

EXHIBIT 2
THE NEIGHBORHOOD DEVELOPERS
2020-2022 COMMUNITY INVESTMENT PLAN

The revenue generated through CITCs will support The Neighborhood Developers (TND) to achieve strategic organizational goals that serve to strengthen and/or expand TND’s mission-driven programming. This CIP incorporates five strategic goals detailed in TND’s 2020-2024 strategic plan that was ratified by the TND Board on October 1, 2019. By advancing resource development, health partnerships, community building, and real estate development, TND will broaden our impact in the communities that we serve.

SUMMARY OF STRATEGIC GOALS

- **Build more homes.** Producing healthy, affordable, and sustainable homes is central to TND’s mission. Originally, TND real estate activity was solely in Chelsea, expanding into Revere in 2010, and Everett in 2018. By 2024, TND will complete 325 mixed-income homes.
- **Apply successes and lessons from Chelsea and Revere, as we actively consider moving our full suite of services, or a portion thereof, into Everett.** TND will reach out to stakeholders in Everett and explore this potential opportunity, community need, and resources.
- **Shift our community building work to support community members’ organizing and advocacy efforts to address systemic injustices.** TND makes this shift in order to better respond to the changed realities in our communities, in which displacement and anti-immigrant sentiment are now primary challenges. We will work in coalition, build our base, and support leaders to act on housing affordability and displacement.
- **Through TND’s programs, such as real estate development and CONNECT, deepen partnerships with health institutions, to improve the health and well-being of individuals, families and communities.** One example of an emerging partnership is our work with East Boston Neighborhood Health Center on the St. Therese senior residential development.
- **Diversify resource development strategies and develop a plan to raise as much unrestricted revenue as possible, centered on individuals, businesses and corporations.** Concrete approaches will include a sustained donor giving and recognition program, new supports for volunteerism, and efforts to raise the visibility of our brand to build public and institutional support for our mission.

SECTION 1 COMMUNITY OR CONSTITUENCY(IES) TO BE SERVED BY THE ORGANIZATION

a) Geographic Service Area

TND is committed to comprehensive, resident-led community development of low-and moderate-income neighborhoods in Chelsea and Revere. In 2018, TND began expanding our geographic footprint into Everett through its real estate activity. During this 2020-2022 CIP period, one of TND’s strategic priorities is to complete an assessment of needs in Everett to determine the depth and breadth of TND’s expansion into that city. We will also explore potential projects in adjacent communities not served by another CDC.

TND's primary target neighborhoods are Shurtleff/Bellingham in Chelsea, and the Shirley Avenue neighborhood in Revere. These areas share a neighborhood typography of aging, densely-sited triple deckers and multi-family buildings. In both cities, these neighborhoods have high numbers of foreign-born residents and greater ethnic diversity. These neighborhoods have faced challenges, with greater poverty and more incidences of substandard housing conditions than in other city neighborhoods.

b) Population & Demographic Characteristics

Chelsea and Revere are among the Commonwealth's Gateway Cities. Chelsea is home to 39,272 individuals with 52% foreign-born residents. 70% of Chelsea residents speak a language other than English at home. 31% of Chelsea's adults do not have a high school diploma, compared to 10% statewide (2017 ACS). Sector 4, where much of TND's community development program is located, is home to 16,594 residents representing 44% of the city's population. Revere has a population of 53,400 with 35% foreign born. Shirley Avenue's census tract (1702.02) is home to 5,322 individuals, and represents an eighth of Revere's population (12%) with 67% from ethnic or racial minorities.

Poverty rates in Chelsea and Revere are higher than statewide averages, particularly in Chelsea. In Chelsea, three of Sector 4's four census tracts have family poverty rates above 25% and as high as 34% (ACS, 2015). For census tract 1604.00, which is illustrative of the area, median family income is \$37,055 compared to \$50,655 for Chelsea and \$83,644 for Massachusetts (2016 ACS). In Revere, Shirley Avenue is a moderate-income census tract with 20.5% in poverty and a median family income of \$55,950 (FFEIC, 2016).

The major takeaways from our target area demographic data are as follows:

- The demographic and income profiles of the community members in TND's target neighborhoods in Chelsea and Revere are strikingly similar.
- Low educational attainment, weak English language skills, and documentation status are barriers to the earning potential of our constituents and are contributing factors to poverty in our communities.
- Given our population, TND is eager to tailor programming to the needs of immigrants.

c) Demand for Affordable Housing & the Impact of Housing Costs on Community Health

Over the last three years, housing market conditions in our two communities have changed. As regional housing costs skyrocket, homeowners, renters and developers are moving into transit-connected cities previously overlooked, and as a result, local housing costs in Chelsea and Revere have risen rapidly. A two-bedroom apartment in Chelsea now rents for \$2,490/month, an increase of 29% over the last decade. According to 2018 HUD Fair Market Rents, a Chelsea household must earn \$63,000 to comfortably afford a two-bedroom unit, yet more than 50% of Chelsea households do not meet this income threshold (ACS 2016).

"It was like I was [...] a solo captain facing a tsunami, because I couldn't pay rent regularly. It was very, very tough." Gabriel Querette who CONNECT supported to secure a stable home

A 2019 North Suffolk Integrated Community Needs Health Assessment (iCHNA) completed by Massachusetts General Hospital shows that affordable housing was selected as the number one factor that defines a “Healthy Community” by 64% of Chelsea respondents. In Chelsea, housing was listed as the 2nd top health issue of concern, after alcohol and substance use; in Revere housing was the 4th overall concern. Chelsea’s result is notable as housing as a health concern moved from 7th to 2nd position from 2015 to 2019. Please see the attachment for iCHNA Housing data that details housing cost burden, rising eviction rates in Chelsea, and respondent perceptions of housing issues (fear of homelessness, e.g.).

Takeaways:

- In both cities, housing costs have risen significantly; displacement pressures are mounting, especially in Chelsea.
- There is significant demand for affordable homes in our service area. In 2018, there were almost 3,600 applicants for 34 apartments newly built by TND, starkly illustrating the unmet need for affordable housing.
- The data demonstrates that rising housing costs and gentrification are a health burden on families, especially for people from low-income households. Most iCHNA focus group participants and key informants across a variety of populations reported that current housing conditions have led to stress for individuals and families.
- The community sponsors of the North Suffolk Integrated Community Health Needs Assessment have selected Housing as a priority for the region and collaborative programming.

