



The Neighborhood Developers, Inc.
Community Investment Plan Executive Summary 2017 – 2019

Recognizing that poverty and neighborhood decline are the result of many complex, multi-faceted challenges, the mission of The Neighborhood Developers is to bring its core strengths – building homes, engaging neighbors, and fostering economic mobility – to community partnerships that create great neighborhoods where all people can thrive. As a local nonprofit community development organization established in 1979, TND strategically integrates three programs to make out neighborhoods great places to live, work and raise a family: 1) REAL ESTATE DEVELOPMENT to strengthen housing markets and expand affordable housing inventory; 2) COMMUNITY ENGAGEMENT to foster a resilient social network and civic infrastructure; and 3) FINANCIAL CAPABILITIES to increase family prosperity, delivered in conjunction with our CONNECT partners. TND's primary constituents are diverse, largely immigrant and low-income families living in Chelsea and Revere.

Impact of the Community Investment Tax Credit

The Neighborhood Developers (TND) proposes to utilize CITCs to generate revenue to achieve strategic organizational growth goals that establish or strengthen mission-driven programming. In our Community Investment Plan, we have outlined each of the organization's three principal lines of business that comprise our integrated neighborhood developer model. In 2017 – 2019, TND seeks to achieve the following goals:

- **REAL ESTATE DEVELOPMENT:** During this three-year period, TND will complete 40 affordable apartments and near completion on 52 mixed-income apartments. TND will maintain a strong development pipeline with a mix of residential and commercial properties. TND will geographically expand beyond Chelsea and Revere into one or more nearby cities lacking a strong nonprofit partner in housing development.
- **COMMUNITY ENGAGEMENT:** Annually, TND will engage 1250 residents in community building activities and as activated citizens working to advocate for and implement improvements to housing, quality of life, infrastructure and economic conditions.
- **CONNECT & FINANCIAL CAPABILITIES:** Annually, CONNECT will assist 4000 low-income individuals to find a better job and improve household financial health and well-being. TND stewards the five-party CONNECT partnership to achieve greater impact for clients and efficiencies for service providers. Since we know that client outcomes improve when multiple services are accessed, CONNECT will adapt operations and its use of data and technology to increase service bundling rates by clients from 2016's 22% baseline to 30%.

TND has also identified the following growth goals:

1. The CITCs provide an opportunity to further build the depth and breadth of TND's individual and corporate donor base. Over the last three years, TND's non-grant revenue has increased by 258% over baseline to raise a total of \$928,000, of which 91.5% was raised with CIRC support. TND plans to further build its fundraising capacity during 2017-2019.
2. CIRC revenue will underwrite a geographic expansion of real estate production into Everett and/or other nearby cities without a strong affordable housing nonprofit.
3. CIRC support will assist TND to steward Chelsea Thrives, a cross-sector multi-faceted initiative that is reducing crime and improving perceptions of safety in Chelsea by 30% over a ten-year period. Thrives is now a mid-stage collective impact initiative that has aligned many municipal, nonprofit and community-based resources and changed systems in support of safety.
4. In mid-2016 TND launched a new in-house Resident Services program to leverage the value of an affordable home on family outcomes. By 2017, Resident Services programming will link 30% of TND tenants to Community Engagement or CONNECT's economic opportunity programming.

