

EXHIBIT 2
THE NEIGHBORHOOD DEVELOPERS
2023-2025 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 Community Investment Plan (CIP) incorporates five strategic goals detailed in TND's 2020-2024 Strategic Plan, with additions to carry the work forward through 2025. By advancing resource development, health partnerships, community building, and real estate development, TND broadens its impact in Chelsea, Revere, and Everett, the three gateway communities that it serves.

SUMMARY OF CIP GOALS

- **Build 485 more homes.** Producing healthy, affordable, and sustainable homes is central to TND's mission. Originally, TND real estate activity was solely in Chelsea; we expanded into Revere in 2010, and Everett in 2018. Between 2020 and 2025, TND plans to complete 485 mixed-income homes, and is on track to reach this ambitious goal.
- **Apply successes and lessons from our services in Chelsea and Revere, as we actively expand our full suite of services, or a portion thereof, into Everett.** TND completed due diligence and community outreach to stakeholders in Everett, and crafted an expansion plan that was approved by the Board in 2021. The staged expansion plan is reflective of opportunity, community need, and available resources and will result in each of TND's four principal programs bringing at least one service into Everett.
- **Shift our community building work to support community members' organizing and advocacy efforts to address systemic injustices.** TND makes this shift to better respond to the changed realities in our communities, in which displacement and gentrification are now primary challenges. We are working in coalition with key allies to build our base to and support leaders to act on issues that support housing justice.
- **Deepen partnerships with healthcare institutions to improve the health and well-being of individuals, families, and communities in our service area.** TND continues to expand upon mutually beneficial partnerships with health care allies. One example: in 2022, TND opened a senior residential property in Everett. This property includes an onsite health clinic managed by the East Boston Neighborhood Health Center that offers a Program for All-Inclusive Care for the Elderly (PACE).
- **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. Our goal is to increase our revenues from donations 25% over our 2019 baseline of \$325,000. We met this target for the first time in 2021.

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, Revere and Everett.

b) Population & Demographic Characteristics

Our primary constituents are low-income people -- many are immigrants -- who live in Chelsea, Revere and Everett. As Gateway cities, Chelsea (population 40,787), Revere (62,186), and Everett (49,075) all have significant foreign-born populations: Chelsea (47.1%), Revere (40.1%), Everett (43.0%), compared to Massachusetts (17.6%). Local poverty rates are above statewide norms: Chelsea (19.1%), Revere (12.4%), Everett (10.9%), compared to Massachusetts (10.4%). An estimated 15,000 people in Chelsea are undocumented and are under-represented in these 2020 US Census statistics. Household incomes are low due to language, educational attainment, and skill barriers. Percentages of households earning \$25,000 or less annually are: Chelsea (22.3%), Revere (22.4%), Everett (19.3%).

TND's communities experienced disproportionate COVID-19 impacts, including early and high infection rates, job losses, and food shortages. A study conducted by the Harvard School of Public Health found that at the height of the pandemic in April 2020, 50% of Latino residents of Chelsea lost their jobs; 40% lost hours. In Revere, the April 2020 unemployment rate was among the highest in the Commonwealth at 25.9%. By comparison, the rate in Boston was 15.4%. Many constituents work in industries that were particularly hard hit by the pandemic, i.e., food service, other hospitality, and transportation.

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

Housing market conditions in our three communities are changing. Fueled by high housing costs in Boston and Cambridge, homeowners and renters are moving into our three transit-connected cities. Developers are also more active in our area, and as a result, local housing costs are rising. Many people are no longer able to afford rents or property prices and are facing displacement or overcrowding in homes. Housing affordability and stability are primary community health challenges. For example, Chelsea's high rate of overcrowding in homes (at 10%, the highest in Massachusetts), contributed to residents contracting COVID-19 at six times the rate of the rest of the state. Notably, residents of TND's properties contracted the virus at a far lower rate than their neighbors as our homes are not overcrowded.

The 2022 North Suffolk Integrated Community Needs Health Assessment (iCHNA) completed by Massachusetts General Hospital determined that the rising costs of rent and utilities were a significant concern for respondents, as were issues of overcrowding. The 2022 iCHNA reveals that for the first time, the lack of affordable housing was the number one concern of respondents from both Chelsea (54.2%) and Revere (69.5%). In previous years, mental health was the top community health concern.

SECTION 2 INVOLVEMENT OF COMMUNITY MEMBERS AND STAKEHOLDERS

Our communities are at a moment in time when we cannot build enough affordable homes to meet the need. Recognizing this, TND prioritized expanding our community building toolkit in our 2020-2024 strategic plan (and our CIP), to include organizing and advocacy efforts that are aligned with our mission and that address systemic injustices. Since we have made this intentional shift, TND has established greater capacity to support community residents in their efforts to deepen their understanding of community challenges and potential solutions, and to strengthen their leadership so that they can act on key issues related to TND's mission, such as housing affordability and displacement. This shift to more strategically embrace community organizing has served to further develop TND's practices that solicit, build, and encourage community and stakeholder engagement.

a) Resident and stakeholder involvement are central to TND's mission and core programs.