SECTION 2 INVOLVEMENT OF COMMUNITY MEMBERS AND STAKEHOLDERS

The community improvement strategies within TND’s CIP were originally conceived and continue to evolve as a result of significant community member input. Throughout TND’s theory of change, governance structure and programming, TND has established systems that solicit, build and encourage community and stakeholder engagement. Through our many channels, TND hears common needs, and works with constituents to determine priorities and investment strategies.

a) TND’s Theory of Change incorporates resident and stakeholder involvement:

For TND’s first 25 years, real estate development to revitalize distressed Chelsea neighborhoods was our primary line of business. In 2005, TND shifted its emphasis from building affordable homes to building vibrant neighborhoods by developing a vision, mission, and theory of change that supports a comprehensive approach to neighborhood development. Community building and organizing work is one of four principle programs. TND believes that without an engaged citizenry, the entrenched social and economic issues that impact community members in our target neighborhoods will remain.

TND’s theory of change incorporates the following integrated investment strategies to build equity and opportunity for both people and place.

- › **Real estate development** to expand affordable housing inventory;
- › **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;
- › **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
- › **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 partnership with community members and institutional stakeholders to support intervention on many fronts.

b) Membership and organizational structures encourage community member and stakeholder engagement into critical agency programs and strategic directions and provide an array of leadership roles and opportunities for involvement.

TND is governed by a Board of Directors comprised of board members with professional expertise and personal experience that contribute to our work. A majority of TND’s board members reside in Chelsea or Revere. In 2019, the Board began using a new process for the recruitment and onboarding of Board members with an intentional focus on ensuring a diversity of professional areas of expertise, personal experiences, and backgrounds on the Board.

The Board, through strategic planning, sets the vision, mission, and strategic directions for the agency. The 2020-2022 CIP goals are the same goals detailed in TND’s new 2020-2024 strategic plan. Community members joined the Board and staff throughout 2019’s strategic planning through one-on-one interviews, focus groups, and planning sessions. The strategic plan informs annual goal setting. Department workplans are brought to the Board for review and approval.

At present, 2,259 are enrolled as TND members. Among TND’s membership benefits is an opportunity to create change in one’s neighborhood and to be a leader within TND and in the community. TND’s Community Building program staffs two neighborhood-based resident committees, one each in Revere and Chelsea.

In 2019 to date, TND’s Community Building team has managed 103 events with 2,613 participants. These include large block parties or cultural events, committee meetings, community-based “pop-up” booths to solicit opinions on planning priorities, formal planning sessions, safety walks, testimony at public hearings, leadership trainings and etc.

c) Participatory planning is a third strategy for soliciting community building in TND’s programming.

Periodically, TND and municipal partners co-sponsor participatory neighborhood planning that allow for thoughtful discussion and meaningful dialogue between community members, city officials, local business owners, and other stakeholders. Additionally, TND recruits its members to participate in planning led by our municipal partners. For example, TND has recruited

resident leaders to participate in City of Revere Master Planning in 2019. For many of TND's members, these participatory public planning sessions provide a first opportunity to engage with city officials around neighborhood issues. Our practice is to conclude a planning process by creating a written Action Plan that outlines specific action items that each of the planning partners commits to fulfill. The Shirley Avenue Action Plan is being updated during 2019.

d) Mechanisms for measuring progress are built into TND's annual work cycle.

TND's Board has quarterly and annual cycles for organizational performance evaluation. Quarterly, staff report on progress against annual output goals; annually, staff report on the year's outcomes against multi-year strategic plan outcomes. See the attachments for a sample of data provided to the TND Board. In addition, annually each program and department presents in more detail to the Board.

SECTION 3 COMMUNITY INVESTMENT PLAN GOALS

This CIP covers 2020-2022 and aligns with the first three years of TND's new 2020-2024 strategic plan that was ratified in October 2019. TND's priority goals include:

1) Build More Homes

Producing healthy, affordable, and sustainable homes is central to TND's mission. For 25 years, TND real estate activity was solely in Chelsea, expanding into Revere in 2010, and Everett in 2018. Our tenants confirm the value of their TND home: *"My life before TND was crazy. It was a bad environment for my family. I would not be where I am right now if I was not able to live in a TND home."* - youth tenant

GOAL: By 2024, build 325 homes affordable for low and moderate-income households to enable community members to remain in Chelsea, Revere, and Everett.

2) Organize and Advocate

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.

GOAL: At this crucial juncture, 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. We 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 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.

GOAL: 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.

4) Improve Resident and Community Health

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.

GOAL: 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.

Expand the Pie: Diversify Fund Development

TND seeks to build its capacity to raise unrestricted revenues through individual and business giving programs. This work requires elevating brand visibility, telling compelling client success stories, building relationships with and engaging donors, and recruiting volunteers to reach a broader network.

GOAL: Further diversify resource development strategies to raise as much unrestricted revenue as possible from individuals, businesses and corporations to grow donation revenue by 20% beyond a baseline of \$310,000 by 2024.

CIP Benefits to LMI Community Members:

a) Benefits of TND's Real Estate Development Production:

TND's affordable housing investments result in stable homes that provide a foundation for our residents to succeed at school, at work, and in the community. Through housing production, acquisition, and rehab, TND provides safe, healthy, and affordable homes for low-income individuals and families.

TND's 429 apartments affordably house a very low income population. 46% of tenants are at risk of homelessness as they earn less than 30% of AMI. In total, 87% of our tenants earn 60% or less of AMI. Across our portfolio, in addition to housing low-income households, TND houses vulnerable populations including seniors, at-risk young parents, formerly homeless veterans and families, and households with a disabled member.

TND employs environmentally sustainable building practices that meet LEED, Energy Star, Healthy Homes, and Enterprise Green Communities standards. Sustainably-built affordable housing accrues its greatest impact through years of use following construction. Our energy efficient properties put money directly in the pockets of tenants who pay their own utilities.

