

2022 ANNUAL REPORT

A Year of Innovation and
Strategic Growth

Issued April 2023

Community Development Partners

Table of Contents

01 Introduction

03 Letter from the Founders

04 Development Portfolio Snapshot

06 2022 by the Numbers

08 Development Highlights

11 CDP's Artist of the Year

12 Resident Services in Action

14 What's Ahead



Every day we work with a mission to create life-enhancing affordable housing that transcends the fundamental goal of providing high quality homes by building innovative and sustainable developments with a focus on long-term community engagement.

Since 2011, Community Development Partners has focused exclusively on meeting local housing needs by creating vibrant, affordable housing communities that enrich the quality of life of residents by incorporating art, public parks, gardens, fresh food, and cultural and social programming (to name a few). Alongside an incredible cohort of partners and service providers, CDP has built, preserved, or is actively developing over 45 unique projects comprising 4,200+ affordable homes throughout California, Oregon, Nevada, and Arizona.



The Orchard, 2022 Community Garden
Planting Event, Santa Ana, CA

Letter from the Founders

2022 ANNUAL REPORT
Letter from the Founders

Dear Partners, Colleagues, Employees, and Friends:

2022 was a banner year for CDP. As we enter the second year of a five-year strategic planning period (CDP 2.0), we are focused on honing our execution and reigniting our pipeline development efforts. We have worked tirelessly to build out what we feel is the industry's best team and are excited about the potential that the collective talent brings to CDP.

We continued to evolve our internal development capacity, which included the promotion of Jessica Woodruff into CDP's Chief Development Officer. In this role, she is charged with leading the teams responsible for the development of all CDP projects. Under her oversight we are focused on streamlining our processes across our two offices and building internal infrastructure over the next four years to achieve our strategic plan goals, putting us in a position to tackle additional growth starting in 2027.

Just as we hoped the world would begin to normalize in a post-pandemic environment, we realized that normalcy wasn't going to be in the cards quite yet. As economic volatility continues to put us on the defensive, we've stayed laser focused on market conditions, such as increasing interest rates, labor challenges, supply chain issues, inflation, and potential rent compression. However, we remain confident in the expertise of our team to adapt and mitigate project-level risk. Adaptability and foresight are fundamental to the long-term success of our work as developers, and we're pleased to have built CDP into a financially stable organization.

One area we are increasingly proud of is our team's sustained commitment to innovation. New construction technologies are being planned and studied, including Mass Timber construction for a new Permanent Supportive Housing community in Downtown Portland that would be one of the tallest cross laminated timber (CLT) buildings in Oregon, and for the first time in our portfolio, we are opening a combined emergency shelter and PSH project in Oxnard, California. Stay tuned for updates on CDP's Community For All Ages concept projects that begin opening in 2023.

Within the walls of our offices, we formed a DEI Committee that is partnering with CDP's Executive Team to continue to push this area of our business forward through team education, monthly information shares, and goal setting. We are incredibly proud of our hardworking team and excited for what the future has in store for us.

Thank you for being with us on this journey. We are greater when supported by the passionate nonprofit organizations; financial partners; property managers; design/build teams, local, state, federal agencies; and passionate individuals who share in our mission of providing affordable and stable housing to the people and families in our communities who need it most. We simply could not do what we do without you.

