



ONE NEIGHBORHOOD BUILDERS

Building Opportunity through **Homes + Health**

Strategic Direction, 2020-2022

Building Opportunity Through Homes + Health





**Founded in 1988, ONE
Neighborhood Builders
has established itself as
a community development
leader in Rhode Island**

WHERE WE'RE HEADED

Following a comprehensive strategic direction process, we have affirmed our organizational values and updated our mission statement and strategies to reflect our dual focus on housing and community health.

Throughout the process, the theme that consistently emerged among organizational leadership and community stakeholders was a call to expand our work to the broader Greater Providence area while maintaining deep roots in our historic home of Olneyville.

The COVID-19 pandemic has thrown into sharp relief chronic, severe health disparities faced by people of color and low-income communities. We know that 80% of what makes people healthy happens outside of healthcare settings—and that safe and stable housing and living wages are the primary determinants. The pandemic has underscored our mandate to effectively address the persistent and pervasive social and economic inequities that cause these disparities.

This need is now more apparent than ever. It is understood that, like the disease itself, its aftereffects—most notably the economic impact—will hit the same neighborhoods in Rhode Island hardest. ONE|NB has established the following strategic direction with full awareness of this reality. There will be no return to “normal.” We are striving to create a more just and inclusive “new normal” with increased equity and opportunity for Greater Providence residents.

WHAT WE HEARD

- » ONE|NB builds high-quality affordable housing—and needs to prioritize building more homes.
- » The organization should remain anchored in Olneyville while expanding its real estate portfolio to other communities and exploring mixed-income development opportunities.
- » ONE|NB is a highly effective convener that brings together diverse constituencies, both in the neighborhood and across the city and state.
- » Central Providence Health Equity Zone (CP-HEZ) work is the best indicator of ONE|NB's ability to think beyond housing and forge connections between housing and public health.
- » The organization is well-positioned to deploy new public and private investment in community development.
- » ONE|NB is doing innovative work that should be shared with other CDCs and the larger development community.

To inform our strategic direction, ONE|NB retained a consultant to conduct more than 20 stakeholder interviews and two focus groups with area residents in January 2020. We are deeply grateful for their time and insights.



An aerial photograph of a dense urban neighborhood in Providence, Rhode Island, featuring a mix of residential and commercial buildings. The image is overlaid with a semi-transparent purple filter. Centered over the image is a large, bold, white text block.

**OUR MISSION IS TO DEVELOP AFFORDABLE HOUSING AND
ENGAGE NEIGHBORS ACROSS GREATER PROVIDENCE TO
CULTIVATE HEALTHY, VIBRANT, AND SAFE COMMUNITIES.**

Reviewing our mission and strategies was a key component of our strategic direction process. We affirmed the importance of our current neighborhood-centered work and gained clarity around the expansion of housing development as crucial for realizing our vision.

OUR VALUES

Our enduring, core values ground our work.

- » We value diversity and promote neighborhoods of choice that residents from different ethnicities, socioeconomic backgrounds, and cultures choose to call home.
- » We enlist the expertise of neighborhood residents and stakeholders, inquiring about their revitalization strategies and endeavoring to implement their priorities.
- » We seek to revitalize neighborhoods without displacing existing residents and businesses, thereby deepening community wealth.
- » We are a growth-oriented organization that values learning and seeks to replicate innovative community development solutions from other communities while adding to the knowledge base through our own work.
- » We support the success of partner organizations.
- » We facilitate collaboration and connect residents with support services, rather than directly providing services, to maximize impact.

STRATEGIC DIRECTION

Over the next three years, we will accomplish our mission through:

I. Robust Housing Development and Quality Real Estate Management

ONE|NB will expand the availability of affordable, high-quality homes through the production, preservation, and acquisition of residential and mixed-used properties within our historic home of Olneyville and across Greater Providence.

II. Addressing Root Causes of Health Disparities

ONE|NB will engage residents and community-based organizations in our four Central Providence neighborhoods to generate the social and economic conditions that prolong life expectancy and work to eradicate systemic barriers that lead to health disparities.

III. Embracing Innovation and Building the Community Development Field

ONE|NB will emerge as a thought leader in the field by distilling the lessons learned from developing and managing housing and convening residents and community organizations. We will participate in local and regional community development conversations, produce research and case studies, and amplify the impact of our community partners.



Building Opportunity through Homes + Health

RESULTS BY 2023

- » Develop 150 affordable homes across Greater Providence, including at least 50 in communities beyond Olneyville.
- » Convene community partners and neighbors via the Central Providence Health Equity Zone (CP-HEZ), leading to improved outcomes as evaluated using the Rhode Island Department of Health's Health Equity Measures.
- » Launch a Building Health Fund with healthcare partners to deliver additional resources for affordable housing production.
- » Apply expertise learned through community building and engagement work, including our Resident Leadership Academy, to create social enterprise opportunities that enable our work to become both replicable and self-sustaining.
- » Emerge as regional experts who are routinely enlisted to offer insight and strategy into housing affordability and community-building conversations.