TND’s high-quality apartments and the green living environments benefit tenant health. Our tenants are less likely to suffer from common illnesses associated with poor-quality and unhealthy homes including asthma, allergies, and lead poisoning.

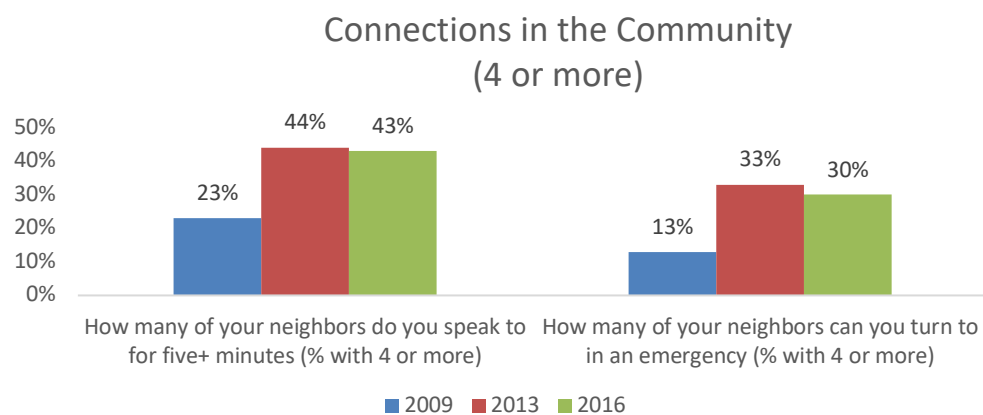
Well-built and maintained housing encourages longer tenancies, decreasing overall turnover. Not only does this provide financial stability to TND, but it also creates long-term residents of neighborhoods. One of the most positive benefits related to longer residency is the impact on child education. Former TND Board Member Mary Bourque, Superintendent of the Chelsea Public Schools, completed her dissertation on the impact of student mobility on educational achievement. Her research shows that mobile students score substantially lower on achievement tests and that just one additional year of stable school enrollment has a significant positive impact on educational outcomes.

TND’s real estate development benefits the community as a whole by leveraging spillover investments into abutting properties, municipal playgrounds and parks, and other infrastructure improvements. We seek to improve neighborhood conditions while maintaining an adequate supply of affordable homes. TND survey respondents report high satisfaction with physical and social conditions in the Box District, a neighborhood transformed by TND’s work.

b) Benefits of TND’s Community Building Programming

Studies have shown that the outcomes of TND’s community building programming -- social capital, social cohesion, and activated citizens -- are crucial for positive community outcomes, impacting health, community safety and economic resiliency, and youth educational outcomes.

At the neighborhood level, TND works to build relationships between neighbors as they are the underpinning of a healthy and engaged neighborhood. The results of three resident surveys completed in 2009, 2013, and 2016 (with over 1000 respondents) illustrate that respondents report greater personal connections with neighbors over baseline.



Community members who develop their leadership skills and become activated citizens benefit from having a voice in the decisions that impact their families and community, specifically as it relates to issues of housing and community development, economic security and quality of life. In 2019, TND mobilized community members to join in the City of Revere’s master planning.

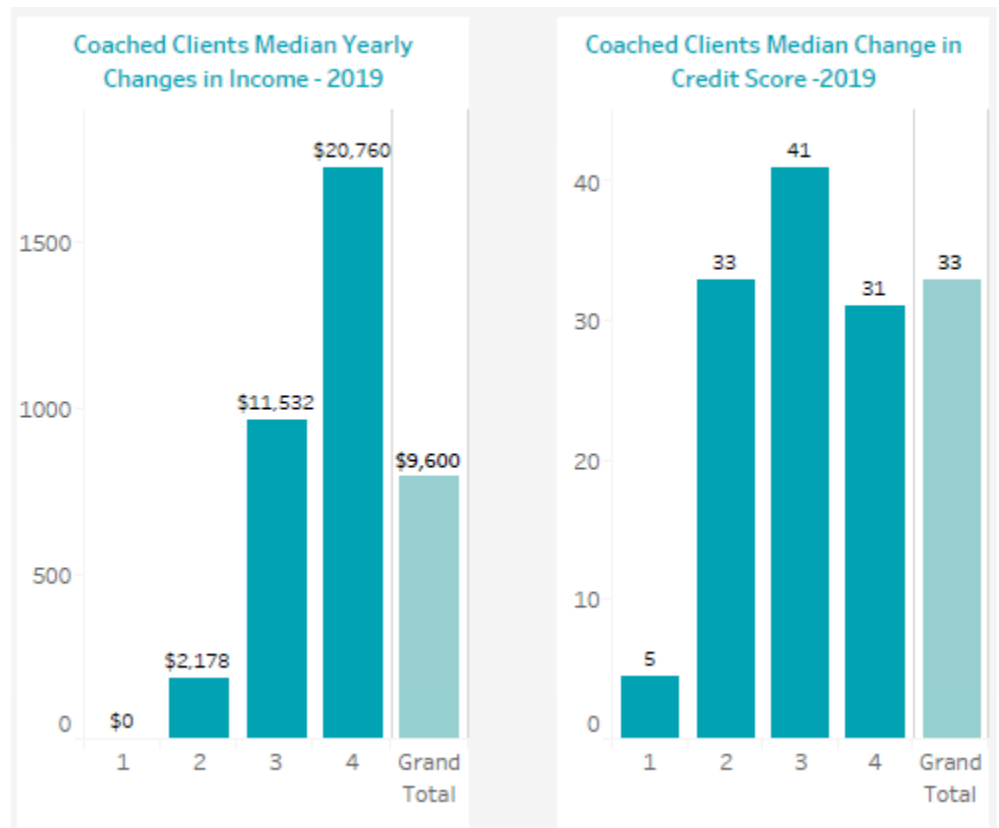
Since 2015, TND and the City of Chelsea have co-led a community safety initiative known as

Chelsea Thrives. Chelsea Thrives successfully reduced crime in Chelsea, with property crime dropping by 37% and violent crime dropping by 33% since 2014. Additionally, TND and MGH surveys found that perceptions of safety in Chelsea has also improved. According to the Chelsea Police Department, Chelsea is no longer listed as one of America’s 100 high-crime cities.

c) Benefits of CONNECT’s family prosperity programming:

CONNECT offers low- and moderate-income families access to employment and financial capability services in one convenient location. As demonstrated by national research on integrated service delivery models and CONNECT’s own results, clients that access two or more CONNECT services (service “buckets”) are more likely to make economic gains as measured by securing a new or better job, increases to income, and improvement to credit scores. Since CONNECT opened its doors in 2012, 19,103 clients have accessed services. In 2019 to date, 27% of clients have accessed more than one CONNECT service.

