

STRATEGIC PLAN 2018-2020


NeighborWorks®
CHARTERED MEMBER

ONE|NB

ONE

NEIGHBORHOOD
BUILDERS

Dear Friends:

With the merger between Community Works Rhode Island and Olneyville Housing Corporation complete, the appointment of a new Executive Director, and the selection of a new team of talented staff, ONE Neighborhood Builders (ONE|NB) is now prepared to lay out an ambitious strategic plan for the next two years.

In the following pages, you will be introduced to our modified Vision, Values and Mission Statements, and provided with a summary of our Goals and Strategies for 2018-2020.

Thank you for your continued support of ONE|NB!

Respectfully,

Bob McMahon,
Board Chairman & **Jennifer Hawkins,**
Executive Director



This strategic plan provides ONE|NB with the road map necessary to successfully navigate the challenges associated with:

- *Increasingly scarce public sector resources;*
- *The evolution from a single neighborhood community development organization to a multi-neighborhood organization; and*
- *The mounting pressure to prevent the displacement of existing residents and businesses in traditionally affordable neighborhoods given the economic resurgence in downtown Providence.*

Highlights in History

- **1988:** Olneyville Housing Corporation (OHC) is established to address the foreclosed and abandoned properties in the neighborhood and the lack of affordable housing
- **1988-2001:** OHC builds affordable housing for 15 neighborhood families through the rehabilitation of one and two-family homes
- **2001:** 32 newly renovated apartments, Olneyville Redux, are completed on Bowdoin, Putnam, Appleton, Julian and Kossuth Streets
- **2003:** Olneyville Collaborative completes the Olneyville Action Plan —it identifies the opportunity to capitalize on plans for Riverside Park and the Fred Lippitt Woonasquatucket River Bike Path
- **2007:** OHC is awarded a MetLife Foundation Community-Police Partnership Prize for our innovative partnerships with the Providence Police Department that resulted in dramatic reductions in crime in the Riverside Park area
- **2008:** Rhode Island Housing designates Olneyville a KeepSpace Community in Rhode Island in recognition of the comprehensive nature of our development strategy — especially our Riverside Gateway & Townhomes projects
- **2008:** Rhode Island LISC designates OHC to pilot its Sustainable Communities Initiative. The neighborhood produces the Olneyville Community Contract —a comprehensive plan for the neighborhood culminating from an intensive community engagement process
- **2010:** OHC and the Providence Housing Authority are awarded a competitive Choice Neighborhood Initiative planning grant to support the revitalization of Manton Heights and connect it with the rest of the neighborhood
- **2011-2014:** OHC redevelops 17 foreclosed, blighted properties throughout Olneyville into 26 attractive, safe and affordable homes
- **2013:** Olney Village, a 40-unit scattered site development, is completed, with community spaces for local nonprofits
- **2015:** OHC receives a four-year Health Equity Zone Grant from the RI Department of Health to address health disparities in Olneyville
- **2015:** OHC and Community Works Rhode Island come together to form ONE Neighborhood Builders
- **2017:** ONE|NB completes Amherst Gardens, transforming some of the homes most devastated by the foreclosure crisis into 36 affordable, rental units in the residential core of Olneyville



ONE Neighborhood Builders is working towards a future where all Providence neighborhoods are vibrant, healthy, diverse communities.

VISION

We envision the eradication of blighted properties and in their place, an integrated mix of quality and affordable rental and owner-occupied housing serving a range of incomes - from very low income to moderate income.

We foresee neighborhood business districts with well-maintained commercial and community-oriented properties hosting a thriving network of local businesses and neighborhood services.

We anticipate well-maintained green spaces, and with future climate change, city-wide practices of resiliency that are measurable and publicly reported.

We imagine all Providence residents enjoying public amenities that contribute to quality of life, connectivity, a culture of respect, and safety so residents fear neither crime nor unjust criminalization or discrimination.

We are committed to employing comprehensive community development and to the utilization of a collaborative management approach to ensure that our future success is not reliant upon any one person, any one project, or any one funding source.

VALUES

We value diversity and promote neighborhoods of choice where residents from different ethnicities, socio-economic backgrounds, and cultures choose to call home.

We believe our job is to ask neighborhood residents and stakeholders about their revitalization strategies, and to endeavor to implement their priorities.

