



**The Neighborhood Developers**  
**Community Investment Plan Executive Summary**

**Mission, Programs & Organizational Overview**

The mission of The Neighborhood Developers (TND) is to create strong neighborhoods that enable community members to secure a stable home, achieve economic mobility, and determine their own future. TND was founded as a nonprofit affordable housing developer in 1978. While the production of affordable homes remains central to our mission, over time, we expanded our programming to provide a more holistic approach to strengthening families with low incomes and the neighborhoods that our constituents call home. TND's primary constituents are diverse, largely immigrant families living in Chelsea, Revere and Everett.

TND delivers the following integrated programs to build equity and opportunity for both people and place: 1) **Real estate development** to expand affordable housing inventory; 2) **Resident Services** so that residents in TND's properties remain stably housed and use the platform of an affordable home to accrue social, health, educational, and economic benefits; 3) **Community building** to elevate the voices of residents who have traditionally held less power, enabling them to shape the future of our communities and their own lives; and 4) **Employment and financial empowerment** services to increase the prosperity of community members, with coordinated services offered through CONNECT. Throughout our work, TND prioritizes multi-party, cross-sector problem solving as the challenges we face require interventions on many fronts.

**Current Growth Goals & Organizational Highlights**

TND's 2020 – 2022 Community Investment Plan aligns with the first three years of TND's 2020 – 2024 strategic plan. TND will utilize CITC-supported philanthropy to achieve the following strategic organizational goals:

- 1) **Build More Homes:** *By 2024, TND will build 325 more affordable homes for low- and moderate-income households in Chelsea, Revere and Everett; we are on track to exceed that goal with 343 homes projected for completion.* TND creates and preserves affordable healthy homes to maintain socioeconomic and racially diverse neighborhoods and to prevent involuntary displacement of residents. By 2024, TND will provide homes for ~1,690 residents, up from a baseline of 1,190 in 2020. In addition to families with low incomes, TND's homes serve other vulnerable populations such as formerly homeless veterans, seniors, young at-risk parents, and households with a disabled member.
- 2) **Organize and Advocate:** *TND is expanding our community building toolbox to include organizing and advocacy for efforts that are in line with our mission and that address systemic injustices.* As the result of a regional housing crisis, the realities in our communities have changed: displacement and anti-immigrant sentiment are now primary community and health challenges. At this crucial juncture, TND is training leaders, working in coalition with partners, and supporting community members to act on key issues directly impacting our constituents. One example: with support from TND's Community Building team, Chelsea and Revere residents, including TND tenants, formed the Housing Equity Committee in 2020 to address the housing crisis and displacement in our communities.
- 3) **Explore Everett Expansion:** *Apply successes and lessons learned from Chelsea and Revere as we expand services into Everett in accordance with sufficient community need, support, and funding. In 2021, community relationships were built, and TND's Board approved a staged expansion plan.* In every community, TND seeks to work side by side with local leaders, community groups, municipalities, and key institutions, to foster economic mobility, resident engagement, and affordable neighborhoods.
- 4) **Improve Resident and Community Health:** *Promote and expand two-way mutually beneficial partnerships with health institutions, to improve the health and well-being of our residents, health center patients, and*



*community members.* The evidence is clear: the root cause of many health issues is poverty and housing instability. A stable, affordable, and healthy home and sufficient household income improves health outcomes for individuals and families and saves millions by preventing illness and enhancing safety. During 2021, TND's new collaboration with the East Boston Neighborhood Health Center (EBNHC) on the St. Therese project for seniors was further developed. TND's St. Therese project is its first to pair homes for seniors with on-site health care; after construction completion in late summer of 2022, EBNHC began operating a PACE health center on the ground floor with services tailored to seniors at St. Therese and in the community. In addition to this new alliance, TND continues to work with Massachusetts General Hospital (MGH) on multiple ongoing projects including the MassUp initiative that seeks to build workforce development infrastructure and programming both within our home cities of Chelsea and Revere - and across the two municipalities.

- 5) **Expand the Pie - Diversify Fund Development:** *Further diversify resource development strategies to raise as much unrestricted revenue as possible from individuals, businesses, and corporations to grow annual donation revenue by 20% beyond 2019's baseline.* A key goal in TND's 2020 – 2024 strategic plan was to build capacity to raise unrestricted revenue from individuals, businesses, and corporations. Unrestricted funding is incredibly valuable because it is an adaptable source of revenue that allows us to respond to changing needs within our communities. To meet this goal, TND is formalizing its corporate and community volunteer program, elevating brand visibility to reach a broader audience, and has established a sustained donor program.

#### **TND/CONNECT's Pandemic Response:**

Since many clients worked in industries that were particularly hard hit (i.e., hospitality and transportation) and live in neighborhoods which experienced some of the highest rates of COVID-19 infection, TND's constituents faced disproportionate job loss and illness during the pandemic. In response to the crisis, TND launched the **CONNECT Hotline** in March 2020 to help residents access vital income supports. TND promoted its services -- help accessing rental assistance, SNAP food benefits, unemployment insurance, stimulus checks – through social media, print media, and word-of-mouth. As a result, the hotline has fielded more than 7500 calls and leveraged more than \$14,950,000 in public assistance since 2020. The hotline has successfully 'unlocked' municipal, state, and federal public benefits in our communities, making income and housing supports more accessible to those who need them most. TND has continued to adapt the hotline to respond to emerging community needs; for example, as the economy has opened back up, we added job navigation services, in both English and Spanish, to hotline offerings.

#### **A CONNECT Client Story – to Illustrate Community Impact:**

After her early life in a tiny house in El Salvador – where there was no electricity and only three beds for a family with 12 children – Rosa was comfortable in the subsidized housing in Chelsea; yet she still aspired for a better life for her family. For this reason, her superintendent from the Chelsea Housing Authority directed her to CONNECT at the outset of the pandemic. "I am so grateful," says Gloria—Estoy super agradecida is how she says it in Spanish— "for the wonderful help I've received in the past couple of years from CONNECT."

Rosa now has a job in food services, and financial coach Edily Vásquez has helped her learn to budget, save, and build good credit. Edily also directed Rosa to classes in English and basic computer literacy from the adult-education programs at Revere High School - and helped Rosa access funding to cover the costs associated with these classes. "I have finished four levels of ESOL now, and I received a free Chromebook too," says Rosa. "My next step is to learn how to drive—then someday maybe to buy my own car."

