

Section 1: Community or Constituency (ies) to be served by the organization

The main service area for the Latino Support Network Inc (LSN) is the city of Lynn. In Lynn, LSN has developed the relationships and expertise for several years to engage with the diverse and vibrant communities that make Lynn an attractive home to approximately 101,253 residents. According to data from the U.S. Census Bureau, Lynn's population has increased since 2010 over 11%. Lynn has seen an influx of residents who lived closer to Boston and have moved further north in search of more affordable housing.

As the largest gateway city in Essex County, Lynn is also the most diverse with a White alone population of 47.1%; Black or African American of 13.4%; American Indian and Alaska Native alone of 0.5%; Asian population of 5.8%; Hispanic or Latino 42.9% and two or more races 12.4%. The estimated number of households is 35,915, of which approximately 52.2% of households speak a language other than English.

The owner-occupied housing unit rate between 2018-2022 is 48.6%, significantly below the national U.S. average of 64.8%. According to data from the National Association of Realtors, the median listing home price in Lynn, as of February 2023, is \$484,500, and the median sold home price is \$565,000. The median household income between 2018-2022 is estimated at \$70,046. Regarding businesses, the Census Bureau data shows a total number of 5,352 firms, of which 38% or 2,037 are Minority-Owned.

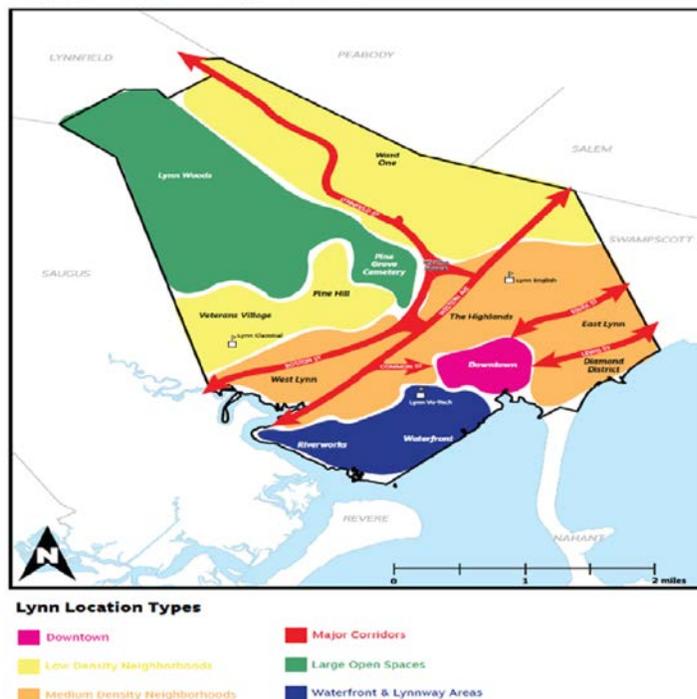
Regarding educational attainment, 77.2% of Lynn residents are high school graduates or higher, but only 21.9% have a bachelor's degree or higher. The PK-12 Lynn Public School District (LPS) has an enrollment of 16,022 students. 89.3% of students, according to the Department of Elementary and Secondary Education (DESE), are students of color. LPS also has a large number of youths experiencing homelessness, and a large percentage are unaccompanied minors. A report cited by WGBH mentions 531 Lynn youth experiencing homelessness in 2019. It compares it to Boston Public Schools, a district three times larger than Lynn, but where only 41 students were reported as homeless, according to state data reported.

In March 2021, a study entitled Housing Lynn was published by the Metropolitan Area Planning Council (MAPC); this study was commissioned by the mayor's office and the Lynn Housing Authority & Neighborhood Development (LHAND). This study was created through a community-driven process. Housing Lynn meets all the requirements to count as a Housing Production Plan. LSN has been in close communication and received the support of MAPC in our efforts to promote economic development and affordable housing for Lynn residents. MAPC has also generously shared data with LSN CDC that has informed our work and priorities for the potential development of affordable housing sites.

One of the key findings from the Housing Lynn report is that even though Lynn's Subsidized Housing Inventory (SHI) is 12.06% as of January 2021, it exceeds the state's target of 10%. Lynn's local affordable housing need exceeds the supply, and fewer than 1 affordable housing unit exists for every 4 income-eligible households. The Housing Plan identified the

types of locations in the city and identified potential sites for affordable housing developments.

Figure 1: Location types, Lynn



LSN’s offices are in the downtown area of the city, and most of our members and program participants live primarily in Downtown, The Highlands, West Lynn, and East Lynn.