Eric Paine, CEO

Kyle Paine, President

49

TOTAL PROJECTS*

4,175

HOMES*

4

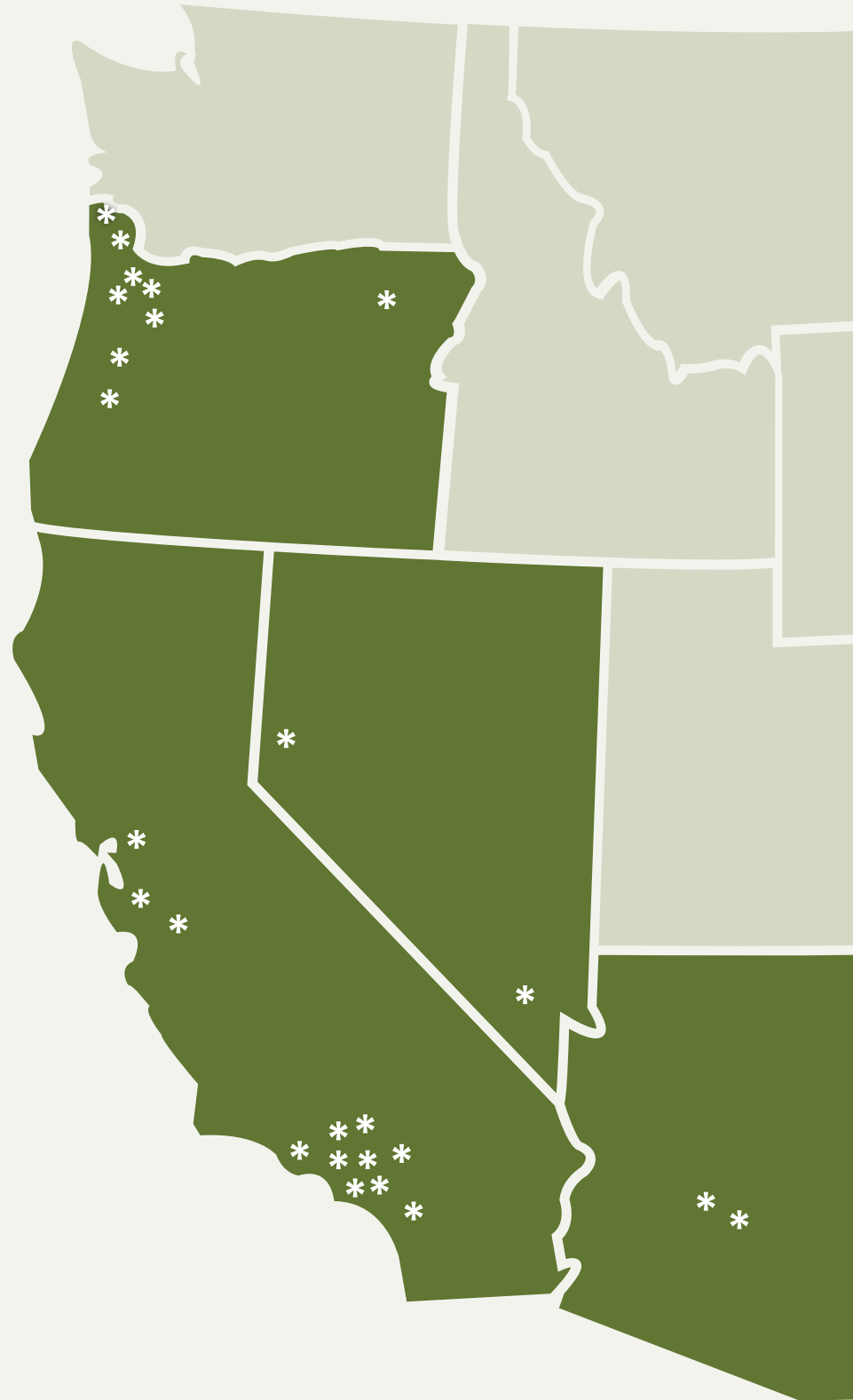
STATES

25

CITIES

\$1.5B

IN TOTAL
DEVELOPMENT IMPACT*



Development Portfolio Snapshot

OREGON

- Alberta Abbey, Portland, OR
- Alberta Alive, 5020 N. Interstate, Portland, OR*
- Alberta Alive, Herndon/Knauls, Portland, OR*
- Alder House, Portland, OR
- Broadleaf Arbor, St. Helens, OR*
- Cascadian Terrace, Portland, OR
- Fairhaven Gardens, Salem, OR
- Hayu Tilixam, Portland, OR
- Julia West, Portland, OR**
- Kaiser, Albany, OR
- Las Flores, Oregon City, OR*
- Mahonia Crossing I, Salem, OR*
- Mahonia Crossing II, Salem, OR*
- Mamook Tokatee, Portland, OR
- Milepost 5, Portland, OR
- Nesika Illahee, Portland, OR
- Owens II, Astoria, OR**
- Patton Home, Portland, OR
- Rockwood Village, Gresham, OR
- Timber Ridge, La Grande, OR*
- Viewfinder, Tigard, OR