Data from CONNECT’s financial and employment coaching program (shown on the right) illustrates that as clients tap into successively more service buckets, a greater percentage see gains to income and credit scores. In 2019, coached clients that have accessed four of CONNECT’s service buckets have seen a median yearly income increase of \$20,760! This is a game-changing outcome for a low-income household.



Seeking to demonstrate the health benefits of a stable home, TND and MGH Chelsea HealthCare Center completed a pilot in which 120 MGH patients who screened positively for risk of homelessness were referred to CONNECT for housing and income stabilization services. Within six months of working with a housing counselor, parents reported improvements to their own health and that of their child(ren). Those results have held at 12 and 18-month follow-ups. The data shows food insecurity decreased, and self-rated physical and mental health status improved. For example, among caregivers, positive screenings for anxiety decreased from 53% to 23%, and positive screenings for depression decreased from 42% to

19%. Participant children also reduced their use of emergency room visits from baseline to 18-months (31% vs 19%) and one or more hospital admissions (19% vs 4%).

SECTION 4 ACTIVITIES TO BE UNDERTAKEN

The goals and activities below will serve TND’s core constituents: the low- and moderate-income tenants of our affordable homes; community members in the neighborhoods and cities we serve; and CONNECT clients who come to TND from throughout Greater Boston to find a job and/or to fix their finances.

Goals	Activities
<p>Build More Homes</p> <p>By 2024, develop 325 homes affordable for low and moderate-income households.</p>	By 2022, produce 134 new homes
	By 2022, complete a refinance and rehab of 121 existing homes
	By 2024, TND will affordably house 1775 low- and moderate-income tenants. Annually 100 tenants will access CONNECT and/or Community Building programming.
	Maintain a strong development pipeline.
<p>Organize & Advocate</p> <p>We will train leaders, and work in coalition with partners, and support community members to act on key issues of housing affordability and displacement.</p>	Play a leadership role on the Chelsea Anti-Displacement Round Table and participate in the coalition’s municipal policy objectives.
	In Revere, collaborate with allies to strengthen Shirley Avenue through place-making, and improved quality of life conditions.
	Coordinate base-building with ally organizations to engage community members who are strong supporters of affordable housing.
	Develop a robust leadership training and engagement program.
<p>Explore Everett Expansion</p> <p>In 2020-21, conduct an assessment of the feasibility of expanding TND’s full suite of services into Everett.</p>	Develop a screening process and complete a community needs assessment
	Extract and apply lessons learned from our work in Chelsea and Revere to build a model for expansion into Everett.
	Build relationships and explore partnerships in Everett with municipal, civic, business and community-based organizations.
	Make a formal go / no-go decision in 2021. If a go decision is reached, fully develop and implement a program plan to support expansion.
<p>Improve Resident & Community Health</p> <p>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.</p>	With Massachusetts General Hospital, scale and expand the Health Starts at Home program to make CONNECT’s services more readily available to local MGH patients that screen for housing, food, and income instability.
	<p>As the lead agency of CONNECT, steward integrated economic mobility programming as household economic stability benefits health.</p> <p>→ Annually, 3,000 low- and moderate-income individuals utilize services at CONNECT to improve family financial health and well-being.</p> <p>→ Deepen client flow and referral systems in support of greater service integration by clients.</p>

	<p>→ Manage CONNECT’s financial capabilities services to benefit 1400/year. Services include one-on-one financial coaching, peer support, benefits screening, free tax preparation and financial education classes.</p> <p>Support City of Chelsea and City of Revere as they develop and implement local workforce development plans; develop CONNECT’s capacity for job training and placement services.</p>
	<p>With the support of OppCo’s Resident Services program, and by leveraging new capacity achieved through senior services at TND’s St. Therese property, develop sustainable and robust wellness programming for TND’s senior tenants to encourage healthy aging in community.</p>
<p>Expand the Pie: Diversify Fund Development</p> <p>Further diversify resource development strategies to raise as much unrestricted revenue as possible from individuals, businesses, and corporations to grow donation revenue by 25% beyond a baseline of \$325,000.</p>	<p>Market opportunities for corporate and individual volunteers to engage in TND programming; build capacity to support a rewarding volunteer experience.</p>
	<p>Create a sustained donor giving and recognition program.</p>
	<p>Grow the Raise the Roof host committee to assist TND leadership to secure sponsorships and to further private fund development.</p>
	<p>Raise the visibility of our brand; champion partnerships with donors and strategic allies.</p>

SECTION 5 HOW SUCCESS WILL BE MEASURED/EVALUATED

Success at TND is achieved by reaching agency numeric or program process goals, such as those listed in the table above, and by documenting that by reaching our goals, benefits accrue to community members and neighborhood conditions. The agency’s performance management system is supported through TND’s membership in Opportunity Communities (OppCo). OppCo’s SVP of Data and Evaluation plus a team of Database Administrators provide database management and evaluation services. Quarterly, the organization takes stock of its outputs. Among the attachments is a sample of a Quarterly Dashboard that at-a-glance demonstrates progress to goals, where to celebrate success, and areas that are not yet reaching their targets. This output data is routinely captured; staff log participation and service outcomes at every client engagement, community meeting, or organizing event. Dashboards synthesize data and are used as program delivery and management tools; the staff and Board review Dashboard reports quarterly.