The high demand and unmet needs for some of the services provided by LSN have allowed us to serve and collaborate with members who live in other cities/towns surrounding Lynn. Some of the other critical geographical areas we continue to serve and hope to increase our engagement and participation include Salem, Revere, and Peabody.

Primary Constituencies to be Served.

Our work is not exclusive to any specific demographic or population, and as a 501c3 LSN, CDC is open and welcoming to all Lynn and Massachusetts residents. Our values, team members, lived experiences, and expertise provide us with culturally relevant and bilingual skills to better serve the Lynn, Salem, Revere, and Peabody populations. In particular, populations that have been at a more significant socio-economic disadvantage historically and in the present. It is also well known that LMI communities of color in Massachusetts were more adversely affected by the COVID-19 pandemic.

LSN CDC operates in Massachusetts with a focused geographical area of the North Shore area of Boston (Lynn, Revere, Peabody, and Salem), where a significant percentage of the population is Latinx and/or foreign-born. Our customers are first-generation Latino immigrants and other - ELI-LMI immigrant populations living and working within these areas. The

following table illustrates the density and overall size of the Latino/foreign-born customer base in the primary geographical focus areas for the work of our CDC.

City/Town	Total Population	Key Demographics	Foreign Born
Lynn	100,891	Hispanic or Latino: 42.9%	Foreign Born: 36.1%
Salem	44,722	Hispanic or Latino: 19.0%	Foreign Born: 14.7%
Revere	58,528	Hispanic or Latino: 39.9%	Foreign Born: 39.9%
Peabody	53,896	Hispanic or Latino: 11.7%	Foreign Born: 11.7%

Data Source: Census.gov, estimates July 1, 2022

LSN has an increasing presence and engagement working with other nearby surrounding communities. Throughout the years of providing educational programs, we have seen increasing participation of members from areas surrounding Lynn, such as Salem, Revere, and Peabody. We aim to continue engaging with residents of these communities and to create partnerships with community organizations and other key stakeholders.

Section 2: Involvement of community residents and stakeholders

Our approach to engaging residents and stakeholders is guided by our values of inclusivity, respect, and awareness of culturally relevant dynamics and language accessibility. The Board of Directors includes 9 members who have played an active role in providing ongoing contributions to the design and creation of the CIP. Beginning with our Board of Directors and our organizational bylaws which require that our board shall strive to be comprised as follows:

- a. at least sixty percent (60%) of Directors represent the Regional Members and the communities the Organization serves;
- b. at least one-third (1/3) of Directors be individuals who earn the median income, or less, of residents of Lynn, Massachusetts (which, for reference purposes only, as of 2019 according to a U.S. Census estimate, is \$70,046);
- c. at least fifty percent (50%) of Directors be women or otherwise not identify as male;
- d. at least seventy-five percent (75%) of Directors be persons of color;
- e. at least fifteen percent (15%) of Directors represent the education sector (K-12, postsecondary and/or adult education);
- f. at least fifteen percent (15%) of Directors represent the banking/finance sector and/or white-collar sector; and
- g. at least fifteen percent (15%) of Directors represent the small business and worker cooperatives sector.

Over the last two years, LSN CDC has gathered community members' information through various communication channels and methods. We have conducted three sets of surveys to learn more about our members and the areas of service where our members live. The first survey completed in March of 2020 was conducted with participants in our Financial Literacy programs. 56 surveys were completed. 60% of participants had an annual household income below \$39,000. 20% had annual household incomes of \$40K-\$59K. Two of the most surprising findings from this sample included that close to 30% of participants had used a cash checking service in the past, and 13.5% of participants had used a payday lender.

The second survey partnered with the Essex County Community Organization (ECCO); we surveyed 285 North Shore residents to inform our priorities, strategic planning, and the CIP. The survey was available in multiple languages (English, Spanish, Haitian Creole, Portuguese). 121 survey respondents completed the survey in English. The breakdown of the participant's demographics was 48% Black/African American, 33% Latinx, 11% White, 5% Asian and 3% Native American/indigenous.

164 survey participants completed the survey in Spanish, and 88% self-identified as Latinx, 3% as Black/African American, 5% as Other, 2% as White, 1% as Asian, and 1% as Native American/indigenous.