STRATEGIES & GOALS

I. Robust Housing Development and Quality Real Estate Management

Expand the availability of affordable, high-quality homes through the production, preservation, and acquisition of residential and mixed-used properties

- » Replicate our zero-energy small home design, developing at least 15 of ONE|NB's signature homes for low-to moderate-income families
- » Triple Protecting Providence Properties portfolio—building up to 20 homes—through new social-impact investment partnerships to protect naturally occurring affordable housing
- » Complete and lease King Street Commons, a \$17-million project consisting of 30 new, affordable apartments that will replace a blighted and environmentally contaminated site while preserving and recapitalizing 32 existing homes and creating four Head Start classrooms for 72 children
- » Complete and sell Manton Live/Work Townhomes, four innovative mixed-use properties along the neighborhood's commercial corridor, each of which includes a living space, personal work-studio, and an attached affordable rental apartment
- » Preserve and produce at least 50 affordable homes in communities beyond Olneyville
- » Formalize our Community Land Trust and add commercial properties to it
- » Continue to marry workforce development with housing development through our partnership with construction-apprenticeship programs

STRATEGIES & GOALS

II. Address Root Causes of Health Disparities

Generate the social and economic conditions in Central Providence that prolong life expectancy and work to eradicate systemic barriers that lead to health disparities

- » Serve our most-vulnerable neighbors using proven solutions:
 - ◇ Support the expansion of the Central Providence “Village” (Central Providence Healthy Aging Network) to ensure its hundred-plus members age strong in community
 - ◇ Double our permanent supportive housing for persons who have experienced chronic homelessness to 30 apartments
 - ◇ Protect and empower immigrant families through advocacy and direct services
- » Graduate 10 Community Health Workers from our Registered Apprenticeship program and expand their work to assist with COVID-19 response
- » Bring at least \$500,000 in financial resources to the Central Providence area and subgrant these funds to community partners to invest in proven “upstream” work to combat health disparities
- » Continue our sponsorship of the D’Abate 21st Century Community Learning School, in partnership with Brown University, to ensure that 175 children receive high-quality enrichment instruction annually
- » Train and activate 75 resident leaders through our Resident Leadership Academy



