The Neighborhoods We Serve

TND delivers its services in Chelsea and Revere, Massachusetts, two cities that each have their own rich histories and character, yet share commonalities. Both cities are home to many new Americans. Within each city, there are neighborhoods in which more than 50% of residents were born in other countries. Additionally, each city has a struggling neighborhood with high poverty rates and where the housing market lags behind when economic gains are enjoyed elsewhere. These are the neighborhoods where TND focuses all of its core programs. Chelsea’s Shurtleff/Bellingham neighborhood, for example, faces some of the highest crime and poverty rates in the state, low-quality and aging housing, elevated unemployment, and critical health needs. Revere’s Shirley Avenue neighborhood is a largely low-income residential neighborhood centered around an immigrant-owned small business district; on many indicators it too falls outside of city norms. As TND looks to expand its work beyond Chelsea and Revere, we will look to nearby communities where TND can play a meaningful role in strengthening neighborhood conditions to benefit both people and place.

The Planning Process

This strategic planning process was led by an Ad Hoc Committee of TND Board and staff with guidance provided by consultant Amy Lockwood. Confidential stakeholder interviews and focus groups of TND members and CONNECT clients provided valuable insights and information. We examined national trends and organizational data to inform our understanding of internal and external environments and to gain an understanding of what is working well and areas for growth and refinement. We looked at research and evidence of best practices in the areas of poverty alleviation and neighborhood revitalization. Through Board and staff retreats, and robust discussions at Committee and Board meetings, we reached consensus on the priorities identified in this strategic plan. It was released at our Annual Meeting in June of 2015.

The Neighborhood Developers

4 Gerrish Avenue / Chelsea, MA / 02150 / 617 889 1375 / WWW.THENEIGHBORHOODEVELOPERS.ORG
Communities are dynamic and complex ecosystems of people, places and systems that interact in sometimes unpredictable ways. Recognizing that poverty and neighborhood decline are the result of many complex, multifaceted challenges, The Neighborhood Developers partners to leverage impact and to create great neighborhoods where all people can thrive. TND brings our core strengths—building homes, engaging neighbors, and fostering economic mobility—to our community partnerships. We work to strengthen neighborhoods and build opportunity in Chelsea, Revere and nearby communities where many residents of low income are new Americans.

We focus on neighborhoods because home matters. Research tells us that where we live—both our home and our neighborhood—is a key factor in our health and life span, our education and income, our safety and well-being. And while a neighborhood can be a predictor of destiny for residents, it also defines areas of prosperity or decline impacting both individuals and the community as a whole. We strive for a future in which all neighborhoods provide opportunity for all people regardless of income. Therefore, our mission supports efforts that catalyze housing, economic, and civic opportunity so that all people realize their full potential—at home, work, school, or within the community.

The Planning Process

We believe that transformative progress relies on forward movement on a number of fronts. Given the interrelatedness of community systems and their impact both in and outside of a home, we believe that transformative progress relies on forward movement on a number of fronts.

CROSS SECTOR PROBLEM SOLVING
Align Goals, Leverage Resources, Measure Impact
Deep collaboration around clear, shared and measurable goals offers the best hope for true family and neighborhood progress. To this end, TND invests in multi-party collective impact initiatives and community planning processes where each partner contributes their core strengths to shared problem solving codified by action plans. Shared goals and accountability, paired with analytic measurements, guide plan refinement.

BUILDING HOMES
Expand Inventory, Strengthen Markets
Homes form the foundation for a healthy family by providing a secure place to live and offering ready access to jobs, schools and local amenities. The development of new and improved homes is a tangible strategy for stimulating a neighborhood’s revitalization and changing people’s perception of a neighborhood’s character. While TND primarily builds affordable multi-family and supportive housing, core to our mission is creating mixed-income homes that strengthen housing markets and support income diversity within a neighborhood. Our homes are designed to foster community connections and sustainability. As responsible stewards, TND maintains supportive and green homes that contribute to family and neighborhood well-being.

FOSTERING ECONOMIC OPPORTUNITY
Bundle Services, Motivate Progress
Stable and sufficient income enables a family to thrive and envision a better future for themselves and their community. As the national anchor agency of CONNECT, we have established a nationally recognized Financial Opportunity Center where multiple partners provide employment placement, skill development, income stabilization, and financial capability services. CONNECT’s results align with findings from national allies, and illustrate that people of low income are more likely to make financial gains with integrated and bundled services. We have further demonstrated that the gains are significantly greater when people are supported by coaching and peer support. The CONNECT model demonstrates the importance of social capital to foster financial mobility and resilience.