TND's mission is to support community members in their efforts to secure a stable home, achieve economic mobility, and determine their own future. Community building is one of four central agency programs that seek to build equity and opportunity for both people and place.

Our four core programs are:

- 1) **Real estate development** to expand affordable housing inventory;
- 2) **Resident services** to ensure that the residents in our properties are thriving, healthy, stably housed, and well-positioned to meet household needs and asset-building goals;
- 3) **Community building** to elevate and empower the voices of residents to shape the future of our communities and their lives. Base building, leadership development, and coalition building are the three key strategies that make up our organizing model; and
- 4) **Economic mobility services** to support residents of our cities to find a better job, improve their household finances, and make realistic, achievable plans for a strong financial future.

Throughout our work, TND works in coalition with public and private sector allies because the challenges we face require interventions on many fronts.

b) 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.

The goals of this CIP were determined during TND's most-recent strategic planning process; this process involved not just the Board, but also included deep input from community members and partners. We reviewed data from the most-recent TND resident satisfaction assessment and iCHNA surveys conducted every three years. We solicited input on community improvement priorities via focus groups of clients, tenants, and leaders led by our strategic planning consultants. And we incorporated feedback from stakeholders derived from one-on-one interviews. Through these stakeholder engagement activities, we gathered input from a broad base of community members and allies, as well as TND leaders.

TND's community improvement strategies continue to evolve because of significant community member input. We have a governance structure and community-based programming that provides continuous opportunity for stakeholder engagement.

Board: TND is governed by a Board of Directors comprised of 14 leaders with personal and professional experience that contribute greatly to our work. The recruitment and onboarding of members is conducted with an intentional focus on ensuring that our Board members reflect the diversity of our communities, and that we have representation from residents as well as those with professional expertise. Six of TND’s Board members reside in Chelsea or Revere.

Through strategic planning, the Board sets the vision, mission, and strategic directions for the agency. The 2023-2025 CIP goals align with goals detailed in TND’s 2020-2024 strategic plan (attached). In 2024, TND anticipates it will complete its next strategic planning process. Community members joined the Board and staff throughout 2019’s strategic planning process through one-on-one interviews, focus groups, and planning sessions. The strategic plan informs annual goal setting. Annual department workplans are reviewed and approved by the Board.

Base Building, Leadership & Collective Action: Residents engaging with TND’s Community Building program have an opportunity to create change in their neighborhood as 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, as well as the Housing Equity Committee.



We work in coalition with key allies to build power, leveraging agency strengths to secure increased resources and improved housing policies. The Housing Equity Committee is a cross-city group that has come together to learn about housing issues and to advocate for housing equity in Chelsea and Revere. In 2022, 127 community members participated in housing justice organizing or advocacy activities. See Section 9 below for more Community Building outcomes.

In September of 2022, TND launched a completely overhauled website that includes the following improvements: 1) Users can translate content into other languages with the click of a button; 2) Content more intentionally supports base building, organizing and advocacy efforts; 3) A newly produced graphic of the Community Building program's theory of change (see above) is featured on the re-vamped website.

c) *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 key performance indicators. Annually, staff report on the year's outcomes against multi-year strategic plan goals. See the attachments for a sample of a quarterly dashboard provided to the TND Board. In addition, annually, each program and department present in more detail to the Board.

SECTION 3 COMMUNITY INVESTMENT PLAN GOALS

CITC-supported philanthropy is helping TND achieve the following strategic organizational goals:

1) Build 485 More Homes

TND creates and preserves affordable homes to maintain socioeconomic and racially diverse neighborhoods and to prevent involuntary displacement of residents. By 2025, TND will provide homes for ~2,000 residents, up from a baseline of 1,300 in 2022. In addition to families with low incomes, TND's homes serve vulnerable populations such as seniors, young at-risk parents, households with a disabled member, and formerly homeless families and veterans.

GOAL: By the end of 2025, build 485 homes affordable for low and moderate-income households to enable community members to remain in Chelsea, Revere, and Everett. *TND is on track to meet this goal with 193 completed, and 304 more homes in our production plan.*

2) Organize and Advocate

Due to the regional housing crisis highlighted above, many people are no longer able to afford market rents or property prices and are being pushed out of our neighborhoods. At this critical juncture, TND is training leaders, working in coalition with partners, and supporting community members to act on housing justice issues.

GOAL: Expand TND's Community Building toolbox to include organizing and advocacy for efforts that are in line with our mission and that address systemic injustices. *We have achieved good progress. For example, in 2022, 127 participants (compared to 92 in 2021) participated in the Housing Equity Committee and its anti-displacement activities. As noted below, our organizing has met with early success.*

3) Everett Expansion

While continuing to sustain and build our efforts in Chelsea and Revere, TND is staging an expansion of TND's programming into Everett. In 2021, TND completed due diligence and community outreach to stakeholders in Everett, and crafted an expansion plan that was approved by the Board and that is reflective of opportunity, community need, and available resources.