We seek to revitalize neighborhoods without displacing existing residents and businesses.

We encourage learning and seek to replicate innovative community development solutions from other communities.

We support our partner organizations in the community so that they may succeed.

We acknowledge that our primary role is to facilitate collaboration and to connect residents with support services, as opposed to directly providing services.

We offer coaching to support residents' financial goals.

We cultivate household asset-building by developing affordable homes and providing 'face to face' education to prepare residents to become successful homeowners.





MISSION

The mission of ONE Neighborhood Builders is to promote equity, public health and community safety in Providence's neighborhoods, *through:*

- *Strategic real estate development to increase the availability of affordable homes, spur economic development, and protect our natural resources;*
- *Engagement of residents and community-based organizations to build trust and collective problem-solving; and*
- *Development of individuals' financial capabilities so that they may realize their personal asset-building goals.*

GOALS & STRATEGIES 2018 - 2020

RESILIENT Organization

ONE|NB is a lean organization with the people and resources needed to achieve impressive impact. *To be resilient, we will:*

- Promote an organizational culture that is transparent, collaborative, and embraces change
- Grow the board of directors and invest in the professional development of all directors
- Improve operational systems, technology, and tools to increase employee productivity
- Resolve organizational debt associated with stalled real estate development projects
- Create core ONE|NB curriculum that all ONE|NB staff are proficient in, regardless of their position within the organization

VIBRANT Housing Development

ONE|NB will expand the availability of affordable, quality homes through the production, preservation and acquisition of residential and mixed-used properties. *To create vibrant housing means to:*

- Develop and sell homes affordable to households between 80% and 120% AMI
- Develop and lease apartments affordable to households between 30% and 80% AMI
- Pilot a “tiny home” product suitable for small infill lots
- Launch *Protecting Providence Properties (P3)* —a new initiative to purchase unrestricted one and two-family homes to add to our wholly-owned rental portfolio
- Identify sections within Providence where there are a need for community development and no present activity, and produce customized neighborhood development plan for each opportunity center

GOALS & STRATEGIES 2018 - 2020

HEALTHY Communities

ONE|NB will ensure that people live in a safe neighborhood, with access to health resources, and have the opportunity to pursue personal goals. To do so we will:

- Convene the Olneyville Collaborative and facilitate the collective efforts to celebrate and grow the community's assets, with a focus on health equity
- Encourage community policing and work to bring financial resources to Providence to support these practices
- Establish a Resident Advisory Council comprised of ONE|NB tenants and homeowners to inform ONE|NB's work
- Cultivate resident leaders and support their efforts to build community in their respective neighborhoods
- Open Elmwood Financial Center and expand financial literacy and homebuyer education to promote individual asset building

SUSTAINABLE Properties

ONE|NB's real estate will remain attractive, in high-demand, and financially independent. To sustain our properties we must:

- Reposition or dispose of properties that present a current financial burden to the organization
- Produce re-capitalization plans for all rental properties that were developed before 2006
- Improve use of data to support quality improvements in properties' physical condition and financial performance
- Develop a shared property management model to bring discrete tasks in-house
- Improve consistency of property management and performance across the portfolio

Key Metrics

Healthy Communities

1050
Attendees at
Olneyville
Collaborative events



200
People complete
financial well-
being course



400
People complete
Homebuyer
Education class

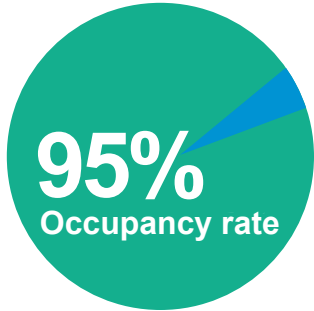


50
Homebuyers
purchase a home



200
Residents
take
bi-annual
survey

Sustainable Properties



90%
Rent collection rate

<10%
Rate of annual turnover



Vibrant Housing Development

8
New homes
for sale



100
New apartments
in pre-development



Resilient Organization

120
Days of cash on
hand



★★★★★
High job satisfaction
identified by
ONE|NB employees

\$200,000
In flexible real estate development capital



ONE Neighborhood Builders | 66 Chaffee Street, 02909
401-351-8719 | oneneighborhoodbuilders.org


NeighborWorks®

CHARTERED MEMBER