ENGAGING NEIGHBORS
Build Relationships, Activate Leaders
Nurturing resident leadership and stakeholder engagement is essential for sustained community change. The research is clear: social connections and civic engagement contribute to quality of life, and increase a community’s economic resilience. TND has learned that fostering neighbor-to-neighbor connections leads to greater personal investment in community life. Therefore, we build relationships, elevate leadership, and then support residents to participate in issues of public life. Community progress occurs when residents and civic institutions join forces around aligned goals.

Strong Families / Thriving Neighborhoods

The Neighborhood Developers

Strategic Directions 2015-2019

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The Planning Process

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Given the interrelatedness of community systems and their impact both in and outside of a home, we believe that transformative progress relies on forward movement on a number of fronts.

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- **CROSS SECTOR PROBLEM SOLVING**
  - Engaging neighbors
  - Build Relationships, Activate Leaders
  - Nurturing resident leadership and stakeholder engagement is essential for sustained community change. The research is clear: social connections and civic engagement contribute to quality of life, and increase a community’s economic resilience. TND has learned that fostering neighbor-to-neighbor connections leads to greater personal investment in community life. Therefore, we build relationships, elevate leadership, and then support residents to participate in issues of public life. Community progress occurs when residents and civic institutions join forces around aligned goals.
We envision a future in which every neighborhood affords opportunity for all people to thrive.

TND’s mission 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.
Strategic Directions and Goals

Over the next five years, 2015—2019, TND will increase economic diversity, opportunity and quality of life in the cities of Chelsea and Revere, and will pursue expansion to other north suburban communities. We will deepen the impact and scale of our work through strategic growth, community leadership, strong partnerships, and refined programming. We will share lessons learned locally with regional and national audiences, contributing to conversations that deepen impact and move community development efforts forward.
### Healthy Homes

Homes are the foundation for thriving families and great neighborhoods. Stable homes promote health, education, family and work success. Mixed-income neighborhoods strengthen communities and provide opportunity for all people.

**GOAL**

- Develop and maintain healthy, environmentally sustainable homes that contribute to the revitalization of neighborhoods and attract market rate investment.
- Offer services that support family well-being and serve unmet needs.
- Target investments to promote family well-being and serve unmet neighborhood needs.

**OBJECTIVES**

- Increase development earnings by 25% averaged over the strategic plan period, and increase recurring income through property operations, in order to sustain TND revenue.
- Develop or leverage investment in non-residential properties and public spaces where they contribute to neighborhood vitality.
- Deliver excellent asset management so that our properties are strong long-term assets for communities, providing reliable high-quality housing for tenants and stable revenue for TND.

### Financial Mobility

Bundled financial opportunity services, that meet clients where they are, provide opportunity for families to achieve more income, grow assets, and envision a better future for themselves and their family. TND delivers financial capability programming and integrates our services with those of CONNECT’s collaborating partners.

**GOAL**

Lead integration of CONNECT’s Financial Opportunity Center services, and deliver financial capability programming such that residents achieve their goals and have greater confidence in their economic future.

**OBJECTIVES**

- On an annual basis...
  - Deliver financial capability services to 1,200 people to maximize income and better manage household finances.
  - Steward further development of CONNECT’s integrated service delivery system such that 25% of the 4,000 people served bundle services.
  - Intensive coaching and peer support results in significant gains to net income, net worth or credit scores for 70% of 350 people served.
  - Document and disseminate lessons learned and provide fuel for sustainable funding and replication of CONNECT’s best practices.

### Engaged Neighbors

Successful communities have strong social networks and engage residents in decision making. TND empowers resident leaders in their neighborhoods and communities, unleashing talent, passion and commitment to drive neighborhood improvements. Similarly, TND rental properties are places of opportunity, quality, and elevated community standards, where adults and families are engaged in neighborhood life.

**GOAL**

Improve the quality of life in key neighborhoods and in TND properties by fostering community connectedness, building a diverse leadership network, and activating residents to participate in issues of public life. TND membership increases to 3,000, up from 1,100.