GOAL: Apply lessons learned in Chelsea and Revere as we expand services into Everett in accordance with sufficient community need, support and funding. By 2024, each of TND's core programs will have initiated at least one program in Everett. *We have completed an assessment of the feasibility of this expansion, built community relationships in Everett, and TND's Board has approved a staged expansion plan. In 2022, TND opened its first multi-family property in Everett (77 homes for seniors), and sold six townhouses to first-time homebuyers.*

4) Improve Resident and Community Health

Safe, affordable housing is critical to people's health and well-being. During 2020, we witnessed how a home protects people from disease when COVID-19 infection rates were consistently far lower in TND's properties than in the surrounding communities. The supportive services delivered by our dedicated Resident Services team - coupled with TND's well-maintained homes – served as good preventative medicine. Mental health has emerged as a new priority among the residents of TND's properties; we plan to build new capacities in this area.

GOAL: Promote and expand two-way mutually beneficial partnerships with health institutions to improve the health and well-being of our residents and community members. *In 2022 in Everett, TND opened the St. Therese senior housing facility that includes a PACE health center (Program of All-inclusive Care for the Elderly) operated by East Boston Neighborhood Health Center. Additionally, TND continues to work with Massachusetts General Hospital (MGH) on multiple projects. For example, MGH provided capital resources to LISC Boston that supported TND's acquisition of 181 Chestnut, a former convent containing 32 apartments; the homes will now remain permanently affordable, enabling the current residents to stay in their apartments.*

Expand the Pie: Diversify Fund Development

A key goal in TND's 2020 – 2024 Strategic Plan is to build capacity to raise unrestricted revenue from individuals, businesses, and corporations. Unrestricted funding is incredibly valuable because it is an adaptable source of revenue that allows us to respond to changing needs within our communities. To meet this goal, TND is developing a corporate and community volunteer program, and elevating brand visibility to reach a broader audience. Additionally, TND has established a sustained giving program.

GOAL: Further diversify resource development strategies to raise as much unrestricted donation revenue as possible from individuals, businesses, and corporations. Our growth goal: increase annual donation revenue by 25% beyond a baseline of \$325,000 by 2024. *TND met this growth goal for the first time in 2021 by raising \$432,000. We seek to sustain this gain in 2023 and beyond.*

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 613 apartments affordably house a very low-income population. Currently, 63% of TND's tenant households are at risk of homelessness as they earn less than 30% of AMI; 86% of our households earn 50% 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/or Passive House standards. Sustainably-built affordable housing accrues its greatest impact through years of use following construction. For example, our nearly completed 1005 Broadway facility was designed to Passive House standards – meaning that the building will consume significantly less energy during its operation, reducing utility bills for residents and overall greenhouse gas emissions. TND has also invested in solar panels, allowing for a substantial reduction in power use, and a reduction in emissions.

TND's high-quality apartments and their 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 also encourage longer tenancies, decreasing overall turnover. Not only does this provide financial stability to TND, it also creates long-term residents of neighborhoods which improves social cohesion.

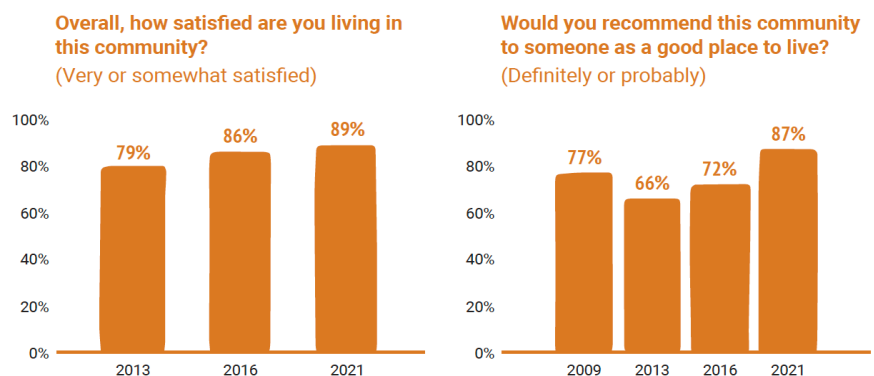
TND's real estate development benefits the community by encouraging spillover investments into abutting properties, municipal playgrounds and parks, and other infrastructure improvements. We seek to improve neighborhood conditions while increasing the supply of affordable homes.

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, economic resiliency, and family success.

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. See Section 9 below for much more information on Community Building outcomes.

TND regularly surveys the Shurtleff Bellingham neighborhood in Chelsea, collecting data on residents' perceptions. With surveys collected in 2009, 2013, 2016, and 2021 (with over 1250 respondents), we have tracked how residents' perceptions have changed over time. The 2021 survey revealed growing satisfaction with the neighborhood.



c) **Benefits of CONNECT's economic mobility programming**

Income security and economic mobility are goals of TND's CONNECT Center. At CONNECT, clients find support to secure a job, manage household expenses, resolve housing issues, improve employment skills, and build achievable plans for a better economic future.

