



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

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 believes in both people- and place-based solutions to create great and thriving neighborhoods. Without an engaged citizenry, entrenched social and economic issues that impact community members in our target neighborhoods will remain. TND's primary constituents are diverse, largely immigrant and low-income families living in Chelsea, Revere and Everett

TND's 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 tenants 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) **Financial capabilities** to increase the prosperity of community members, with TND's services integrated with those of our CONNECT partners.

Throughout our work, TND prioritizes multi-party, cross-sector problem solving as the challenges we face require interventions on many fronts. CONNECT, launched in 2012, is one example of a TND-led community partnership. CONNECT's mission is to help people achieve sustainable living wage jobs and financial resilience by partnering to provide essential skills, knowledge and social capital in one central and supportive location. Since opening its doors, CONNECT has helped 19,103 individuals build employment and financial capability skills to expand economic opportunity and has placed 3,298 clients in jobs with an average wage of \$15.29 an hour. Additionally, CONNECT has delivered one-on-one coaching financial coaching – where clients make particularly strong gains – to 916 individuals. Of 295 accessing coaching in 2018, 172 increased their net income, with a median increase of \$10,800 per year.

Current Growth Goals & Organizational Highlights

TND's 2020 – 2022 Community Investment Plan aligns with the first three years of TND's new 2020 – 2024 strategic plan that was ratified in October 2019. 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.* 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.

- 2) **Organize and Advocate:** *TND seeks to expand 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. Many people are no longer able to afford market rents or property prices, and are being pushed out of our neighborhoods. At this crucial juncture, TND will train leaders, and work in coalition with partners, and support community members to act on key issues of housing affordability and displacement.



- 3) **Explore Everett Expansion:** *In 2021, conduct an assessment of the feasibility of expanding TND’s full suite of services into Everett, in accordance with sufficient community need, support, and funding.* 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. We seek to build on and solidify our relationships and partnerships in Chelsea and Revere, and actively explore the possibility of expanding all or additional parts of TND’s programming (not just real estate) in Everett.

- 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 tenants, 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.

- 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.* To meet this goal, TND will formalize its corporate and community volunteer program, elevate brand visibility to reach a broader audience, and establish a sustained donor program.

Client Story – to Illustrate Community Impact

For a vivid illustration of how TND-led CONNECT and its integrated services help clients increase their economic stability, consider the story of Michou who came to the U.S. after being left homeless by Haiti’s devastating earthquake. During her early years here, she was full-time caretaker for her daughter and two autistic sons; housing – the issue that made her flee Haiti – remained a challenge. Michou learned about CONNECT in 2018 when she was referred there by Massachusetts General Hospital through *Chelsea Health Starts at Home*. Through this initiative, MGH patients experiencing housing instability are referred to CONNECT for assistance.



With the help of a housing counselor, Michou found affordable housing, and could then focus on finding a family-sustaining job. In March 2019, she attended a Hospitality Training Program offered through CONNECT. Michou reports that the training was life changing, saying “I loved, loved, loved the program.” Soon after graduating, Michou landed a new job in the kitchen of one of Encore Boston Harbor Casino’s restaurants. Her full-time position pays \$42,700 per year and comes with generous benefits including health insurance and higher education tuition remission for Michou and her children.

As Michou plans for a bright future, she will have help from her CONNECT coach whom she met when she delivered a financial education session at Michou’s Hospitality Training Program. In addition to participating in one-on-one financial coaching, Michou has also attended financial capability workshops at CONNECT. With the counsel of her financial coach, she’s currently working to build her credit score because she hopes to buy her own home. With support from CONNECT, what a long way Michou has come! Reflecting back on her experiences since arriving in the United States, she says “I am so proud of myself!” We, too, are very proud of Michou and celebrate her success.