STRATEGIES & GOALS

III. Embracing Innovation and Building the Community Development Field

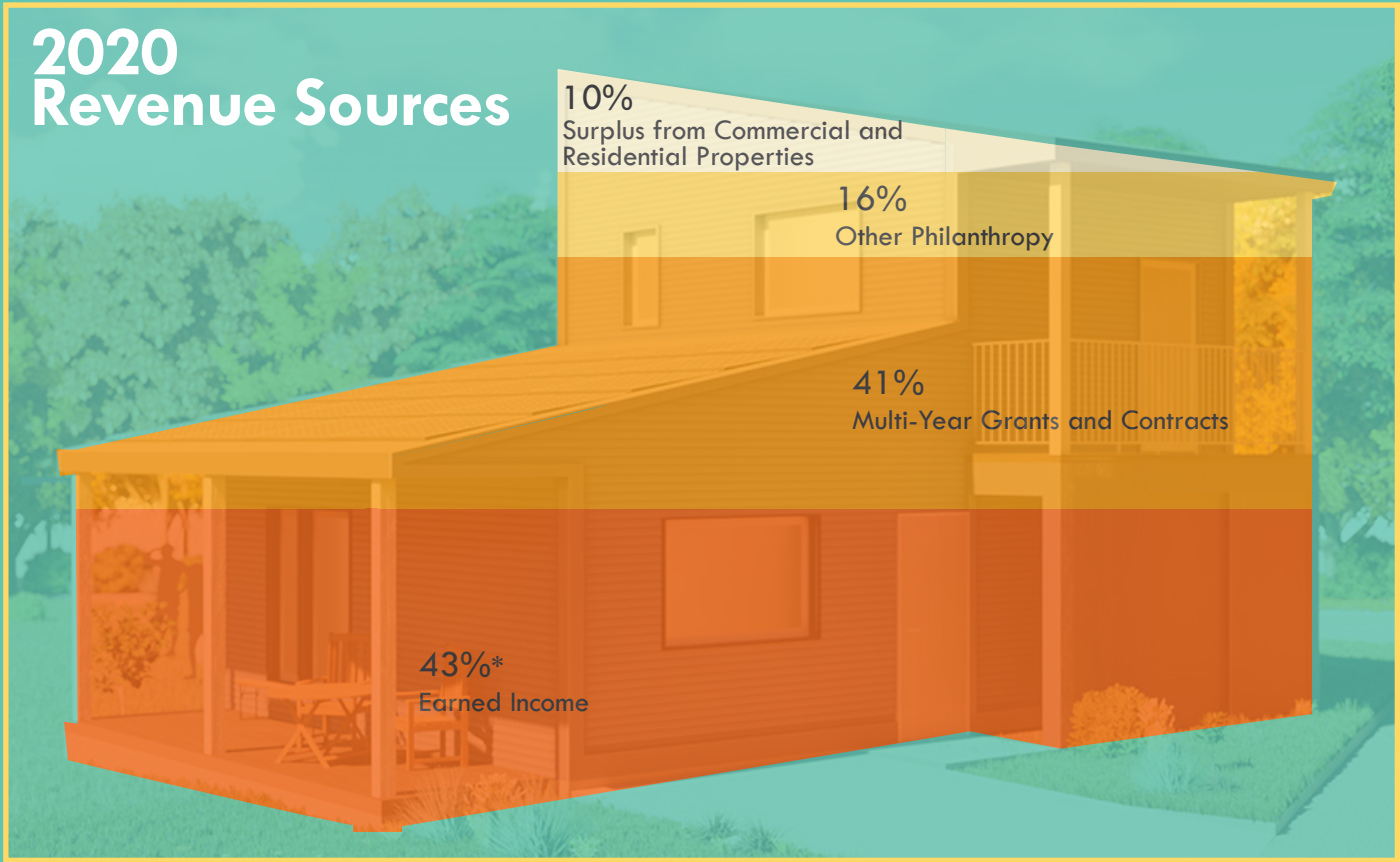
Emerge as thought leaders in the field

- » Aspire to make all new homes Net-Zero and/or Passive House certified, debunking the myth that affordable housing cannot also be climate-sustainable
- » Test modular construction to ensure viability and affordability
- » Attract social impact investments for real estate development and use health equity indicators as part of the return on investment calculation
- » Actively participate in critical local and regional conversations about affordable housing and community building and engage ONE|NB senior staff on a broad range of boards of directors and advisory councils
- » Enhance organizational sustainability through:
 - ◇ Adoption of Salesforce to track, measure, and communicate outcomes
 - ◇ Implementation of Web-based “Compass” tool to increase our customer-first approach to leasing, education, and home sales
 - ◇ Establish in-house capacity to manage home sales without using a broker
 - ◇ Train partners in our unique community-engagement work to deepen peer capacity while generating social-enterprise revenue