To understand the impact of our programs, TND analyses its data and conducts evaluations to learn what is working, make refinements, and if necessary redirect resources. The tools TND uses to measure community impact include participant outcome data, surveys, and focus groups; some data is measured over time, while others are snapshots. We also utilize data collected by others, such as MGH, the Chelsea Police Department, and school departments. Every three to four years TND repeats a Resident Satisfaction Survey to determine if TND’s

multifaceted investments in social, physical and economic infrastructure are achieving our intended impacts. The survey captures data on evidence of social capital, opinions of neighborhood conditions, community efficacy, and more. On behalf of CONNECT, TND takes responsibility for synthesizing partner data to inform programming.

SECTION 6 COLLABORATIVE EFFORTS TO SUPPORT IMPLEMENTATION

Partnerships are part of TND’s DNA. TND is committed to integrated people- and place-based strategies that work across sectors and silos to create vibrant, healthy communities. We have learned that siloed responses to problems are insufficient; in an effort to develop more holistic solutions that might truly have impact, we partner. Key existing collaborative relationships:

- **CONNECT:** TND led the formation of CONNECT in 2012, bringing five non-profits together to co-locate and bundle workforce development, housing stabilization, and financial capability services to more effectively improve household economic opportunity. TND pursued a partnership model to leverage existing community resources, fill unmet needs, and to facilitate linkages among workforce development efforts in the Metro North Region. The CONNECT partners are Bunker Hill Community College, Metro Housing Boston, Metro Credit Union, a satellite of the MassHire Metro North Career Center and TND. TND plays two roles at CONNECT; we deliver financial capability services and serve as the sole operating partner. As operating partner, TND provides the “glue” that facilitates multi-party data-driven programming; we manage the facility, CONNECT governance, client flow, cross-partner program integration, data and evaluation, and administration.
- **Opportunity Communities (OppCo)** was created by TND and Nuestra Comunidad as a fresh and innovative business model to scale the ability of non-profit community developers to achieve greater equity and opportunity for people and places. OppCo achieves the benefits of scale to deliver greater capacity for administration and core community development programs beyond what any single OppCo member could afford or manage independently.
- **Chelsea Thrives:** TND and the City of Chelsea co-lead this multi-party initiative that has successfully reduced crime by more than 30% and improved perceptions of safety in Chelsea. Key activities include crime prevention programming through coordinated human service interventions, crime reduction through improvements to the built environment, safety walks, and more.
- TND participates in the **Chelsea Anti-Displacement Roundtable**, which was started by GreenRoots, and includes the Chelsea Collaborative, City Life/Vida Urbana, among other partners. This coalition is managing a unified anti-displacement and affordable housing advocacy campaign to address municipal and state level policy responses that could accelerate affordable housing production, protect tenants’ rights, expand access to legal aid for those facing eviction, and counter displacement.
- **Chelsea 500 and the Revere Works Coalition** are parallel workforce development efforts in our two cities that are tailored to local conditions. CONNECT plays a key role in bridging cross-city workforce development efforts that engage municipal leaders, employers, and community-based service providers.
- The community sponsors of the **North Suffolk Integrated Community Health Needs**

Assessment (iCHNA) have selected Housing as a priority for the region and have created a work group to create an improvement and implementation plan. **Massachusetts General Hospital, TND,** and key community based allies are integral in this work group's activities.

SECTION 7 INTEGRATION OF ACTIVITIES; CONSISTENCY WITH COMMUNITY STRATEGY AND VISION

a) Description of the interaction and interrelationship of Plan activities to be undertaken.

TND envisions a future built upon our communities' proud history of serving as gateways to opportunity where all people - regardless of race, immigration status, and income - can have an affordable and healthy home, financial security, a quality job, reliable transportation, good health, an excellent education, and accessible open space. With this as our vision, our mission is to create strong neighborhoods that enable community members to secure a stable home, achieve economic mobility, and determine their own future.

The problems that are addressed by TND's community investments are neighborhood manifestations of poverty and economic disparities. Crime curtails the use of public space, harms the housing market, and negatively impacts the quality of life. Street trash reduces the pride in the community. The lack of outdoor recreational space curtails children's play. Poor housing conditions and overcrowded apartments impact the health, safety, and educational outcomes of children. Low educational attainment and a lack of employment skills make it hard to see beyond the next paycheck. High rents and property prices in our communities result in cost-burdens that reduce people's ability to afford other necessities of life including food and health care. In too many instances, high housing costs result in displacement from home and from one's home community. These are all big issues, yet they can be incrementally addressed by an integrated work plan that involves community members advocating for solutions that are grounded in community need with city officials and community organizations.

b) Description of how the Plan fits into a larger vision or strategy for the entire community.

In Chelsea: Chelsea, a Sanctuary City, now faces two urgent challenges – a nationwide political climate that has eroded safety for immigrants and a regional housing crisis that is causing displacement of community members. Post-recession, a wave of younger, whiter, and wealthier people have moved into both Chelsea and Revere, drawn by new market rate housing that is relatively affordable regionally, and has transit links into Boston. While Chelsea has served as a gateway of opportunity for immigrants for generations, the city's very essence as an immigrant community is at risk as gentrification threatens to change the essential character of the city's built environment, and the socio-economic and demographic composition of its community members. The iCHNA assessment found that in Chelsea, 14% of respondents reported that they fear eviction or foreclosure because of an inability to pay rent or mortgage; 10% of respondents fear they may become homeless in the next year. Latino respondents reported fear of housing loss twice as often as white respondents. Revere is also feeling these pressures, though somewhat less acutely.

In the last five years Chelsea passed CPA and inclusionary zoning (2017), and passed a policy for city-owned land that is being sold (2019). This latter policy enables the City Council to by-pass the highest bidder to earmark city-owned land for affordable housing. Opponents of affordable housing state that Chelsea has sufficient affordable rental housing and not enough homeownership. In both Chelsea and Revere, TND is committed to developing new organizational tools that more directly build community capacity and power to address zoning, land use, and other policies to address the housing crisis and displacement pressures.