Over 60% of survey participants' annual income was below \$59,500, with 40.3% of all participant's family annual income below \$35,700. We asked participants to rank their economic priorities and what areas of economic development in their communities needed the greatest attention. Some of our key findings from conducting this survey revealed the participant's economic priorities:

1. Rent Assistance (i.e., helping pay rent, etc.) 23.9%
2. Small Business development loans at low-interest rates of 23.2%
3. Homeowner assistance (i.e., paying closing costs, points, etc.) 12%
4. College or scholarships for Black and Brown youth 6.2%
5. Offering traditional home loans at low-interest rates of 5.8%,

LSN CDC also has an ongoing initiative to learn from small business owners and micro enterprises and further inform our work and the CIP. To date, we have interviewed over 50 small business owners in Lynn. Most of these interviews/surveys have focused on the city's downtown area, including Union Street, Market Street, Washington Street, South and North Common Street, Western Avenue, and other businesses surrounding Central Square and the Highlands.

Some key findings include that most survey respondents need access to capital at competitively low rates, and many find the lending process intimidating. The need to access operating capital has increased, especially in post-pandemic times. For a large number of participants, their priorities centered around having enough working capital to keep their businesses running and to increase their customer base to the levels before the pandemic.

Over 60% of our small business survey participants expressed concern about sustainability and their enterprises' future mainly due to COVID-19. Some businesses have struggled to

pay rent, and others have ongoing arrangements to pay essential expenses, such as utilities. The small business interviews/surveys will continue to inform LSN's work and priorities.

LSN CDC has a group of entrepreneurs and aspiring business owners who have provided input and recommendations by participating in our business/entrepreneurship training/workshops. LSN uses social media to connect and maintain participants' engagement as well. Some tools used include WhatsApp and Google Classroom groups, where we can easily share resources, updates, news, encourage and motivate each other on their journey to business creation and success.

Our multiple educational programs have also allowed us to engage and gather input from participants and members. In our measurement and reporting practices, we have included various opportunities and channels for members to share their opinions on the services received and the types of services they would like LSN to facilitate. LSN has also established an advisory board with 15 North Shore community members. This board plays an essential role in providing input and recommendations on the types of programs LSN provides. Also, it is a way for LSN to cultivate potential new Board of Director members and to encourage participation and volunteer engagement.

Our extensive number of local partners and collaborations also support our stakeholder engagement (see section 6, collaborative efforts for more information).

LSN CDC also accessed key community input and feedback gathered as part of the Housing Lynn plan developed by MAPC. One of the panel discussions reinforced what LSN has heard repeatedly through community events, surveys, and conversations with local partners such as the New Lynn Coalition. Some of the most relevant concerns centered around affordability, neighborhood change, and gentrification. Some residents also expressed concern with developments needing to advance equity and diversity.

Another relevant discussion that needs to be considered is balancing affordable housing and tax revenue. On this matter, one area where most people agree is the development of mixed-use, mixed-income projects and the promotion of homeownership opportunities for families to build intergenerational wealth.

Currently, LSN CDC is working in partnership with Emerald Cities Collaborative on an ongoing community engagement effort to create a weatherization plus health program for Lynn residents that leverages the lived experiences of residents to combat existing barriers to accessing healthy homes. To gain insights from our community members, we had discussions with 45 residents in Lynn during our citizenship, small business, and first-time homebuyer classes. We held a roundtable discussion with 3 community members and broadcasted it on Lynn's local broadcasting channel, Lynn Community Television (LCTV), to connect with the wider Lynn community. We surveyed 42 members who attended our Hispanic Heritage Month celebration.

These engagements revealed a relatively high quality of life in Lynn, but security, energy bills, humidity, and pests are significant issues. Tenant and landlord relations were highlighted as deterrents when accessing energy alternatives that may help reduce costs and lead to neglected homes that have endangered the health of residents. However, most

cited that they felt comfortable receiving and accessing support from local organizations to address housing issues. We will continue to engage with community members to engage and inform the development of this program. Furthermore, to enhance existing efforts within the community, we've had discussions with local and municipality organizations to align our goals and design a mutually beneficial program for all parties involved.

Section 3: Plan goals

LSN's strategic approach focuses on priorities which our several years of learning and engagement in LMI communities of color has taught us. Our own lived experience is also relevant in the creation of our goals, as a CDC founded and operated by community leaders of color.

Supporting and developing our local ecosystem to create opportunities to learn, connect, create, and measure/evaluate our impact; enable us to transform our local economy, build our capacity, reduce dependency, and realize our potential.