NEVADA

- BCGC, Las Vegas, NV
- Marvel Way I, Reno, NV
- Marvel Way II, Reno, NV**

CALIFORNIA

- 525 Capitol Ave, San Jose, CA**
- Casa Aliento, Oxnard, CA**
- Casa de Carmen, Oxnard, CA*
- Casa Querencia, Santa Ana, CA
- The Cove, Newport Beach, CA
- Cypress Senior Living, Glendale, CA
- The Huntington, Morgan Hill, CA
- La Placita Cinco, Santa Ana, CA
- LA78, Los Angeles, CA
- Lake House, Los Angeles, CA*
- The Lodge, Morgan Hill, CA
- Meadows Holly, Vacaville, CA
- Monamos, Murrieta, CA*
- Motel 6, Costa Mesa, CA*
- The Orchard, Santa Ana, CA
- Palmdale Park, Palmdale, CA
- Rocky Hill, Vacaville, CA
- St. Michaels, Riverside, CA
- Westview House, Santa Ana, CA*

ARIZONA

- Alhambra, Mesa, AZ
- El Rancho Del Arte, Mesa, AZ
- El Rancho Del Sol, Mesa, AZ
- Franmar Manor, Phoenix, AZ
- Marquee, Phoenix, AZ
- Western Sun, Mesa, AZ

* under construction
** pipeline

* including completed, under construction, and pipeline projects

2022

5055

2022

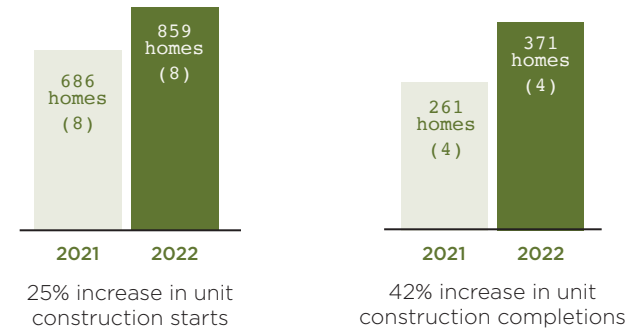
5055

BY THE NUMBERS

2022 by the Numbers

In 2022, we closed and commenced construction on eight new projects and celebrated the opening of four. We sought out new development opportunities and have built up an exciting pipeline. We received local and national recognition for our projects and individual team members. We added six new staff positions to meet the demands of our work and the needs of our team. Our impact to residents, through programs and services, reached new heights and we've continued to grow our cohort of on-the-ground service providers. To look at what we've accomplished in 2022 energizes us for the future and further reinforces the importance of the work we do together every day.

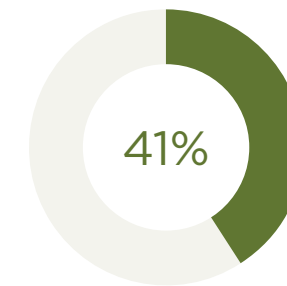
CONSTRUCTION STARTS & COMPLETIONS



RESIDENT SERVICES PARTNERS

We partnered with 29 resident services organizations in 2022, **41% of which were BIPOC-led and operated.** Focus areas include:

- Ecology
- Intergenerational Living
- Lifelong Learning
- Health & Wellness
- Arts & Culture



CDP TEAM GROWTH



We grew the team by 19%, adding six new positions in 2022

In addition to our staff, there are over **153 individuals employed by the on-site management and services teams**, serving CDP communities.