In Revere: After years of job losses, Revere is poised to add more than 22,600 new jobs over 20 years utilizing its large-scale underutilized assets, including Wonderland and Suffolk Downs and the former 840,000 sf NECCO candy plant. Seven new hotels are in development in the City, with 350 new hospitality jobs scheduled for 2020-2022. Amazon will open a new distribution center by the fall of 2020 with 600 jobs at peak capacity. The City and HYM Investment Group reached agreement in 2018 on a transformative, phased, mixed-use development for 52 acres at the former Suffolk Downs that will create 7,000 construction jobs and 15,000 permanent jobs over 20 years. Low-income community members and W/MBE businesses are at risk of missing the benefits of this economic growth because many of Revere's residents are low-skilled workers, and more than 25% do not speak English well. The City's business and workforce development services are insufficient to connect its population with new jobs. It is incumbent upon the City to ensure that its training and technical assistance capacities keep pace with the city's significant economic development so that Revere residents are prepared and qualified for new career or business contracting opportunities. TND and its CONNECT partners are viewed by both Chelsea and Revere as primary community-based partners to support building workforce development infrastructure and services.

c) How is the Plan consistent with other neighborhood, community or regional plans?

The real estate activities managed through our CIP concentrate growth in inner-ring and mixed-use neighborhoods, with existing physical and social infrastructure ready to accommodate the development. This strengthens the region by creating affordable housing close to major transportation networks and major employment centers. TND, in conjunction with the City of Chelsea, the City of Revere, private developers, and community members, has undertaken comprehensive planning efforts, and supports residential and economic development activity.

In Chelsea: TND and the City of Chelsea have partnered on five planning initiatives since 2009. The 2009 North Bellingham Hill Action Plan (co-sponsored with TND), the phased redevelopment of the Box District (2005-2015, managed jointly with TND), revitalization of Chelsea's mixed use downtown Broadway Corridor (2014, 2016), place-based planning tied to infrastructure improvements occurred in alignment with the Chelsea Thrives initiative (2017) to improve safety conditions. As part of the Chelsea 500/ Good Jobs Coalition, TND is partnering with the Chelsea Collaborative and the City to craft a Chelsea Workforce Development Action Plan, with technical assistance provided by the UMass Boston Donohue Center.

In Revere: Participatory planning was completed in 2014, and updated in 2019, for the Shirley Avenue neighborhood. The plan outlines multi-party and multifaceted strategies to improve

Economic Development, Quality of Life, Infrastructure and Housing. In 2015, TND commissioned a Neighborhood Marketing Plan that outlines concrete commercial district recommendations that inform TND's business supports today. For the first time since 1971, in 2019 the City of Revere began a Master Planning process for which housing and economic development emerged as two of three key areas of focus. TND's Executive Director joined the Master Planning Steering Committee. The updated Shirley Avenue Action Plan is a part of the Master Plan. In 2020, the Revere Works Coalition plans to work further with the Metropolitan Area Planning Council to identify policy and program priorities for further city- and community-supported workforce investment.

SECTION 8 FINANCING STRATEGY

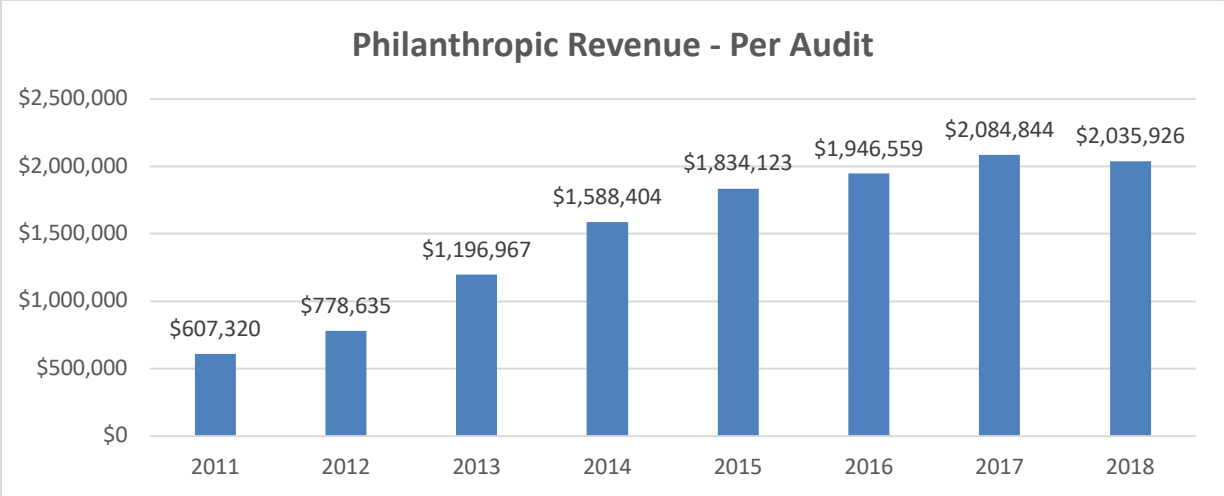
a) Describe financial implementation of the Plan's activities and identify the level of commitment of other funding sources to implement the Plan.

TND will fund the CIP with resources from three primary areas:

