



The
Neighborhood
Developers

Strategic Directions 2020–2024



HOME!
The Heart of Health

Current Community Challenges Informing this Strategic Plan

In previous strategic plans, our goals have centered on improving neighborhood conditions: healthier homes, more parks and playgrounds, safer neighborhoods, and deeper social networks. As we entered into 2020, the communities that we serve face urgent challenges—a nationwide political climate that has eroded safety for immigrants; a regional housing crisis that is causing displacement and threatens to dramatically change who can afford to live in our communities; and a COVID-19 disruption that has starkly illustrated disparities in health and economic outcomes across communities.

A recent integrated Community Health Needs Assessment conducted in Chelsea and Revere indicated that residents identified affordable housing as a top community health need. During a pandemic, people in overcrowded homes are more susceptible to infection. Displacement not only pushes people out, it threatens community closeness as well as multicultural diversity. Displaced neighbors lose crucial relationships and networks that contribute to success at home, school, work, and in the community.

“They are raising the price, kicking us out, and getting rid of the things we love.”

—Focus group participant

One of TND's 2020–2024 goals represents a strategic shift in program direction made in response to displacement pressures and our commitment to health equity and economic justice. We believe that a critical catalyst for transformation resides in the people who live and work in our communities who have traditionally held less power. TND is expanding our toolkit to incorporate clear messages of solidarity, deeper partnerships, and community member leadership development in organizing for self advocacy. The intended outcome: community members will have a more decisive voice in shaping the future of our communities and their own lives, as well as leadership skills and opportunities to work together to achieve common goals.

Roadmap to Change

TND recognizes that a quality affordable home is at the heart of a person's ability to live a healthy life. Systemic racism and discrimination embedded in our country's housing policies and practices have resulted in and contributed to wealth disparities. TND believes that there is a critical need to remedy these inequalities.

By building quality affordable homes, providing financial coaching and education, collaborating with community partners, and training and organizing neighbors, TND creates strong neighborhoods that overcome regional and systemic challenges and improve quality of life, health, and well-being.

By 2024, TND seeks to achieve these key measures of success:



**Build or preserve
325 additional
homes to affordably
house 754 families**



**Provide homes to
1,690 low- and
moderate-income
people, up from a
baseline of 1,190**



**Serve 2,500
people annually
at CONNECT**
enabling community
members to fix
their finances and
to find a better job



**Engage leaders
to champion
affordable housing**
production and
policies to counter
gentrification and
displacement



I believe that housing is a human right. Everyone deserves having a set of house keys that opens the door to a welcoming home.

—Rafael Mares, Executive Director

MISSION

The mission of The Neighborhood Developers is to create strong neighborhoods enabling community members to secure a stable home, achieve economic mobility, and determine their own future.

REVERE



The Neighborhood Developers

MemberWork Member





EVERETT

Strategic Directions and Goals

Chelsea and Revere have long served as gateway communities where new arrivals could plant roots. To sustain the essence of our communities as an affordable and welcoming home for generations of immigrants, we must preserve local housing affordability and stop displacement. TND is prepared to take on this big challenge utilizing our vision, policies, resources, and most importantly—community voices, leadership, and action!

CHELSEA

Build More Homes

Producing healthy, affordable, and sustainable homes is central to TND's mission. A difficult reality is that many people are no longer able to afford market rents or property prices, and are being pushed out of Chelsea, Revere, and Everett. TND has multiple responses to the changing realities in our communities, including accelerating its production and preservation of affordable and mixed-income homes.

GOAL

By 2024, build and preserve 325 homes affordable for low and moderate-income households to enable community members to remain in Chelsea, Revere, and Everett. Generate opportunities to create affordable homes in adjacent communities not served by other community development organizations.

OBJECTIVES

- By 2022, complete rehab and refinancing for 121 existing homes.
- By 2024, affordably house 1,775 low- and moderate-income residents up from 1,245.
- Maintain a strong development pipeline.
- Further diversify TND's housing products and pursue alternative financing strategies, such as partnering around smaller supportive housing opportunities, purchasing existing properties, and developing larger mixed income projects.

Organize & Advocate

While TND's production of affordable homes is critically important, our communities are at a moment in time when we cannot build enough affordable homes to meet the need. At this crucial juncture, TND will expand our community building toolkit to include organizing and advocacy for efforts that are in line with our mission and address systemic injustices.

GOAL

We will support community members in their efforts to deepen their understanding of community challenges and potential solutions, and to strengthen their leadership, so that they can act on key issues related to TND's mission, such as housing affordability and displacement.