Since many clients worked in industries that were particularly hard hit by pandemic layoffs (i.e., hospitality and transportation) and live in neighborhoods which experienced some of the highest rates of COVID-19 infection, TND's constituents faced disproportionate job loss and illness during the pandemic. In response to the crisis, TND launched the **CONNECT Hotline** in March 2020 to help residents access vital income supports. The hotline successfully 'unlocked' municipal, state, and federal public benefits in our communities, making income and housing supports more accessible to those who need them most. The hotline has fielded 7,110 calls and leveraged more than \$19,785,490 in public or emergency assistance since 2020. For example, the Hotline has leveraged \$12M of publicly funded rental assistance that has prevented evictions for 1,120 households, primarily in Chelsea. TND has continued to adapt the hotline to respond to emerging community needs; for example, as the economy has opened back up, we added job navigation services, in both English and Spanish, to hotline offerings. See Section 9 below for more CONNECT outcomes.

d) **A Heightened Focus on Racial Equity**

TND has pledged to deepen its Racial Equity Diversity and Inclusion commitments. Led by a joint staff-Board REDI Committee, TND has engaged in the following activities:

- We hired a DEI consultant (TBM Consulting) who conducted an organization-wide assessment and recommended next steps.
- DEI training was delivered in 2021 and 2022; with 2022's training focused on *Exploring and Countering Bias*.
- A TND staff leader recommended and co-developed the Massachusetts Association of CDCs' Racial Equity Pledge, which TND adopted.
- TND's real estate team, which manages multi-million-dollar property developments, has set W/MBE supplier procurement goals, and tracks the data.

- TND's recruitment, hiring and employee data is tracked with goals established for DEI achievements.
- Recognizing that people of color are under-represented among staff and leadership within the affordable housing field, with OppCo and Urban Edge, TND is co-leading a new two-year paid fellowship to start in 2023 to facilitate entry among people of color into rewarding CDC careers.
- We made a commitment in 2022 to make public-facing materials available in English and Spanish. TND's website was updated to allow users to click a button to fully translate the site's content.

SECTION 4 ACTIVITIES TO BE UNDERTAKEN

The CIP goals below will serve and engage TND's low- and moderate-income constituents including 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.

Goals	Activities, with Success Measures in Bold
Build 485 more homes during 2020-2025 193 are completed; 304 more homes are in our production plan.	Currently, TND has five properties with 304 new homes in its production plan. These properties have completion dates ranging from 2023 to 2027. Success Measure: complete 485 new homes between 2020-2025.
	In 2023, complete a refinance and rehab of 116 existing homes.
	As new homes are completed, TND will increase its tenant population to ~2,000 low- and moderate-income tenants.
	Maintain a strong development pipeline in Chelsea, Revere, and Everett.
ORGANIZE & ADVOCATE We will train leaders, work in coalition with partners, and support community members to act on key issues of housing affordability and displacement.	Coordinate base-building with the Housing Equity Committee and ally organizations to engage 150+ community members in affordable housing justice campaigns annually.
	Play a leadership role on the Chelsea Anti-Displacement Round Table, participate in the Revere Housing Coalition, and join in anti-displacement policy campaigns. Key measures of success include: advancing zoning and land use reform in Chelsea (we seek an anti-displacement zoning overlay district) , and advancing housing policies proposed in the Revere Master Plan.
	Deliver leadership training to 50 every other year and support our alumni (173 people to date) as they seek to join boards and commissions.
	In Revere, collaborate with allies to strengthen Shirley Avenue through place-keeping, and improved quality of life conditions. Complete a rehab of Fitzhenry Park.
Explore Everett Expansion Apply successes and lessons learned from Chelsea and Revere as we expand services into Everett in accordance with sufficient community need, support, and funding.	Expand real estate activities in Everett: develop a second property at 25 Garvey Street.
	By 2024, each of TND's core programs will have expanded at least one initiative into Everett. Likely programs include the Board Leadership Boot Camp, senior enrichment services, rental assistance, and VITA tax preparation.

Improve Resident & Community Health Promote and expand two-way mutually beneficial partnerships with health institutions, to improve the health and well-being of our tenants and community members.	At our St. Therese property, develop sustainable and robust enrichment programming for TND's senior tenants to encourage healthy aging in community.
	Expand mental health services available to TND's tenant population by establishing a strong referral program with a partner organization.
Expand the Pie: Diversify Fund Development Further diversify resource development strategies to raise unrestricted revenue from individuals and corporations; grow donation revenue by 25% beyond a baseline of \$325,000.	Build capacity to support a rewarding experience for 40 corporate volunteers annually.
	Continue to grow Raise the Roof as TND's signature fundraiser by increasing event revenues by 10% year over year, on average.
	Raise the visibility of our brand through media channels by expanding our digital audiences. Champion partnerships with corporate donors and strategic allies.

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 Data and Evaluation team 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 analyzes 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 and non-profit allies. Every three 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.