**OBJECTIVES**

- Deepen social capital by creating purposeful spaces and gatherings that engage diverse community members in developing learning, trust and community connectedness.
- Strengthen sense of community by working collaboratively with residents and stakeholders to develop a shared community narrative and implement place-based projects to support neighborhood revitalization.
- Build civic participation by encouraging civic leadership, supporting civic engagement, fostering civic discussions, and supporting civic groups and projects.
- Ensure TND properties are places that promote social connectedness, a strong sense of community, family economic success and youth educational success; 30% of residents of TND-owned properties participate in TND or CONNECT programming.
Deep Partnerships

Resilient cities have resident and institutional leaders committed to, and capable of shared problem solving across disciplines. We will engage with local residents and stakeholders, as well as practitioners across the country, to deepen the impact of our work and encourage policies and resources that support thriving communities.

GOAL

Strengthen organizational skills and capacity to manage collective impact endeavors and cross-sector community planning; participate in national work on community revitalization best practices and bring the lessons home, encourage policies and resources that support thriving communities.

OBJECTIVES

- Deepen and refine the critical skills of collective goal setting, and community-level data evaluation to support participation in, and leadership of, deep collaborations.
- Develop inter-collaboration communications to better inform and engage partners.
- Research, test and refine our framework for analyzing and responding to community needs and assets, learning from results to inform our practice.
- Actively seek opportunities to engage in and lead local, state and national conversations on creating the tools and resources for resilient communities and the residents within them.

A Strong Organization

Given that neighborhood and family issues are complex and multi-faceted, progress requires sustained long-term effort. TND’s financial and organizational strength is a necessary prerequisite.

GOAL

As TND grows, our governance and administration adapts to sustain organizational impact, strong operating systems and financial health.

OBJECTIVES

- Adapt operating systems to support strategic growth; sufficient staffing, strong financial and asset management, a robust data and evaluation system to support continuous learning; and expanded multimedia communications.
- Deepen efforts to promote equity and cultural competence throughout TND and our communities.
- Sustain a capable and engaged Board of Directors with diverse knowledge and experience reflecting the community, constituents, and operations of TND to ensure strong oversight and governance.
- Maintain strong financial controls and increase net worth and liquidity to sustain real estate development goals and program impacts by targeting growth in real estate development fees and further deepen the depth and breadth of TND’s donor base.
Change must be widely adopted to be self-sustaining; it must become the norm. To create new community norms requires patience and persistence until new norms are embraced throughout the community. Sustainable change relies on a foundation of mature and stable institutional stakeholders with the commitment and capacity to engage in transformative work. For this reason, TND grounds our work in our own financial and organizational sustainability to ensure we are viable partners for the long run.
The Planning Process

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In Chelsea, the Shurtleff/Bellingham neighborhood is one of the city’s most economically impoverished neighborhoods. Nearly 50% of its residents are born in other countries. Additionally, each city has a struggling neighborhood with high poverty rates and where the housing market lags behind when economic gains are enjoyed elsewhere. These are the neighborhoods where TND focuses all of its core programs. Chelsea’s Shurtleff/Bellingham neighborhood, for example, faces some of the highest crime and poverty rates in the state, low quality and aging housing, elevated unemployment, and critical health needs. Revere’s Shirley Avenue neighborhood is a largely low-income residential neighborhood centered around an immigrant-owned small business district, on many indicators it too falls outside of city norms. As TND looks to expand its work beyond Chelsea and Revere, we will look to nearby communities and municipal partners that appreciate the need for expanding our services. We have discovered that many of the programs and strategies that work well in Chelsea, Revere and nearby communities where TND focuses all of its core programs also demonstrate similar results in neighboring communities.

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Homes form the foundation for a healthy family and encourage financial mobility and resilience. Stable and sufficient income enables a family to thrive and envision a better future for themselves and their children. The ability to afford and maintain a home is critical to a family’s well-being. A secure place to live offers not only a safe and comfortable environment for family life, but also a path for advancement. A home provides a family with the stability and resources needed to support income diversity within a neighborhood.

Given the interrelatedness of community systems and their impact both in and outside of a home, we believe that transformative progress relies on forward movement on a number of fronts. STRONG FAMILIES / THRIVING NEIGHBORHOODS are dynamic and complex ecosystems of people, places and systems that interact in sometimes unpredictable ways. Recognizing that poverty and neighborhood conditions are predictors of destiny for residents, it is also crucial for neighborhood conditions to benefit both people and place.

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