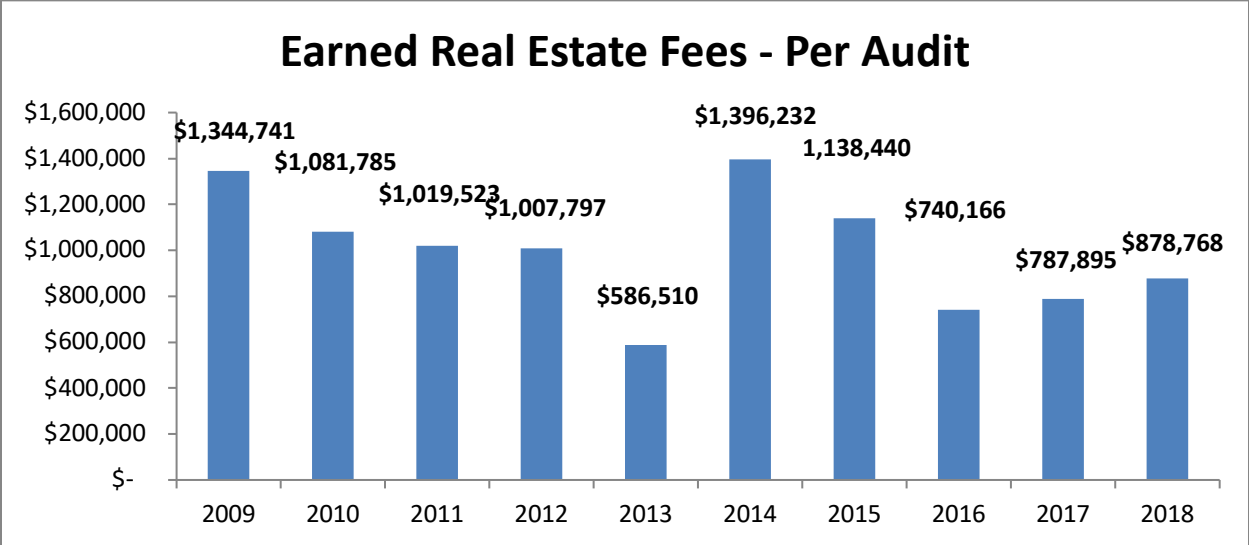
- i. Grant, contract, and contribution revenues;
- ii. Earned revenue from real estate development;
- iii. Other earned revenue from rental property income, sub-lease income, and collected revenue from LIHTC properties that provide cash flow.

Independent auditors and outside investors confirm that TND is in a strong financial position. Audited results (shown below) demonstrate that TND has a solid track record of raising revenue to meet agency needs. In 2020, TND's real estate team will bring in \$3.2 million of earned revenue, three-times more than in a typical year. As a result, the 2020 TND draft budget shows sufficient revenue to cover agency expenses and earn a \$1.5 million profit that the agency will hold to use utilize in future years to sustain and grow mission-driven programming.

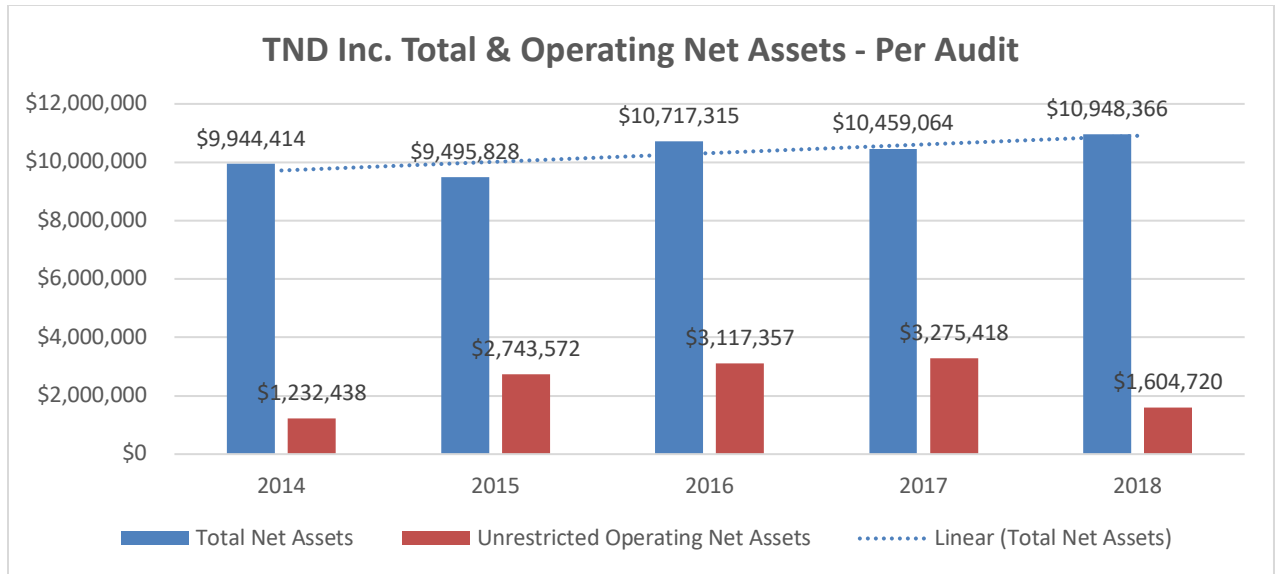
Philanthropic Revenue: In 2019, over \$2.3 million of revenue is already secured from individuals, corporations, foundations and government sources. In 2020, TND is projecting slightly lower results due to funder cycles. Our largest contributors include the Boston Foundation, the Kresge Foundation, the United Way of Massachusetts Bay and Merrimack Valley, NeighborWorks America, and the US Department of Justice. As a member of NeighborWorks America's network, we receive significant funding (averaging \$350,000/year), training and technical support from this congressionally-funded national neighborhood revitalization intermediary. Beginning in 2014, the CITC program has supported our ability to expand our donor base among individuals and businesses - with \$290,000 secured in 2018 from 235 individual and business donors. As shown in the chart below, revenue from philanthropic sources has grown steadily over time.



Earnings from Real Estate Development: For each project that we develop, TND earns a developer fee that we invest back into the community as programming or additional affordable housing development. As illustrated in the chart below, real estate revenue is “lumpy” with peaks and valleys. In 2019, earnings are projected at \$885,000. In the last two years, TND has invested in its real estate program by expanding our production capacities with the technical assistance and program management provided by OppCo. The 357 units with site control in our development pipeline are expected to generate real estate earnings well above our current norms beginning in 2020 when \$3,817,810 of earnings from real estate are projected.



Strong philanthropic and real estate programs contribute to sustained organizational financial health. During the last five year period, TND’s total net assets and unrestricted operating net assets increased in value as shown in the chart below. TND’s financial ratios are strong, meeting or exceeding industry standards.



SECTION 9 HISTORY, TRACK RECORD & SUSTAINABLE DEVELOPMENT

a) TND's history of past practices and approaches to the proposed activities in the Plan.

Please see the attached Report on Progress for additional detail.