SECTION 6 COLLABORATIVE EFFORTS TO SUPPORT IMPLEMENTATION

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; to develop more holistic solutions that might truly have impact, we

work in coalition with others. Key existing collaborative relationships include:

- **CONNECT:** Since its launch in 2012, CONNECT has collaborated with multiple organizations to address the needs of our low-income immigrant constituency. Longtime CONNECT partners include a satellite MassHire Career Center of the Metro North Workforce Board, Bunker Hill Community College, Metro Housing I Boston and Metro Credit Union. On the CONNECT Hotline, TND works closely with La Colaborativa, an immigrants' rights organization based in Chelsea, to provide callers with one-on-one support in completing applications for rental assistance. As a partner of Chelsea Housing Authority's Self Sufficiency Program, CONNECT provides financial coaching to Chelsea and Everett Housing Authority tenants who set up savings accounts funded by rent escrows.
- **Chelsea Good Jobs Coalition 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.
- **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. In 2022, the North Shore CDC became OppCo's third member.
- TND participates in the **Chelsea Anti-Displacement Roundtable**, which was started by GreenRoots, and includes CAPIC, City Life/Vida Urbana, among other partners. This coalition is managing anti-displacement and affordable housing advocacy campaigns 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.
- 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 working group to create an improvement and implementation plan. **Massachusetts General Hospital**, TND, and key community-based allies are integral in this working 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.

In addition to pandemic-related job losses noted above, our communities have also experienced rapidly rising rents. Because of inflation, utility costs are expected to go up. These factors add a layer of urgency to helping residents get jobs – hopefully positions that will allow them to meet rising rents and utility costs – and to carefully budget for these changes.

The problems that are addressed by TND's community investments are neighborhood manifestations of poverty and economic disparities. The pandemic has made abundantly clear that poor housing conditions and overcrowded apartments adversely impact the health of families. 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 we can incrementally address them through 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

An example from Chelsea: 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 lack of affordable housing was the most pressing concern for 54% of the 493 Chelsea residents who took the 2022 iCHNA survey.

To address the acute housing shortage, TND is supporting multiple strategies. First and foremost, TND is building more affordable housing. Given that we can't build our way out of this crisis, we are also investing in other strategies. For example, we have an opportunity in Chelsea in to secure more progressive zoning and land use policies that would better reflect the wants and needs of low-income community members. Early in 2022, anti-displacement advocates asked the City of Chelsea to put a zoning amendment process on pause to allow time to educate the community on zoning reform issues. The city agreed to the request. TND worked with the Citizens' Housing and Planning Association (CHAPA) and local Chelsea partners (CAPIC, GreenRoots, and La Colaborativa) to plan and execute a four-session community conversation series on zoning and land use. This series was intended to give community members a deeper understanding of how zoning has shaped Chelsea today and how it can contribute to a more equitable Chelsea of tomorrow. Our intention was to build a base of people who were knowledgeable about zoning issues; 140 people participated in the series.

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

Examples from Revere: TND is an active member of the Revere Works coalition which brings city departments, workforce training agencies, and educational providers together to serve Revere residents through coordinated workforce development planning, programming, and employer and community engagement. In 2020, the city asked the coalition to create a workforce development skills pathway strategy that guides the city's actions and investment in

workforce infrastructure; this goal was reached through a community planning process that engaged hundreds of stakeholders and that was codified in the city’s master plan called Next Stop Revere. Further planning identified the following priorities that help frame and guide the work of the coalition: 1) as 52 acres in Revere at Suffolk Downs are redeveloped into housing and commercial properties, build the city’s workforce development ecosystem to prepare Revere residents, women, and people of color for contracting opportunities, and an estimated 7,000 construction and 15,000 permanent jobs; 2) establish a city-based technology apprenticeship program that is supported by a continuum of trainings; and 3) establish a manufacturing career curriculum pathway.

The Next Stop Revere Master Plan prioritizes housing – and inclusionary zoning is cited as a possible solution. Both Chelsea and Everett have inclusionary zoning in place, while Revere does not – so TND and the Housing Equity Committee have participated in an inclusionary zoning campaign in Revere. In 2021, the mayor’s office established an Inclusionary Zoning Advisory Committee that met for almost a year to craft a community-informed inclusionary zoning proposal. TND’s Community Building Director was a committee member; she used her role to actively solicit community feedback to bring to the process. See Section 9 for more on the Community Building team’s involvement in Revere’s inclusionary zoning campaign.