OBJECTIVES

- Chelsea: Play a leadership role at the Anti-Displacement Table and participate in the coalition's municipal policy objectives.
- Revere: With allies, strengthen Shirley Avenue through place-keeping and participate in efforts to develop and implement new citywide affordable housing policies.
- Coordinate base-building with allies by connecting community members who are strong supporters of affordable housing with existing campaigns.
- Develop a robust, community-centered, and linguistically-equitable leadership development program.
- Deepen expertise for policy advocacy and campaign organizing.

Explore Everett Expansion

TND works side by side with local leaders, community groups, and municipalities to create strong neighborhoods. We build affordable housing, assist our neighbors in increasing their financial mobility, and train community members who can help overcome regional and systemic challenges to our quality of life, health, and well-being. TND is now developing its first affordable homes in Everett. We will actively explore the possibility of bringing more of our services to Everett, while sustaining our commitments in Chelsea and Revere.

GOAL

In 2020–2021, conduct an assessment of the feasibility of expanding TND's full suite of services into Everett. Develop an implementation plan in accordance with sufficient community need, support, and funding.

OBJECTIVES

- Further build relationships and explore partnerships in Everett with municipal, civic, business and community-based organizations.
- Complete a community needs assessment for TND's services.
- Extract and apply lessons learned from our work in Chelsea and Revere to build a model for expansion into Everett.
- If a decision to go forward is reached, fully develop and implement a program plan to support expansion.

Improve Resident & Community Health

The evidence is clear, a stable, affordable, and healthy home, economic mobility, and community connections have a bigger impact on health outcomes than clinical care, and saves millions by preventing illness. TND's work contributes to good community health.

GOAL

Expand mutually beneficial partnerships with health institutions to improve the health and well-being of our residents, health center patients, and the members of our communities.

OBJECTIVES

- Steward integrated economic mobility services as financial well-being benefits health.
- Make CONNECT's services more readily available by partnering with health care providers to accept referrals of patients screened for housing, food, or income instability.
- With our municipal and community partners, create and implement local workforce development plans; expand CONNECT capacity for job training and placement.
- Develop robust wellness programming for TND's senior tenants to encourage healthy aging in community; complete the St. Therese project, our first to pair supportive senior homes with on-site healthcare.

Expand the Pie: Diversify Fund Development

TND seeks to build its capacity to raise unrestricted philanthropic revenues. This work requires elevating brand visibility, telling compelling client success stories, building relationships, and engaging donors as volunteers to reach a broader network.

GOAL

Further diversify resource development strategies to grow unrestricted donation revenue by 25 percent beyond a baseline of \$325,000.

OBJECTIVES

- Market opportunities for corporate and individual volunteers to engage in TND programming; build capacity to support a rewarding volunteer experience.
- Create a sustained donor giving and recognition program.
- Establish a Board of Advisors to augment TND leadership in private fund development.
- Raise the visibility of our brand; champion partnerships with donors and strategic allies.



Powered by OppCo

In 2018, TND co-founded Opportunity Communities (OppCo) to respond to the changing environment in which local community development organizations work today. OppCo creates more administrative capacity for its members, and deepens TND's ability to achieve impact in three core program areas: real estate, resident services, and asset management. Reduced administrative burdens plus greater, cost-efficient capacity in both administration and programming enables TND's leaders to focus resources and energies on the community improvement goals and objectives detailed in this strategic plan.



The Neighborhoods Served by TND

TND is committed to comprehensive, resident-led community development of neighborhoods in Chelsea and Revere. In 2018, TND began expanding our geographic footprint into Everett through the development of affordable homes. One of TND's new strategic directions is to complete an assessment of needs in Everett to determine the depth and breadth of our Everett expansion.

People from all over the world call Chelsea, Revere, and Everett home. Our communities offer a wide diversity of cultures, languages, customs and cuisines with around 40 percent of residents in each city representing first generation immigrants. This multi-culturalism is a community strength and adds to the vibrancy within our cities. Our immigrant population informs TND's service delivery. We offer programs and services that help people navigate unfamiliar systems, offer assistance as their American dreams are pursued, and that enable people to come together to articulate their vision for a strong, welcoming and supportive community.

The Planning Process

This strategic planning process was led by a task force comprised of board, staff, and community members with guidance provided by consultants Curdina Hill (ClearWays Consulting and Coaching) and Sarah Horsley (Rising Sun Consulting). An environmental analysis was completed by the consulting team through internal and external stakeholder focus groups, small group conversations, and individual interviews. Participants included residents of TND buildings, community members and leaders, partner nonprofits, municipal staff, as well as board members, and staff.

Through retreats and robust discussions, we reached consensus on the priorities identified within this strategic plan. The plan was approved by the TND Board of Directors in October 2019.



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