The core problems we have identified in collaboration with our members are the following:

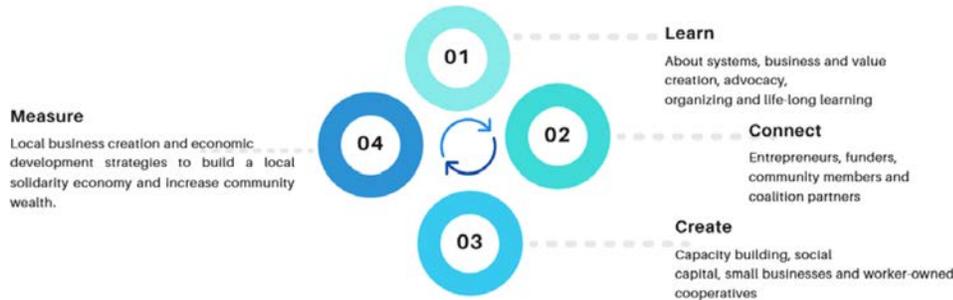
1. **Housing Discrimination:** From redlining to predatory lending, gentrification, and the cost of housing are growing concerns in many BIPOC communities.
2. **Barriers to access capital:** Access to capital in equitable and favorable terms still is a major barrier for entrepreneurs in communities of color when starting and growing a business.
3. **Lack of representation and promotion of local leaders:** There is a large gap in the participation of Latinx, foreign born, and Black communities in local government, boards and senior executive teams of financial institutions.
4. **Limited number of educational and training opportunities:** The achievement and opportunity gaps between distressed and affluent communities present a huge missed opportunity of investing in our future as a Nation.

For all the aforementioned problems, our plan has identified significant opportunities and the following goals.

1. **Increase and preserve affordable housing:** Including pathways to home ownership and mechanisms to build assets and break out of the cycle of poverty.
2. **Set up a community investment fund:** invest in local housing projects and small businesses and offer alternative lending/investment options in partnership with CDFIs and local banks.
3. **Promote advocacy efforts to increase housing affordability and access to learning resources and services to promote healthier homes.**
4. **Promote long-life learning programs for underserved populations:** Refer and connect participants and other local residents to certifications, technical assistance, and opportunities

to develop their employability skills, create their own business or join other cooperative style enterprises.

Our value proposition is adaptive to the realities and needs of our communities and includes a positive feedback cycle which continuously places learning, connecting, creating, and measuring as a methodology for how we do our work and run our programs.



Section 4: Activities to be Undertaken

LSN CDC provides a set of programs and services that are complementary to our economic development work. These offerings serve to drive financial education, create awareness of how to leverage financial products responsibly, and help integrate recent immigrants to American society. Providing these tools helps to remove points of failure that many LMI communities experience with systemic barriers. Building confidence and awareness for our members helps ensure greater civic engagement, participation, and accountability. Simple things can help drive confidence and awareness like gaining comfort with the English language, developing literacy, learning the basics of computers, taking pride in Latinx arts, and offering guidance on how to run a business successfully.

The following activities have been developed based on historical data of what we have accomplished through our programs and also projecting an increase in our funding streams as a fairly new certified CDC. These activities will also be utilized as a way to measure our effectiveness and impact during our board meetings and mainly during our annual members’ meeting.

All the above strategies, objectives and key results are measured (see section 5) on an ongoing basis and at various defined check points. The purpose of measurement is to enable the time and space to reflect and evaluate our work, which is essential in an environment of continuous improvement.

Please see the following two pages with a description of activities, outputs, outcomes and benefits for households and communities.

Goal: 1. Increase and preserve affordable housing: Including pathways to home ownership and mechanisms to build assets and break out of the cycle of poverty.

Activities	Outcomes for LMI households	Community Impact	Description/Outputs
Homebuyer Educational Programs	Increase the number of households between 50%-100% AMI who become home-owners.	Increase sense of ownership and belonging. Increase tax revenue for municipality.	150-180 participants in in person or virtual classes complete 8-hour Program and receive MHP completion certificate
Financial Counseling/literacy	Use of budgeting tools. Increase savings to achieve financial goals. Build and/or repair credit.	Individuals/households with greater financial literacy, supports their economic goals.	75-100 participants received at least 1 hour of counseling on budgeting, savings and/or credit
Entrepreneurs/Small Business	Increase technical assistance and access to grants, resources, and lending/capital.	Local businesses that operate more efficiently, increase revenue, and support the local economy.	Support the creation of 20 startups by providing TA and access to capital
Development/Preservation of 50-75 units of mixed-use family affordable housing	Provide quality affordable rental/ownership housing and support services opportunities for residents.	Residents participate by supporting their local CDC and access the supporting services offered to the greater community.	LSN has identified 3 potential sites for development in Lynn.
Support housing for refugee and asylum seekers population in partnership with Casa Mariposa	Families join Casa Mariposa a housing community with high quality facilities and essential support services.	Welcome refugees and asylum seekers supporting this community contributes to the community wellbeing.	Continue to support Casa Mariposa and assign a portion of tax credits to sponsor 50 ELI families in need of housing
Promote weatherization plus and healthy homes access for low- and moderate income residents in Lynn/Northshore	Participants benefit from access to energy efficiency resources and improve these conditions in their households.	Clean energy options increase and more residents improve their health and quality of life.	In partnership with Emerald Cities connect 60 households with education, resources and access to weatherization plus benefits.
By the end of 2024 complete 6 units of affordable home ownership as part of the Mass Housing NSP program and with support from the City of Lynn Affordable Housing Trust Fund. 4 units are expected to be sold at 60% AMI and 2 units at 80% AMI.	Families who will be able to buy an affordable home at 60% and 80% AMI and build wealth.	First affordable home ownership development through NSP in Lynn.	In partnership with DVM and Oxbow Urban through the NSP program and with support from Mass Housing and the City of Lynn Housing Trust fund