9 AWARDS

local & national recognition for our projects and team members

2,800+ RESIDENTS SERVED

by our properties in 2022 based on minimum occupancy

84,800 MEALS PROVIDED

at no cost to the residents

3,200 RESIDENT SERVICE EVENTS

hosted in 2021

97% PORTFOLIO OCCUPANCY

as of December 31, 2023

POSITIVE TURNOVER

3 of our residents moved out in 2022 due to home purchases

\$700,000 INVESTED IN RESIDENT SERVICES

CDP Pilots Bond Recycling Concept to Realize Plans for Mahonia Crossing

Mahonia Crossing is a **new, 313-unit campus-style affordable housing development in Salem, OR**. Financed in two phases, Phase I closed and commenced construction on the first 184 units in August 2022. Phase II began construction on the remaining 129 units in December 2022. To realize the full vision of the project and assemble the necessary financing to close Phase II, the CDP Executive, Development, and Asset Management teams, in close collaboration with the state financing agency, Oregon Housing and Community Services (OHCS), had to get creative.

Due to the deep and increasing need for affordable housing in the state, there were no state bonds available for Phase II which provide a lower interest rate. When evaluating our options, we realized that Rockwood Village, a CDP project in Gresham, OR, was nearing conversion, providing an opportunity to recycle the bonds from the project and transfer them to Phase II. While bond recycling is a common practice in some states, this was a first for Oregon. Once plans came into focus, OHCS allowed us to pilot the concept—making Phase II a reality and allowing the State's bonds to go further. Mahonia Crossing Phase II was fully funded by the bond reinvestment and an additional award from OHCS's Wildfire Direct Funds, allowing us to finance the deal without the use of tax credits, another first for CDP. Both phases of the project are well underway, and we expect to move in the first households beginning December 2023.

Casa de Carmen Breaks New Ground in Oxnard's Approach to Homelessness

Casa de Carmen is breaking new ground in the City of Oxnard's approach to homeless. CDP and Mercy House are collaborating to develop and operate a **new 56-unit PSH community (Casa de Carmen) and 110-bed, 24-hour emergency shelter (Oxnard Navigation Center)**, which aims to move people from crisis to stability using a relatively new and ambitious shelter-with-housing model to provide a realistic path out of homelessness. CDP and Mercy House co-designed the new facility to be responsive, innovative, and dignified, encouraging a healthy flow of people from outside into the ground-floor shelter and ultimately to the supportive housing units on the upper floors. The shelter will provide beds, bathrooms, showers, and a kitchen to serve 110 adults and their pets. Shelter guests and residents share access to a rooftop deck with a pet exercise area. The four upper floors contain 56 supportive housing units (including one manager unit), a community room with kitchen, computer workstations, and office space where residents can receive private case management and services.

Mercy House has been operating the current Oxnard shelter since 2019 and will continue to operate it once it moves to its permanent home at the Oxnard Navigation Center. They will also provide residential services for residents of the PSH units. Wraparound case management services will be provided by Ventura County Behavioral Health. The construction of Casa de Carmen and the Oxnard Navigation Center began June 2022 and expects to open Summer 2024.

Development Highlights

Highlighted on the following pages are just a few of our proudest accomplishments from 2022.

Rockwood Village, Gresham, OR



WESTVIEW HOUSE CELEBRATES GROUNDBREAKING

Location: Santa Ana, CA
Partner: Mercy House

The Westview House project in Santa Ana, CA—CDP’s fourth project in the city—celebrated the start of construction this fall in November 2022. The new community will provide 85 affordable apartments to households earning 30%-60% AMI. Westview has been designed to meet the housing needs of large families and individuals experiencing mental illness and homelessness, while providing them with the supportive services they need to thrive.



MARVEL WAY WELCOMES HOME NEW RESIDENTS

Location: Reno, NV
Partner: The Empowerment Center (TEC)

CDP and TEC completed construction on the 42-unit Marvel Way project. This new community began construction Summer 2021 and welcomed new residents into their homes November 2022. TEC, who will be the long-term owner/operator of Marvel Way, is a local nonprofit assisting women recovering from substance abuse. This project expands their impact by providing low-income housing for individuals in recovery. A second phase of the project, with an additional 46 units, is planned to begin construction Spring 2023.