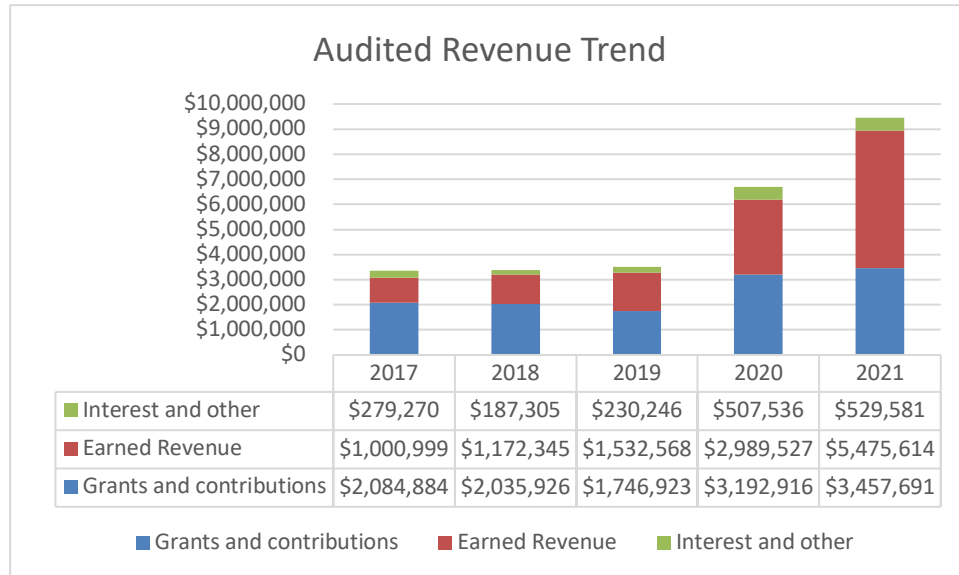
SECTION 8 FINANCING STRATEGY

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 the following sources:

- i. Grant and contribution revenues;
- ii. Earned revenue from real estate development and asset management fees;
- iii. Interest and other sources.

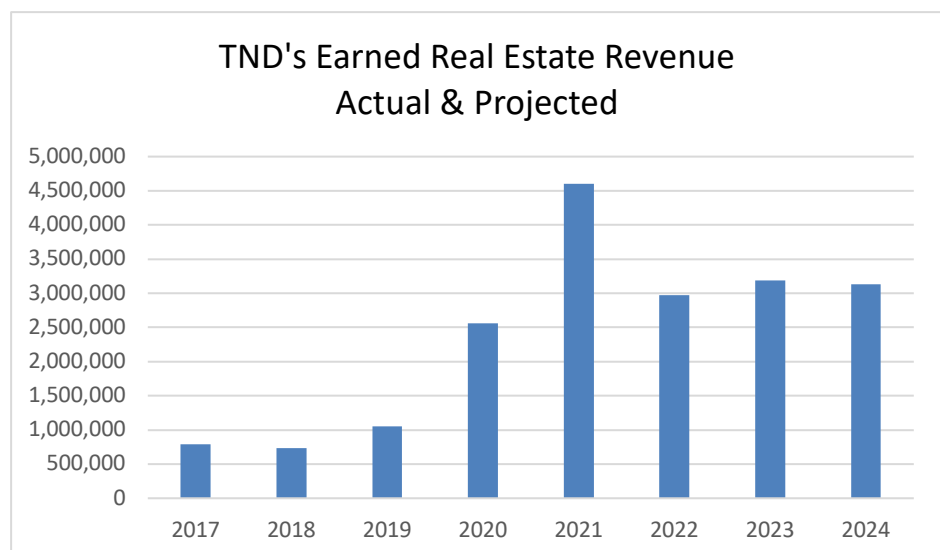
Two core goals detailed in TND’s current strategic plan and this CIP—1) expanding TND’s real estate production to build more homes and 2) diversifying our philanthropic strategies—are contributing to TND’s financial results in a positive way. As a direct result of our efforts, both 2020 and 2021 were growth years for TND in terms of revenue, with gains made in earned revenues from our affordable housing development activities as well as increases in philanthropic contributions. As detailed in the graph below, during 2017-2019, TND’s total operating revenues were steady, averaging \$3.4M annually. In 2020, revenue increased to \$6.7M, and in 2021 it increased to \$9.4M.



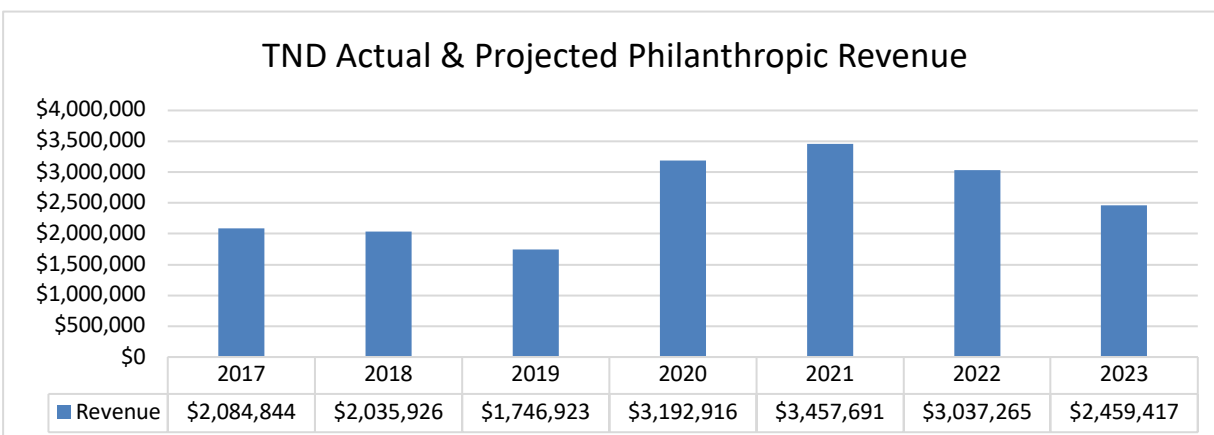
Earnings from Real Estate Development: For each project that we develop, TND earns a developer fee that we invest back into the community as programming or additional affordable housing development. As illustrated in the chart below, TND has significantly increased its earned revenues through our real estate activities by expanding our affordable housing production and asset management fees. This is a goal that we have worked on for some time, and the results are now materializing. By producing and providing more affordable homes, the agency is meeting its mission AND earning more revenue as a result. In 2021, TND’s real estate team brought in \$4.6 million of earned revenue, two-times more than in an average year across the most recent five-year period (2017-2021). Due to the efforts of the team, earned developer fees are projected at \$2.97M in 2022, \$3.19M in 2023 and \$3.13M in 2024—continuing the pattern of increase earned revenues.