Goal 2: Set up a community investment fund: invest in local housing projects and small businesses and offer alternative lending/investment options in partnership with CDFIs and local banks.

Activities	Outcomes for LMI households	Community Impact	Description/Outputs
Saving Circles	Residents are able to increase their savings to accomplish financial goals.	Increased networking and social capital among residents. Reduce predatory lending.	100 participants in our saving circles, join at least one round of savings.
Technical Assistance for Small/micro enterprises	Increase technical assistance and lending/capital resources for entrepreneurs/small businesses.	Local businesses that operate more efficiently, increase revenue, and support the local economy.	Provide TA to at least 75 business (min 1 hr.) owners/entrepreneurs - Provide/refer 50 business to affordable loans

Goal 3. Promote advocacy efforts to increase housing affordability and access to learning resources and services to promote healthier homes.

Activities	Outcomes for LMI households	Community Impact	Description/Outputs
Tenant/landlord Know your Rights Clinics	A more knowledgeable and informed population of tenants could avoid to potential abuse.	Fewer cases abuse/neglect by absentee landlords and better quality of life for tenants.	150-200 participants join workshops to learn about their rights as tenants
Workers Know your Rights Clinics	Participants understand their rights as workers and can more effectively advocate for themselves.	Residents who have greater job satisfaction and can hold employers accountable for infringing their labor rights.	In partnership with the Attorney Generals Office, engage 100 participants in Workers' rights workshops

Goal 4. 4. Promote long-life learning programs for underserved populations: Refer and connect participants and other local residents to certifications, technical assistance, and opportunities to develop their employability skills, create their own business or join other cooperative style enterprises.

Activities	Outcomes for LMI households	Community Impact	Description/Outputs
ESOL Conversational Classes	Increase language proficiency and listening/speaking abilities. Connect to continuing ed options.	Individuals and households with greater English literacy. Greater civic/community integration among residents.	300 participants complete at a minimum a 6-week ESOL program
Computer and Digital Literacy	Increase digital literacy and access to online resources to reduce digital divide.	Greater access to digital tools and opportunities and ways to engage with local governments and each other.	180 students/small businesses complete 15 hours of instruction and receive program benefits

Section 5: How success will be measured and/or evaluated

The engagement and participation of our members and community stakeholders has been instrumental in informing our organizational goals and priorities for the next few years. Our approach to goals, results and impact measurement takes into account a variety of tools, mechanisms and channels of reporting and participation.

Our Lean Impact Dashboard developed by Startup Impact Benchmark (<https://www.startupimpactbenchmark.org/>) is designed to support startups and social enterprises in measuring sustainability impact. The elements of the impact measurement tool are described in the table below in the left column, with a brief explanation of our implementation under the right column.

Components	Description
1. Impact Identification & prioritization	It comprises 3 steps. 1. The logic of our impact or our Theory of Change 2. Impact Scoring 3. Assigning sustainable development goals (SDGs) as well as Commonwealth sustainable Development Principles
2. Impact Quantification	For each strategic focus area, we compare our actions to what is considered the status quo and based on our assessment of community needs and assets determine which areas have the greater impact and alignment with our organizational goals.
3. Financial value of impact	The assessment of the value is categorized by short-, medium- and long-term metrics and weighted according to the impact quantification described above.
4. Impact Benchmark	In this part we use data that has been previously gathered and measures our impact comparing it to metrics of other similar organizations and adjusted accordingly.
5. Analysis, reporting & communication	In this section we measure the activities and outputs as well as the number of stakeholders involved and the impact/changes reported by participants, from our observations and/or through access to various data sources. The analysis is then reported and shared with multiple stakeholders using diverse channels of communication (newsletters, 1 pagers progress reports, testimonials/stories)

In terms of concrete tools for accountability, measurement, and monitoring LSN CDC has established the following mechanisms to ensure participation:

- o Each educational program (Homebuyer classes, Financial Literacy, etc.) includes an initial survey to collect participants interests, goals and expectations and it also includes a satisfaction survey which evaluates the achievement of the expected goals, as well as the training and administrative personnel involved.
- o As part of our Annual Membership Meeting, we include a report summarizing our objectives and key priorities and accomplishments to date.
- o Another mechanism that is used for accountability is to share with our member database the list of scheduled board meetings for the year via email and text.
- o Our website has a section which allows members to submit their questions, comments, input, feedback, and concerns to include in our Board of Directors meeting agendas and to address, if necessary, during our annual membership meeting.
- o Input and feedback opportunities through social media channels.