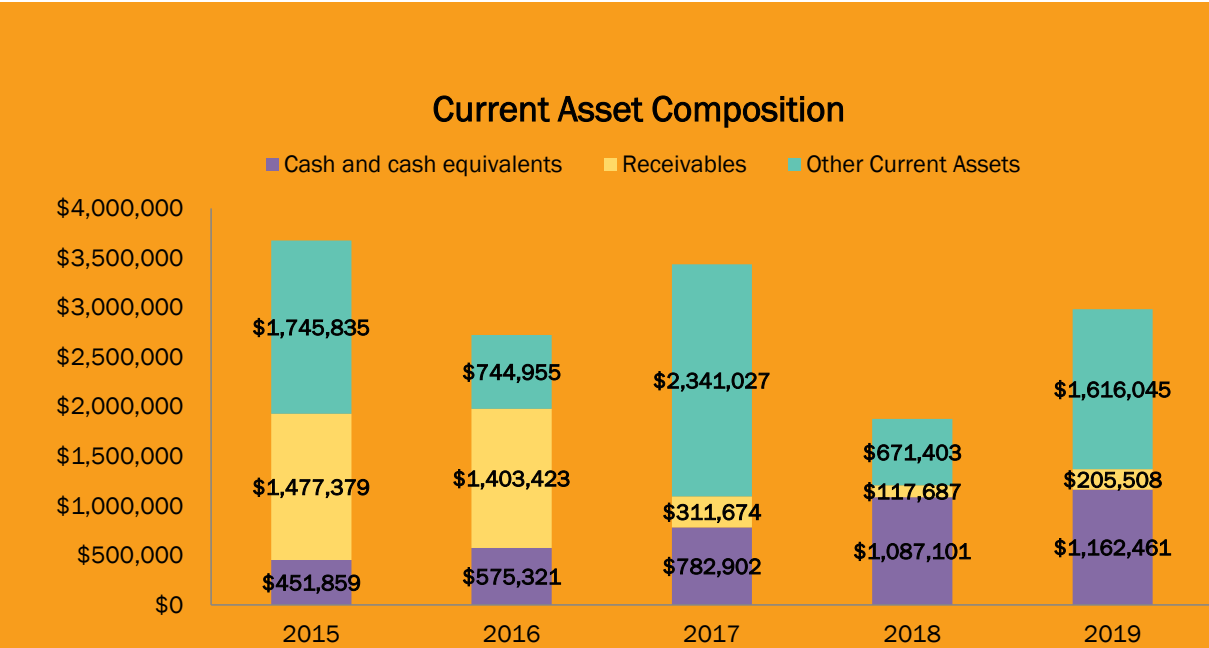
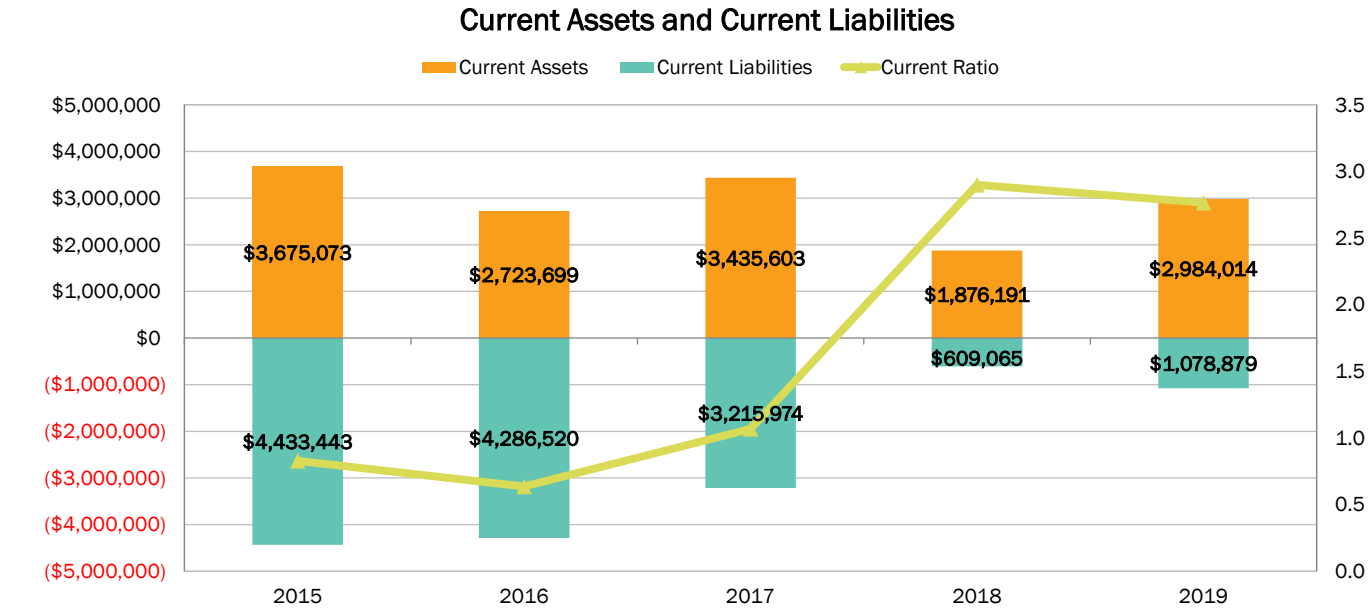


ORGANIZATIONAL CAPACITY

We are launching into these next three years with a talented, energized, diverse team and board. We enter 2020 with a team of at least two experienced individuals in each of our functional areas: fundraising and communications, finance, real estate development, asset management, and community building. The agency has also brought on a director of strategic initiatives to work alongside the executive director to knit together the functional areas and grow the organization. ONE|NB has the expertise and talent to realize our goals. The agency's financial health is robust and sustainable.



*43% of our revenue comes from earned income which includes developer fees, construction management fees, condominium management fees, and asset management fees.



STRATEGIC DIRECTION PLANNING PARTICIPANTS

COMMUNITY STAKEHOLDERS

Angela Bannerman Ankoma, *Vice-President, United Way of Rhode Island*
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Bonnie Nickerson, *Director, Providence Planning and Development Department*
Clay Rockefeller, *Former Board Member, Local Entrepreneur*
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SPECIAL THANKS

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ONE | NB STAFF

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Allegra Scharff, *Health Equity Project Manager*
Patricia Strickland, *Director of Finance*

BOARD OF DIRECTORS

Robert McMahon, *Chair*
Xander Marro, *Vice Chair*
Lorraine Lalli, *Treasurer*
Rochelle Lee, *Secretary*
Vivian Argueta
Jordan Durham
Kevin Essington
Elmer Stanley
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Evelyn Ranone

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