



The Neighborhood Developers
Community Investment Plan Executive Summary – Updated May 2019

The Neighborhood Developers (TND) supports the creation of healthy and thriving neighborhoods in Chelsea, Revere and Everett. In response to poverty and economic inequality that are the result of many complex, multi-faceted challenges, TND integrates four programs that focus on people, places, and partnerships to make the neighborhoods we serve great places to live, and where all people thrive. Our principle programs expand affordable housing inventory, unite and support neighbors in action, increase family prosperity, and manage cross-sector partnerships as the challenges our communities face require intervention on many fronts.

TND's primary constituents are diverse, largely immigrant and low-income families living in Chelsea, Revere, and Everett.

CONNECT, launched in 2012, is one example of a TND-led community partnership. CONNECT's mission is to integrate, in one central and supportive location, the resources of five nonprofits to assist low-income households to address financial, educational and employment needs, while nurturing supportive networks to provide motivation and sustenance for each family's journey toward economic security and mobility. Since CONNECT opened its doors in 2012, 3,298 clients were placed into jobs at an average wage of \$15.29 per hour. Additionally, CONNECT has delivered one-on-one financial coaching to 864 individuals through which clients have made significant economic gains.

In 2018, TND formed a new and innovative joint venture to expand organizational capacity, impact, and resilience. Opportunity Communities (OppCo) is a new non-profit co-founded by TND and Nuestra Comunidad. OppCo was created as a fresh business model that solves a fundamental challenge for locally-based non-profit community developers: the ability to retain local control of resources and assets that are continually reinvested back into the community, while benefiting from the efficiency and effectiveness of a larger scale entity. TND and Nuestra formed OppCo, additional organizations are expected to join as OppCo members in 2020. In July of 2018, former TND Executive Director Ann Houston became OppCo CEO, while Rafael Mares, a Revere resident and former Conservation Law Foundation Vice President and Program Director, became TND's new Executive Director.

Current Growth Goals & Organizational Highlights

TND utilizes CITC-supported philanthropy to achieve strategic organizational growth goals that establish or strengthen mission-driven programming, as follows:

1. **REAL ESTATE DEVELOPMENT:** By 2025, TND will double our housing capacity to provide 800 affordable homes for people with low and moderate incomes in Chelsea, Revere and Everett. TND creates and preserves affordable healthy homes to prevent involuntary displacement of residents, grow the economic resources of our tenants, and maintain socioeconomic and racially diverse neighborhoods.

TND is currently expanding its real estate production geographically into Everett, a nearby city without a strong affordable housing nonprofit. TND acquired a former Archdiocese property for redevelopment as 77 affordable apartments for seniors paired with an on-site health care



facility, plus six townhouses for sale. TND is working towards a 2020 construction start for St. Therese once \$38M of financing is secured. In total, TND has over 350 units in its production pipeline.

2. **CONNECT & FINANCIAL CAPABILITIES:** Annually, TND assists 3,000 individuals to increase their income and to achieve household financial health and well-being. We do this by helping people find a stable home, secure sustainable living wage jobs, gain essential financial skills and knowledge, and by facilitating access to the services of CONNECT's five partners in one central and supportive location. Currently, CONNECT is building its capacities by establishing a satellite site in Revere to bring employment and financial capability services into the city.
- **COMMUNITY ENGAGEMENT:** Working in collaboration with resident leaders and community partners, TND builds relationships between neighbors, improves neighborhood conditions, promotes affordable housing, and counters displacement. In 2019, our members are contributing to the City of Revere's Master Planning process, investing in a refresh of Costa Park, and promoting anti-displacement policies. During the year we will engage 1250 residents, deliver leadership training for 75, and maintain a leadership base of 250. Additionally, in Chelsea, TND will steward Chelsea Thrives to engage 400 residents and 35 public and private sector institutions to improve community safety.

Client Story – to Illustrate Community Impact



In 2019, through its *Home! The Heart of Health* initiative, TND is highlighting the value of housing stability on individual, family, and community health. The story of Jakelyn, one of TND's tenants who is a junior in high school, illustrates the health benefits of a TND home. Prior to moving into her TND apartment, Jakelyn lived in a one-bedroom apartment with her mother and two brothers. It was the apartment that her mother grew up in too. Jakelyn described the place, saying, "There was a lot of cockroaches. There was a lot of rats. There was also bedbugs. And I'd always have a lot bite marks on my hands and arms. And people'd always ask, 'What is this?' And I would say, they're just bed bugs. Because, I don't know, I just thought it was normal." The apartment had lead, the roof leaked, and her brother's asthma worsened there.

Moving into a TND home, the family now has three bedrooms. "When we first, saw the place it was overwhelming. We could run around. We're appreciative, grateful for living in a TND property... If I didn't live in a TND property, I would have to have another job to help pay for our home. And also it would have been a lot harder for my mother because my brothers are special-needs."



Jakelyn's story is not unusual as individuals and families face housing challenges everyday. The goal of the *Home! The Heart of Health* initiative is to support programs, such as TND's Resident Services and CONNECT's Health Starts at Home program managed with Massachusetts General Hospital, that work to improve the health of individuals through housing stability programming.