LSN stores attendance/participation data from all our virtual classes/programs via Zoom and recording of our sessions (with participants' permission) are saved.

Section 6: Collaborative efforts to support implementation

As a network of support, it has been essential to our values, identity, and core to our mission to create connections and further collaboration in the communities we live, work, play and fulfill our life's aspirations. The following organizations are fundamental to our strategies and there are various levels of engagement. All the organizations listed under core partnerships are also reflected on our list of strategies and goals.

	Key Core Partners	Supporting Partners and Associations
Strategy 1: Learn	<ul style="list-style-type: none"> -Northshore Community College -Project Citizenship -CHAPA -Tech Goes Home - Emerald Cities -MAPC- Justice 40 -Metropolitan Planning Area Council -Local Banks, Realtors, Attorneys -EDIC, LEAF/ Local Enterprise Assistance Fund 	<ul style="list-style-type: none"> -Lynn Community TV -MACDC -Compass Working Capital - The Boston Foundation -La Vida Scholars
Strategy 2: Connect	<ul style="list-style-type: none"> -ECCO -Grassroots Finance -Lynn Rapid Response Network - Emerald Cities - Essex County Community Foundation -Northeast Legal Aid -Mass TDI Local 	<ul style="list-style-type: none"> -Lynn Public Schools -Social Innovation Change Initiative (SICI)
Strategy 3: Create	<ul style="list-style-type: none"> -Suffolk U/BC transactional Law Clinics -Essex County Community Foundation -Casa Mariposa -Local Banks -Emerald Cities -MAPC -MACDC -National Association of Latino Community Asset Builders (NALCAB) -Local Businesses/Entrepreneurs -Community Credit Union -The Neighborhood Developers -POAH 	<ul style="list-style-type: none"> -Entrepreneurship for All -Cooperative Fund of New England - -Boston Impact Initiative -Mass Development

The core partners listed are the organizations which most directly impact our objectives and key results. The list of activities in section 4 includes them in the areas in which each of these partners' contributions are key. Below is a more detailed description of each core partner.

Project Citizenship (PC): LSN CDC has an MOU with PC, and our partnership is key in supporting New Americans realize their dream of U.S citizenship and greater integration and participation.

Citizens' Housing and Planning Association (CHAPA): LSN works with CHAPA to ensure that our homebuyer education and counseling classes meet/exceed the quality standards defined by the collaborative and to promote advocacy around fair and affordable housing.

Tech Goes Home (TGH): Our partnership with TGH is key in supporting residents and small businesses in breaching the digital literacy gap in Essex County, this work is also in partnership with Essex County Community Foundation ECCF.

Community Credit Union: As part of our work supporting small businesses/entrepreneurs access capital, we are working with Community Credit Union to support local businesses access micro-lending opportunities.

Metropolitan Planning Area Council (MAPC): This relationship is essential to continue to support the Lynn housing production plan and to identify potential sites for development. MAPC has generously supported LSN CDC in accessing relevant data to inform our CIP and our organizational goals.

Local Enterprise Assistance Fund (LEAF): This is one of the local partners CDFIs that provides technical assistance to small businesses and access to capital in competitive and friendlier terms. LEAF participates in our small business technology classes as guest speakers.

Essex County Community Organization (ECCO): One of our key partners to promote the solidarity economy and to gather data and information from residents in the North Shore, ECCO is a network of over 39 faith-based congregations and members of MCAN.

Grassroots Finance: Grassroots Finance Action challenges the top-down approach to development by recognizing the incredible capacity of local communities to improve their own living conditions. Our partnership centers around the promotion of savings circles in Lynn.

Lynn Rapid Response Network: LRRN assists local immigrant families who have faced unimaginable challenges and are being warmly welcomed on the North Shore and beyond.

Suffolk U/BC transactional Law Clinics: LSN partners with this law clinic to refer and support entrepreneurs and small business owners with legal matters around incorporation and compliance.