REAL ESTATE DEVELOPMENT: Over the last decade, independently and in partnership with for-profit developers, TND has leveraged \$111 million to produce or improve 382 mixed-income homes. During this time period, TND's portfolio increased to 429 quality apartments to affordably house low- and moderate-income households. Averaged across the last five years, TND and our partners have completed 55 rental apartments per year demonstrating TND's capacity and skill as a non-profit affordable housing developer. We measure our housing outcomes through tenant surveys and property management data to determine if our residents are satisfied with property conditions. Unit turnover and vacancy rates are consistently performing at optimal levels.

COMMUNITY BUILDING: In 2019 to date, 2,613 have participated in community building activities. TND's Community Building program brings residents together around community level problem solving tables as well as community social and cultural events. Activities that involved meetings with city officials or law enforcement, attendance at planning charrettes, safety walks, beautification activities, or Community Committee meetings have involved 740 so far this year. A summary of recent outcomes:

- The **Community Enhancement Team** helped pass a plastic bag ban in Chelsea.
- **Walk Wednesday** is a weekly outing where community members socialize, exercise, explore, and send texts to the city's tip line about potholes and infrastructure issues.
- In response to **community concerns for safety in Chelsea's downtown**, UMass Lowell is working with TND and the City to map hot spots and to generate solutions that include placemaking, technical assistance to downtown businesses, and infrastructure improvements to sidewalks and traffic patterns.

- In Revere, the City and TND teamed up with a corporate partner to *refresh Costa Park* with 100 in attendance to paint murals, replace and repair equipment, and improve landscaping. Community members formed a *Friends of Costa Park Committee* to steward park activities.
- The Revere Community Committee encouraged community members to participate in the City’s Master Planning Process, with 200+ attending the opening planning session.

FINANCIAL CAPABILITIES DELIVERED THROUGH CONNECT: Since CONNECT opened in 2012, 19,106 individuals have accessed the following services:

<u>SERVICE</u>	<u># SERVED</u>
Employment services	13,557
Financial education and services	5,039
Income and Housing Stabilization	2,574
Skill development	1,546

Through CONNECT’s one-on-one financial coaching program, coaches annually help 250 low-income families to set and achieve financial goals. Most coached clients are low-income, low-skilled women, many with young children, who benefit greatly from the counsel and encouragement of a coach as they work towards a more economically prosperous future. Through coaching, individuals with multiple barriers work to improve their financial management practices, build aspiration for a better economic future, and/or increase income, net worth or credit scores. In 2018, the 295 individuals who accessed financial coaching achieved the following results:

- › 211 (72%) achieved an increase to at least one of three key metrics, including change to net income, credit score and/or net assets;
- › 172 (58%) had a gain to annual income with a median gain of \$10,800;
- › 120 (41%) increased their credit score with a median increase of 82 points; and
- › 47 clients went from unscored to scored with a median credit score of 667.

During 2019, CONNECT has increased its ability to place clients into quality jobs by expanding job training and placement capacities. This new capacity has enabled the coaching program to prepare clients for new jobs, and then to help newly employed clients think about saving for their next goal. Our service area is experiencing a boom in the hospitality sector with ten new hotels under construction or planned. To prepare our clients for entry into hospitality positions, CONNECT has deepened a partnership with the International Institute of New England (IINE) to deliver occupational and job readiness training. Earlier this year, one hundred and fourteen individuals participated in one of two levels of training (depending on their English proficiency). Of the 114 participants, 84 have been placed in jobs so far, with an average wage of \$19.34 per hour. Of these, 92% are in full-time positions which offered health insurance from the outset. The vast majority of these placements are at the Encore Boston Harbor Casino, bringing 5,000 new jobs to our area. The City of Revere is supporting our job training and is keen to see local community members secure new jobs as they come online.

b) Description of Plan consistency with Sustainable Development Principles

TND's real estate development strategies are consistent with the Commonwealth's Sustainable Development Principles as follows:

- 1. Concentrate Development and Mix Uses:** Our projects provide concentrated development in smart growth, mixed-use neighborhoods, reuse existing infrastructure, and connect community members with metro employment centers and local amenities.
- 2. Advance Equity:** TND's projects focus on resident-centered housing development for low-income individuals. The majority of TND's tenants are Latino, Black, and immigrants; we provide a stable home for people who often face housing discrimination.
- 3. Protect Land and Ecosystems, Promote Clean Energy & Use Natural Resources Wisely:** TND's development projects protect environmentally sensitive land and ecosystems through the clean-up of brownfields, reuse of existing buildings and infrastructure, redevelopment of infill parcels to create neighborhoods that are more than 45 units/acre, and promoting green design and climate resilience principles in each of the projects. Each project pursues certification under LEED, Energy Star, or Enterprise Green Communities programs, extending our commitment to the environment through the life of the buildings. Efficient building envelopes and mechanical systems reduce the need for and minimize energy consumption associated with heating and cooling. Environmentally sensitive landscaping is employed including native, drought-tolerant, and non-invasive species, enhancing resident enjoyment of the property and contributing to neighborhood beautification.
- 4. Expand Housing Opportunities:** This goal is central to our mission and our CIP; TND seeks to complete 325 mixed-income units by 2024, sustain a robust pipeline, and steadily increase the number of units in our portfolio over time.
- 5. Provide Transportation Choice:** Our properties are part of mixed-use, transit-oriented neighborhoods, with ample access to public transit, reducing community members' dependence on automobiles. Using public transportation, Chelsea and Revere residents can be in downtown Boston within 15 minutes.
- 6. Increase Job and Business Opportunities:** Through our real estate development activity, approximately 45 construction jobs are created for every \$10 million leveraged. TND sets MBE/WBE and local hiring goals with our general contractors putting our purchasing power to work in support of equitable economic development. Additionally, tenant purchasing power supports the local economy as goods and services are purchased.
- 7. Plan Regionally:** The real estate activities managed through our CIP concentrate growth in inner-ring and mixed-use neighborhoods, with existing physical and social infrastructure ready to accommodate the development. This strengthens the region by creating affordable housing close to major transportation networks and major employment centers. TND, in conjunction with the City of Chelsea, the City of Revere, private developers, and local community members, has undertaken comprehensive planning efforts, and supports residential and economic development activity.