ROCKWOOD VILLAGE HOSTS RIBBON CUTTING CELEBRATION

Location: Gresham, OR
Partner: Hacienda CDC

Community leaders, project partners, and residents came together to celebrate the final completion and opening of Rockwood Village—a 224-unit family housing community in Gresham, OR. The project utilized Metro Bond funds and was the first bond-funded project to move in residents. It also adhered to the IRS’ new Income Averaging guidelines allowing CDP, and co-developer/owner Hacienda, to serve a wider range of need, and sealing itself as the first in the state to implement the program. In addition to their owner/developer role, Hacienda also leads all resident services on-site.



CONSTRUCTION BEGINS IN LA GRANDE

Location: La Grande, OR
Partner: Northeast Oregon Housing Authority (NEOHA)

NEOHA and CDP celebrated the start of construction for a new 4.8-acre, 82-unit affordable housing community in La Grande, OR. Timber Ridge will be the first of its kind in the area—combining low-income housing, intergenerational programming, and supportive services in one place. NEOHA will be the long-term owner, operator, and property manager of the community, with services support from EngAGE Northwest. CDP is the developer for the project.



2022 ANNUAL REPORT
Artist of the Year

Children’s Mural

Also featured as our 2022 Cover Image, the Children’s Mural by artist Toma Villa is CDP’s Artwork and Artist of the Year. The Children’s Mural was created to express a sense of community for the residents of Mamook Tokatee, located in Portland, OR. Villa chose the totem pole as the focal point of this mural and selected three animals to be featured—a Raven, Beaver, and Bear. Atop the structure is the Raven, symbolizing creation and knowledge. The Beaver, a builder of the mind, body, and soul, symbolizes creativity, cooperation, persistence, and harmony. Lastly, the Bear represents strength, family, vitality, courage, and health.

Resident Services in Action

Our goal is to drive transformative change every day in our residents' lives through impactful programming and services. This work wouldn't be possible if not for the dedication and commitment of our on-site resident services partners and providers. In 2022, CDP's services roster included **29 different organizations**, and while not limited to these, our areas of service focused on ecology, health, lifelong learning, community building, and arts and creativity. In all cases, we seek to meet the individualized needs of each community and create opportunities for people to connect with one another, learn and develop new skills, and engage in healthy lifestyles. These pages highlight on-site success stories and cherished moments from 2022.

RESIDENT HIGHLIGHT



“Cornerstone just started services at my home and I love the affiliation and their crew. I enjoy the fun activities and the food markets are great opportunity to get fresh fruits and vegetables at no cost. And they advocate for us! I am so grateful!”

Shared by Lori, a Milepost 5 resident

Like many of her neighbors, Lori fell behind on rent during the pandemic due to irregular work hours. As pandemic restrictions lifted and her regular work schedule returned, she was able to begin paying rent in full. However, she struggled to pay the back rent that had accrued. Lori went to the resident services coordinator (RSC) for assistance, who helped her access rental assistance available through the county, which covered her entire rental balance owed. Next, they worked together to help Lori increase her income. Lori's application for SNAP benefits had been held up at the local DHS office for months. Lori's RSC helped her get to the DHS office for an in-person appointment and get her application approved that same day. With this in place, Lori began working with the RSC to find employment that was steadier and something that Lori would enjoy more. Together they spruced up Lori's resume, and Lori was quickly able to secure a new job with higher pay and better hours.

In 2022, approximately \$700,000 was invested in resident services portfolio-wide, contributing to over 3,200 hosted in-person events, an increase in 74% from 2021. In 2021, we focused on rebuilding the in-person programming that mostly went on hold during the pandemic. That work carried on in 2022, and we continued to see an increase in the number of hosted events and resident participation. Participation increased in all program categories, but we saw the most excitement around health and wellness activities. Additionally, there was a significant focus on getting residents rental assistance, as COVID relief programs from 2020 and 2021 were beginning to expire, and many cities lifted eviction protections. We are happy to report that in 2022, CDP was instrumental in connecting residents with over **\$225,000 of rental assistance** through state and federal Covid relief funds for households to maintain housing security.