Essex County Community Foundation: ECCF inspires philanthropy that strengthens the communities of Essex County by managing charitable assets, strengthening, and supporting nonprofits and engaging in strategic community leadership initiatives. LSN partners with ECCF to provide Covid-19 financial assistance, promote digital literacy in Essex County and the creation of impact investing alternatives in the North Shore.

Casa Mariposa: Provides culturally inclusive, responsive, and respectful education and subsidized housing to marginalized immigrants and their families as they navigate adjustment to life in Lynn. LSN has provided technical assistance and hopes to increase its support to sponsor ELI families in need of housing.

Local Banks: Several local banks have sponsored several financial literacy programs and other events, including: Salem Five, Silicon Valley Bank/First Citizens.

Executive Office of Housing and Livable Communities: The technical assistance and funding opportunities offered by HLC to state CDCs is instrumental in achieving our goals of creation/preservation of affordable housing.

Local Businesses/Entrepreneurs: The North Shore has a vibrant community of entrepreneurs and small businesses and LSN seeks to continue to support as much as possible local businesses with technical assistance and access to capital.

MassDevelopment - TDI Local: This organization specializes in financing solutions — partnering with local banks. TDI Local is a small grants program that supports local market development. These small grants foster business, resident, and property owner engagement and build community identity while improving the public realm.

Emerald Cities Collaborative: This organization develops energy, green infrastructure and other sustainable development projects that not only contribute to the resilience of our metropolitan regions but also ensure an equity stake for low-income communities of color in the green economy.

MAPC - Justice 40 Advisory Group: LSN is supporting the development of a Greater Boston Climate Action Plan facilitated by the Metropolitan Area Planning Council (MAPC), a regional planning agency in Metro Boston, to advance environmental justice initiatives in the Greater Boston region including southern New Hampshire and parts of Rhode Island.

The supporting partners are important connections which assist the implementation of our Community Investment Plan. As we continue to develop our relationship with each supporting partner, it is likely some of these partners will become core partners in the near future.

Section 7: Integration of activities/consistency with community strategy and vision

To ensure that our CIP is integrated and aligned with the community strategy and vision, we have accessed two main data sources. 1. All the community surveys and interviews described in section 2 of the CIP. 2. Various documents created by the city of Lynn and Lynn Housing Authority and the Housing Lynn: Plan for inclusive growth created by MAPC.

One of LSN's priorities in promoting economic development aligns with the 2016 Lynn Housing study, which is to encourage efforts to develop mixed-use, mixed-income development in key target areas. For LSN the key area is downtown and, in particular, the Union Street corridor.

The city of Lynn's Draft Consolidated Plan for Housing, Economic & Community Development is another key document that has guided our priorities and is a continuous source of information to identify potential areas of collaboration with strategic goals identified through the Consolidated Plan process. The following strategic areas integrate and align with LSN's goals and priorities.

- o Create and Preserve Deed-Restricted Affordable Housing
- o Reduce Housing Cost Burdens and Improve Housing Conditions for Renters
- o Preserve and Expand Affordable Homeownership Opportunities
- o Reduce Homelessness
- o Enforce Fair Housing Laws and Support Residential Development that Advances Neighborhood Diversity
- o Expand Public Services and Other Supportive Services
- o Promote Economic Development

The Housing Lynn Plan focuses primarily on goals that address the unmet needs of current Lynnians. This plan's segment of the population is precisely the key target audience and membership base for LSN CDC (See section 1). The following strategic areas integrate and align with LSN's goals and priorities.

- o Goal 2: Anti-displacement.
- o Goal 4: Integrated Neighborhoods
- o Goal 5: Representative Governance.
- o Goal 6: New Development Benefits

LSN CDC currently provides direct services and connects residents with other essential services that support families and small businesses. LSN clearly understands the correlation of this work with promoting economic development.

LSN CDC is actively engaging with climate justice initiatives to ensure residents in Lynn, an environmental justice community, receive the resources and support needed for the community to thrive. Collaborating with MAPC on creating the first Greater Boston Climate Action plan to provide insights from our work in creating healthy homes and other environmental justice

issues. Participating in MAPC's energy coalition to share resources and ensure funds reach residents.

Digital Equity continues to be an essential issue in Lynn. The City of Lynn is creating a Digital Equity report with the Massachusetts Broadband Institute to highlight gaps in resources and programs in Lynn. As a Tech Goes Home Program partner, we intend to continue educating residents about technology use and access Wi-Fi and computers to reach 180 residents in the next 3 years. Moreover, as part of the ECCF's digital equity coalition, we have participated in discussions regarding statewide digital equity opportunities.

