*

- At least 25 JPNDC members participate each year in affordable housing advocacy work
- At least two policy victories as the result of coalitions in which JPNDC is an active member, e.g. tax reform or tenant protections
- Zoning and other public approvals secured for Phase 1 of the Mildred C. Hailey Apartments redevelopment and for the Cheney-Schuyler project
- 12 Building Captains engage MCHA residents in the redevelopment planning process
- 800 households from hard-to-count communities are reached 1:1 with clear census information and at least 25% inform us that they completed their census form.
- Increased participation among residents of JPNDC housing in community-building activities in their own buildings, at JPNDC and in larger community, including 15 resident leaders trained to speak with and be a resource to their neighbors and others about the census.
- 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
- JPNDC board and board-level committees strengthened by addition of 10 new members who reflect neighborhood diversity.