Philanthropic Revenue: Revenue from philanthropic sources has also grown. This outcome is due to new resource development and communication activities that our team is managing as well as a pandemic-related funding environment. As noted in the 2021 audit,

\$3.4M was secured from donations and grants from individuals, corporations, foundations and government sources. TND is on track to secure \$3.05M in 2022, and is projecting \$2.45M in philanthropic



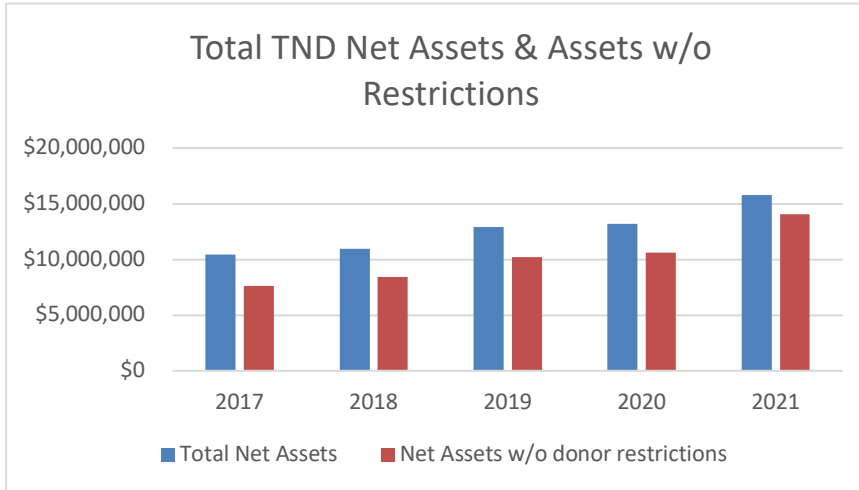
revenues in 2023 with variances due to funder cycles and/or our estimates of future funding sources. Our largest contributors include the City of Chelsea, NeighborWorks America, Funders for Housing and Opportunity, the United Way of Massachusetts Bay and Merrimack Valley, and the Commonwealth. As a member of NeighborWorks America’s network, we receive significant funding (~\$350,000/year), as well as training and technical support from this congressionally funded national neighborhood revitalization intermediary.



Since 2014, the CITC program has supported our ability to expand our donor base among individuals and businesses. TND has steadily increased our revenues from individual and corporate donors by utilizing CITCs. We have set an internal goal to increase our donor-related contributions by 10% year over year, and we are meeting that goal in most years, as shown here in this chart. Year to date in 2022, TND has secured \$367,000 in donor revenues, and we are on track to meet or exceed our 2021 results.

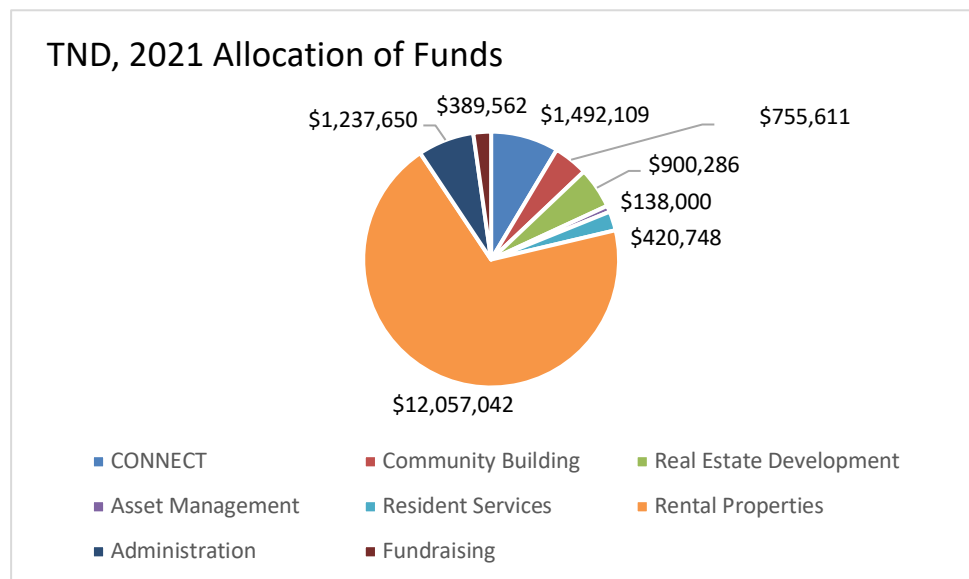
TND Donors	2017	2018	2019	2020	2021
\$ Raised, Total	\$226,554	\$279,726	\$338,428	\$369,445	\$436,219
\$ Growth over Prior Year	\$12,678	\$53,172	\$58,702	\$31,017	\$66,774
% Growth over Prior Year	5.9%	23.5%	21.0%	9.2%	18.1%
CITCs awarded	\$150,000	\$150,000	\$180,000	\$200,000	\$200,000
CITCs utilized	87%	115%	91%	105%	113%