While we love to see residents flourish within our communities, it is bittersweet when they outgrow us. **In 2022, three of our residents left their CDP homes due to home purchases.**



THANKSGIVING COMMUNITY FOOD SHARE

Location: Gresham, OR
Community: Rockwood Village (RWV)

Ahead of the Thanksgiving holiday, Gresham's Chief of Police and City Council visited RWV for a hosted listening session and food giveaway. During the event, city leadership facilitated a community discussion to address resident questions and/or concerns about the surrounding neighborhood. Afterwards, over 5,000 pounds of food was donated to residents during a food giveaway, including 100 bags of turkey and fixings provided by RWV's Community Garden program provider, Mudbone Grown. Pictured above is a community volunteer and a RWV management team member with the Chief of Police handing out food supplies.



Residents at The Orchard help maintain the on-site gardens, which are programmed by local nonprofit organization, California Culinary Coalition. CCC also maintains the commercial kitchen on-site, providing two free meals/day, five days/week and utilizes fresh produce from the gardens when available. Every year the staff and residents join in an Annual Garden Planting Party. Pictured here are community members preparing food in the community kitchen as part of this year's party.

RESIDENT ENGAGEMENT AT THE HUNTINGTON

Location: Morgan Hill, CA
Community: The Huntington

The Huntington, a 114-unit senior retirement community built by CDP in 2017 sees more resident engagement in services than nearly any other property. EngAGE is the resident services provider, hosting weekly events, including arts activities, gardening groups, exercise classes, and technology assistance groups. One of the most popular classes is an exercise class (pictured right) that occurs twice per week. In addition to EngAGE's services, a local organization, Loaves & Fishes, operates the on-site commercial kitchen, serving over 3,000 meals per month to residents.



MARQUEE RESIDENT SERVICES PROGRAMMING EXPANDED

Location: Phoenix, AZ
Community: The Marquee

In 2022, The Marquee's property management company, MEB Affordable, introduced their own resident services program at the property, supplementing the work of EMPACT, the longtime services provider. They leveraged local community programs to provide low-cost internet and phone services as well as tablets to households. They also partnered with Farm Express (pictured right), which comes to the community twice monthly and offers healthy, affordable, and fresh produce to residents. Because Farm Express accepts SNAP, residents can extend their purchasing power even further.