Section 8: Financing strategy

As a non-profit prior to receiving the CDC designation, LSN's revenue streams were mostly comprised of the following:

- o Sponsorships for our educational programs from local financial institutions 30%
- o Foundation grants and donations 30%
- o Fee based services 5%
- o Compensation for outreach services and leasing office space 20%
- o Donations from Board and founding members 15%

Since receiving the CDC designation, we have been working on diversifying our sources of revenue to fund our programs and achieve our goals outlined in the CIP. Our financing strategy moving forward seeks to rebalance the distribution of our funding sources and include new ones.

- o CITC and funds raised 20%. We partner with the United Way for a portion of CITC. Several financial institutions are aware of our CITC allocation and have expressed interest. We hope to leverage the tax credits as well to increase our donor base and funds raised.
- o Sponsorships for our educational programs from local financial institutions 10%. We will continue offering financial education programs; this has been a source of revenue and the demand for these classes in underserved communities is high.
- o Foundation grants and donations 10%. We hope to continue to foster and grow our relationship with Essex County Community Foundation and the Boston Foundation.
- o Fee based services/classes 5%. As a CHAPA FTHB certified agency we will be offering several homebuyer workshops throughout the year. There is a low fee for participants.
- o Development and overhead fees 30%. Our goal is to develop 1-2 sites (out of 3 potential sites identified) and charge on average 10% for the development fee.
- o Community Investment Fund/CDFI 10%. Through our work with ECCF, ECCO, the Boston Impact Initiative, NALCAB. We are identifying impact investors who can lend capital at very low interest rates to finance some of our high impact initiatives.
- o Compensation for outreach services 5%-10. Our partnership with Emerald Cities has introduced LSN to an essential area/service of economic development and socio-economic determinants of health. We hope to continue strengthening this partnership and continue to offer healthy homes/weatherization plus benefits to LMI families in Lynn/Northshore.

- o Donations from Board and LSN members 5%. LSN seeks to continue to have an active and engaged board and also to welcome the donations of any of its participating members.

Section 9: History, Track Record and Sustainable Development

Since 2014 when LSN was founded by a group of concerned Latinx community members, as a non-profit, our work has focused on providing resources, services and serving as a connector in order to support the integration process of our Latino community and other immigrant communities in Lynn, the North Shore and around the Commonwealth. Also, to promote the potential, talent, and productivity of our members and to offer a source of reliable information to understand, navigate and improve systems. To promote and strengthen mutual cooperation and education amongst our network of support and in partnerships with other organizations with the objective of fostering and exercising a good and active citizenship and to improve the quality of life for our community.

The experience of operating as a non-profit taught LSN the importance of access, connections and finding alternative ways to fund our work and fulfill our mission. Attachment # 2 presents an overview of our activities and track record for the last three years. In summary LSN has offered and participated in over 100 events and activities with a positive impact on over 1,000 Lynn/North Shore residents.

LSN's CIP aligns with the Commonwealth Development Principles in the following ways:

- 1. Concentrate Development and Mix Uses:** The potential sites we are exploring, and any LSN housing development would prioritize mix uses & support services, as outlined in our CIP.
- 2. Advance Equity:** LSN identified lack of representation and participation as a core problem to address, and it is reflected in our work promoting our target populations and the several of the partnerships we have, which prioritize this work. (ECCO, NLC, LRRN, Casa Mariposa)
- 3. Make Efficient Decisions:** As a CHAPA, MACDC, ECCO and New Lynn Coalition member, being part of a community that unites and holds decision makers accountable is key to our success.
- 4. Protect Land and Ecosystems & 5. Use Natural Resources Wisely & 9. Mitigate and Adapt to Climate Change:** Our work has mainly focused on promoting community gardening. Now is a priority of our work promoting the MAPC lean energy access for LMI residents.
- 6. Expand Housing Opportunities:** Our focus is twofold. 1. Develop affordable housing options for ELI & LMI residents and 2. Assist residents in 50-100% AMI to transition to homeownership.
- 7. Provide Transportation Choice:** We are aware of the importance of developments that are nearby transit lines, and it influences our sites and potential new developments.

8. Increase Job and Business Opportunities: LSN's programs and activities clearly reflect our work in promoting access to jobs (Educational classes, Tech goes Home) and to break down the barriers minority-owned enterprises often face.

10. Plan Regionally: LSN CDC recognizes the importance of interconnectedness and the role the North Shore region plays not only in the economy and wellbeing of the Commonwealth but for New England and the Nation. LSN aims to continue expanding its network.

Attachments CIP LSN CDC. Attachment #1 2024 LSN Board Members. Attachment # 2 Board approved budget LSN 2024