Strong philanthropic and real estate programs contribute to sustained organizational financial health. Independent auditors and outside investors confirm that TND is in a strong financial position. 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.



Note: These are assets attributed to TND, Inc., and do not include our subsidiary properties.

Allocation of Funds: TND uses its unrestricted revenues to augment restricted revenues secured for programming. The result: our services are sustained. Total expenses in 2021 were \$17M, that includes \$12M of rental property activity.



SECTION 9 HISTORY, TRACK RECORD & SUSTAINABLE DEVELOPMENT

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

REAL ESTATE DEVELOPMENT: Averaged across the last five years, TND has completed 53 homes per year demonstrating TND's capacity and skill as a non-profit affordable housing developer. During this time, TND's portfolio increased to 613 quality apartments to affordably house 1,300 low- and moderate-income people. We measure our housing outcomes through tenant surveys to determine if our residents are satisfied with property conditions and property management services. Additionally, we use property management data to measure success; unit turnover and vacancy rates are consistently performing at optimal levels.

COMMUNITY BUILDING: The Community Building team tracks measures of community engagement and leadership, as well as the impact of that engagement. A summary of recent outcomes:

- In 2021, 956 community members participated attended social events (block parties), joined hands on activities (clean ups, mural paintings, park improvements), or attended trainings, monthly meetings, or campaign events.
- In 2021, 73 attended leadership trainings, and 94 individuals engaged as leaders.
- In Revere, a Master Plan was completed with strong community participation. The Shirley Avenue Action Plan, a TND- and community-led effort, was incorporated into the Master Plan as an appendix. The plan details a resident vision for neighborhood improvements.
- In Revere, 30 residents learned about inclusionary zoning in two community forums; twelve spoke at an inclusionary zoning hearing. Although the measure did not pass, we created a strong partnership with the Revere Housing Coalition which will benefit future campaigns.
- In Chelsea, TND's CB and real estate teams partnered to implement a housing simulation game that educated more than 40 community members about the zoning process; this will be beneficial when rezoning proposals are introduced in 2023.
- CB hosted a Board Leadership Boot Camp training in 2022 at which 14 training alums learned about boards and budgets. Additionally, CB co-hosted the Mel King Institute's resident leadership training with La Colaborativa at which 21 community leaders learned about root cause analyses, collective power, and campaigns. The City Manager of Chelsea recruits from among our graduates (n= 173) for Chelsea public boards and commissions.

INCREASED ECONOMIC RESILIENCE DELIVERED THROUGH CONNECT: Since CONNECT opened in 2012, 22,329 individuals have accessed its economic mobility services. One of CONNECT's most impactful programs over the past decade is its one-on-one financial coaching program. Of 525 coached clients who made one or more gain, 71% increased their income by an average of \$16,860 per year. Additionally, 58% saw an increase in their net worth of an average of \$25,263. These are "game changing" results!

New employment coaching initiative: In late 2021, CONNECT began offering targeted career coaching to enable clients who are unemployed or under-employed to find family-sustaining jobs. Our goal is to create on-ramps to benefitted positions that offer career pathways, and to make sure that our constituents have access to opportunity via referrals to trainings (including ESOL and computer), as well as job-specific training, soft skills training, coaching and supports for job placement. Following our financial coaching model, our career coaches take a very hands-on, individualized and strength-based approach to job counseling. With funding made available through Metro North Workforce Board's Work to Thrive grant, CONNECT's coaches have distributed nearly \$12,000 thus far to enable clients to access employment opportunities by providing funds for training fees, childcare, technological needs, transportation and the like.

A success story: TND has established new connection with an employment recruiter for Beth Israel Deaconess Medical Center. This relationship landed a new job for a Chelsea resident who had worked with a CONNECT Career Coach on a job search. A 60-year-old 'mature worker' who had been out of the workforce for quite some time, Jose (not his real name) is very happy as a Materials Handler at Beth Israel. In his new full-time, fully benefitted position, Jose is paid \$20.00 per hour to make deliveries throughout the hospital. The role is particularly well-suited for this chatty extrovert who is busy making friends in every department!

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, or 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 50 units/acre, and promoting green design and climate resilience principles in each of the projects. Most projects pursue certification under LEED, Energy Star, or Passive House 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 will complete 485 mixed-income units by 2025, 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 get to downtown Boston in 15 minutes.
6. **Increase Job and Business Opportunities:** 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.