



ONE

NEIGHBORHOOD  
BUILDERS



Our Strategy  
2023-2028

OUR HOMES

OUR HEALTH

OUR FUTURE

# Our Mission

**ONE Neighborhood Builders improves lives across Rhode Island by building homes and connecting communities.**



Since 1988, ONE Neighborhood Builders has been at the forefront of the fight to **expand affordable housing** and foster **healthier and more equitable communities**. We have developed hundreds of affordable homes and thousands of square feet of commercial and community space, remediating blighted and environmentally contaminated land and preserving historic buildings. We have convened organizations and residents, advancing community priorities. We have advocated for systems-level change to ensure our mission is realized.



## Our Values

**Lead with Courage.** We're determined. We push boundaries and embrace change based on lessons learned.

**Aim High.** We're ambitious in our vision for the future. We strive to exceed expectations while keeping one foot on the ground.

**Dig Deep.** We're adaptive and resourceful, meeting challenging situations with clarity and creativity.

**Better Together.** We foster a mission-driven culture of excellence and a strong sense of community. We engage with compassion and are committed to inclusivity at every level.



# Our Context

Across Rhode Island too many families are struggling. Rents are rising, and the rental vacancy rate is falling. Yet, housing production is not keeping pace. At the same time, income inequality is increasing, and educational outcomes for children have plummeted.

Structural racism not only contributes to these challenges — it also makes it more difficult to remedy them. Across the state, far fewer people of color enjoy the benefits of homeownership compared to white residents. Around one in five renters of color pay more than 50% of their income toward housing, making them severely housing cost-burdened.

In Central Providence, where people of color make up more than 60% of the population, poverty levels are double the rest of the state. One in five Central Providence families experience food insecurity and nearly as many lack health insurance.





The challenges facing our communities can be daunting. However, we can achieve lasting change when we collaborate across systems while also zeroing in on the challenges we are best suited to directly address.

ONE Neighborhood Builders has identified **two key challenges** on which to focus our efforts:



Rhode Island has ineffective housing systems that lead to both insufficient affordable housing as well as disconnected supportive services.



Inadequately coordinated and largely under-resourced systems are not positioned to address root causes of health inequities in Central Providence.



# Our Opportunity

Over the next five years, ONE Neighborhood Builders will double down on our past successes and adapt to meet the challenges of tomorrow.

Through this work, we aim to contribute to **two outcomes**:

✓ Rhode Islanders are able to access and maintain affordable housing.

✓ Together, Central Providence residents and organizations change the conditions that drive health equity and economic mobility.





## Our Approach

We will deploy **three levers** to achieve our target outcomes:



**Housing**



**Policy & Field-Building**



**ONE Central Providence**



# Housing

**We build affordable housing throughout Rhode Island, while providing comprehensive supportive services that will help our residents thrive.**

Communities across Rhode Island are facing housing shortfalls and are seeking opportunities to ensure their neighbors at all income levels have abundant housing options. We aim to not only build the stock of high-quality, affordable housing, but also to develop enriching, mixed-use and mixed-income communities that contribute to health and opportunity.

## **Our Tools:**

- Build and manage high-quality, affordable housing.
- Coordinate care and provide personalized eviction prevention to residents of ONE|NB homes.
- Provide permanent supportive housing for formerly homeless individuals and families.

## Strategy in Action



### **Broad Street Homes**

ONE|NB is developing 44 affordable homes by converting a former police station into 14 apartments and constructing a new 30-unit, 4-story building on Broad Street in Central Falls.



## **Policy & Field-Building**

**We are outspoken implementers. We advocate for changes to policy and practice informed by our on-the-ground experience.**

Policymakers and cross-sector leaders are looking for insights from organizations with practical experience. Using our 35 years in the community development field, we are prepared to share learnings, advocate for change, and contribute to the broader conversation about issues that matter to our community.

### **Our Tools:**

- Testify on legislative issues.
- Commission research and publish case studies.
- Convene conversations and host community events.

## **Strategy in Action**

### **Fresh Fridays: Learning & Sharing in Community Development**

ONE|NB hosts monthly virtual gatherings for practitioners, community members, and policymakers interested in community development. These gatherings are one way we promote innovation, share best practices, and uplift solutions from the field.





## ONE Central Providence

**We serve as the backbone for Central Providence Opportunities: A Health Equity Zone.**

Central Providence Opportunities: A Health Equity Zone (CPO-HEZ) is a place-based collective impact initiative aimed at increasing economic mobility and health equity across the nine neighborhoods of Central Providence.

**ONE Central Providence** convenes CPO-HEZ and leads the implementation of the Central Providence Roadmap. ONE Central Providence brings to bear the community development expertise and administrative capacity of ONE|NB while also operating as a semi-independent, neutral backbone. This allows ONE Central Providence to nurture a culture of collaboration and shared resource development.

### **Our Tools:**

- Organize residents and partners to collaboratively advance systems change.
- Advance initiatives that meet community-identified needs.
- Build capacity and shift decision-making power to residents.
- Track, monitor, and share ongoing progress towards collective goals.

## Strategy in Action



### **Central Providence Roadmap**

The Central Providence Roadmap is a community-built collective impact plan focused on the nine neighborhoods in the 02908 and 02909 zip codes. Developed with input from over 60 organizations, leaders, and residents, it builds upon the assets and potential in Central Providence and outlines a shared vision for greater health and economic equity.

# OUR HOMES, OUR HEALTH, OUR FUTURE



## Mission

**ONE Neighborhood Builders improves lives across Rhode Island by building homes and connecting communities.**



## Outcomes

Rhode Islanders are able to access and maintain affordable housing.

Together, Central Providence residents and organizations change the conditions that drive health equity and economic mobility.



## Levers

### Statewide



**Housing**



**Policy & Field Building**



**ONE Central Providence**

**02908/02909**



## Challenges

Rhode Island has ineffective housing systems that lead to both insufficient affordable housing as well as disconnected supportive services.

Inadequately coordinated and largely under-resourced systems are not positioned to address root causes of health inequities in Central Providence.





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