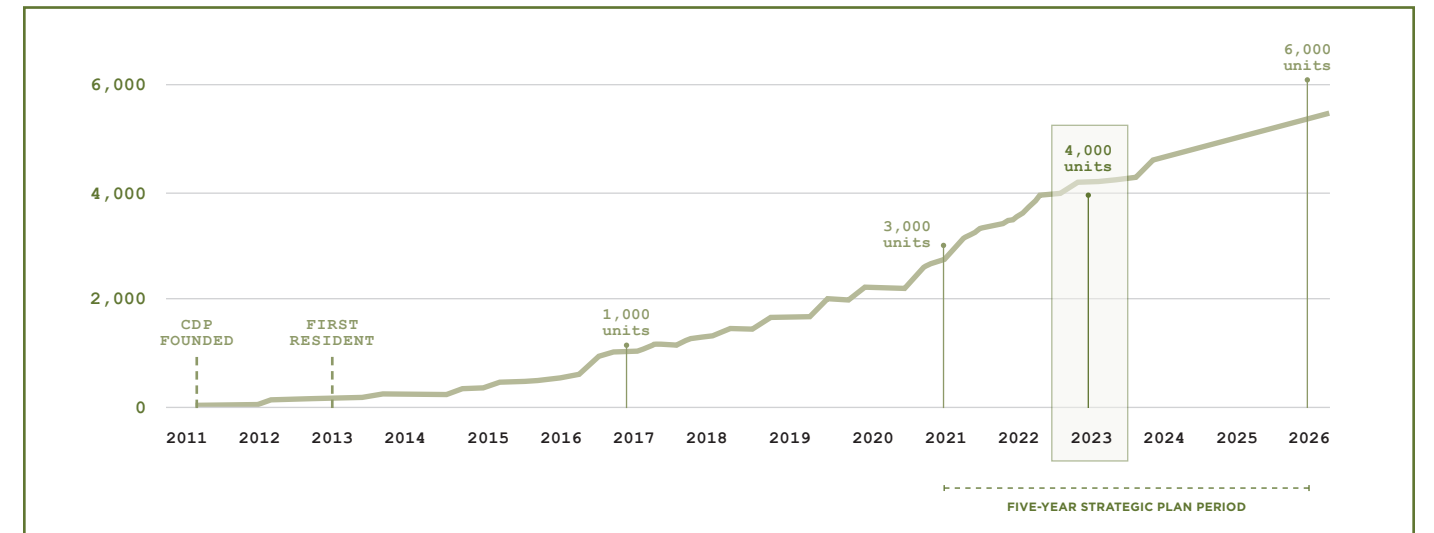
2023 5053

2022 ← → 2023

AND BEYOND

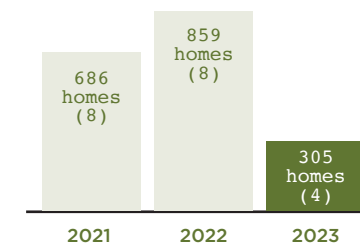
What's Ahead

In 2023, our second of a five-year strategic plan, we plan to proactively meet our staffing needs and will see a strategic slowdown in hiring as we focus on meeting the development, lease-up, and operational demands of our growing portfolio and pipeline. While we project a dip in closings in 2023, we remain on track to meet our 2026 development goals, which will be followed by growth starting in 2027, where we aim to be equipped to begin 1,000 homes per year.

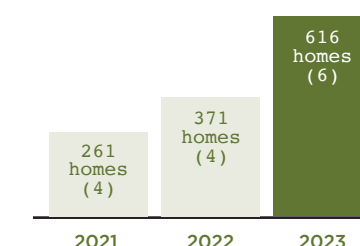


2023 DEVELOPMENT TARGETS

STARTS



COMPLETIONS



CDP TEAM GROWTH



By the end of 2023, we expect to meet the staffing needs laid out in our five-year strategic plan by adding nine new positions and growing the team by 28% from 2022.

2023 PROJECTED MILESTONES

COMPLETIONS

- Alder House (Portland, OR)
- St. Michael's Apartments (Riverside, CA)
- Broadleaf Arbor (St. Helens, OR)
- Alberta Alive, Herndon/Knauls (Portland, OR)
- Lake House (Los Angeles, CA)
- Timber Ridge (La Grande, OR)

CLOSINGS

- Monamos (Murrieta, CA)
- Marvel Way II (Reno, NV)
- Casa Aliento (Oxnard, CA)
- Owens II (Astoria, OR)

INNOVATION CORNER

CREATING AFFORDABLE HOMEOWNERSHIP

In 2019, CDP began working with **Self Enhancement, Inc. (SEI)**—a Portland-based non-profit providing academic support and comprehensive services for African American students and families. As a pillar in the North/Northeast Portland community—an area that has endured the harmful impacts of historical racist urban renewal practices—SEI was looking to expand their reach and connected with CDP to discuss a housing partnership.

In 2021, CDP and SEI formed "Alberta Alive" with a shared vision to champion the revival of Black N/NE Portland by providing affordable housing and supportive services for underserved individuals and families. Later that year, they closed on their first Alberta Alive project—a scattered, two-site community with 52 units of affordable housing for veterans and African American families. In 2022, they closed on another 64-unit project and were awarded a third development site through a competitive process with the City.

In 2023, the CDP/SEI team are working together on a fourth project that would provide affordable homeownership opportunities—a first for CDP, representing the chance to serve the community in a new way, while raising the bar for ourselves.



Every day we work with a mission to create life-enhancing affordable housing that transcends the fundamental goal of providing high quality homes by building innovative and sustainable developments with a focus on long-term community engagement.

communitydevpartners.com