



Photo Courtesy of Hilary Marcus Consulting

STAFF MEMBERS

Ray Belanger  
Director of Small Business

Flor M. Cintrón  
Office Manager

Steve Cook  
Director of Housing Development

Marc Dohan  
Executive Director

Lisa Dutton-Swain  
Resource Development Director

Meredith Geraghty  
Director of Community Organizing

Madeline Mendoza  
HomeOwnership Services Coordinator

Laurel Miller  
Director of HomeOwnership

Anne Mola  
Chief Financial & Operating Officer

Brenda Piccard-Muniz  
Housing Counselor

Ana Rodriguez  
Front Desk Admin

BOARD OF DIRECTORS

Pamela Lawrence  
President

Andy Van Hazinga  
Vice President

Tom Gray  
Treasurer

Tim Sappington  
Assistant Treasurer

Christina Gonzalez  
Clerk

Barbara Abraham  
Assistant Clerk

DIRECTORS:

Bill Brassard  
Jay Bry  
Dan Flynn  
Mary Ann Guichard  
Carol Hicks  
Emily MacRae  
Isaias Mateo  
Maritza Rivera  
Richard Williams

2014 FINANCIALS

SUMMARY OF FINANCIAL POSITION, DECEMBER 31	2014	2013
Total Assets	8,913,972	8,807,628
Liabilities	645,090	705,890
Net Assets	8,268,882	8,101,738
Total Liabilities and Net Assets	8,913,972	8,807,628

SUMMARY OF FINANCIAL ACTIVITIES, DECEMBER 31	2014	2013
Operating Revenue	1,129,729	1,356,352
Operating Expenses	1,062,860	1,032,743

Change in Unrestricted Net Assets Before Depreciation	66,869	323,609
Depreciation and Amortization	41,002	40,907
Change In Unrestricted Net Assets from Operations	25,867	282,702

Non-Operating Revenue and Expenses	51,658	28,157
Other Changes in Net Assets	89,619	204,650
Total Changes in Net Assets	167,144	515,509

Twin Cities Community Development Corporation's 2014 Financial Statements (Audited)



Thanks for a great year!



470 Main Street  
Fitchburg, MA 01420  
www.twincitiescdc.org

Main: 978-342-9561  
Homeownership: 888-978-6261  
Rental: 978-400-0164

2014-2015 ANNUAL REPORT



It has been a productive year for the Twin Cities Community Development Corporation.

Our success wouldn't have been possible without the incredible support of our partners, volunteers and funders who make our work possible.

Please take a few minutes and read how we change the neighborhoods, lives and communities we serve. We adopted a five year strategic plan, which will serve as our roadmap as we develop quality housing, create economic opportunities, and foster civic engagement in North Central Massachusetts.

Great impact takes great leadership, and we are led by community members of diverse incomes and back-grounds who share a common vision of healthy neighborhoods, where residents choose to live work and invest. We invite you to join us if you share our vision and help lead an organization that makes a difference.





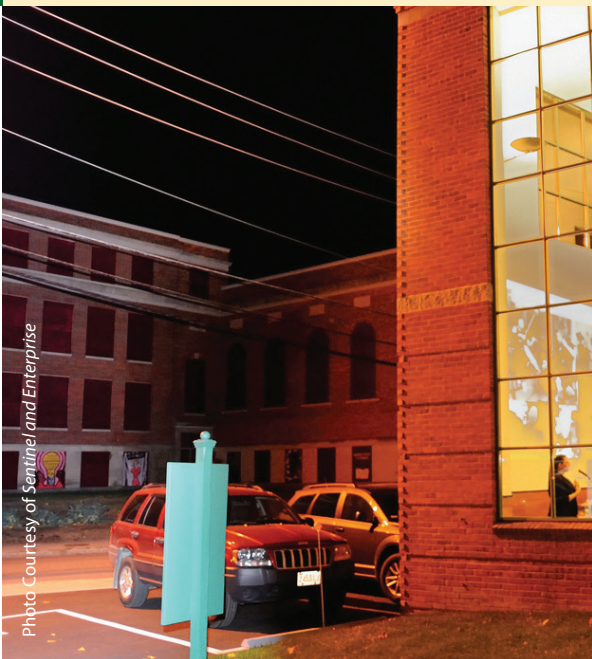
# HOMEOWNERSHIP



WE BELIEVE IN NOT JUST HOUSING, BUT IN HOMES, a place to call our own. A great place to call home takes an investment in people and place. We help families become homeowners as well as help others keep or maintain their homes. Highlights include:

- We partnered with many local lenders last year to educate over 140 families and help 49 of them invest in themselves and become first time homebuyers.
- We partnered with the cities of Fitchburg, Gardner, Athol and Clinton to bring a new program to the region that will help eliminate the hazards of lead paint from 140 homes over the next three years.
- We helped 45 homeowners save their home from foreclosure.

# HOUSING DEVELOPMENT



ALL FAMILIES WANT TO LIVE IN SAFE AND HEALTHY HOUSING. Twin Cities CDC takes on the real estate development projects where the private market doesn't work. We redevelop those problem properties into housing for working families. We buy properties that haunt neighborhoods and turn those liabilities into assets. Highlights include:

- Partnering with the Cities of Fitchburg, Leominster and now Gardner to redevelop older buildings, like Carter Jr. High School in Leominster and the BF Brown School in partnership with the Fitchburg Art Museum.
- Renovating 14 apartments in the heart of the North of Main Neighborhood in Fitchburg that had fallen into foreclosure.
- We will rehabilitate our property at 4 Leighton Street so that we can help more homeless individuals find safe and healthy housing.

# SMALL BUSINESS

SMALL BUSINESS IS THE HEART AND SOUL of America's economy. Many new Americans come to this country with an entrepreneurial vision of owning their own company. They may know their skill: cutting hair, selling clothes, or running a farm, but need help with turning that idea or skill into a business that will be profitable. That is where we come in. We provide individualized coaching to help aspiring businesses test their ideas on paper, so they can invest money and time successfully. Highlights include:

- Last year the program helped a record number (118) of small business owners. They are growing their businesses.
- 29 of them borrowed over \$1,900,000. All together they helped create and retain 198 jobs in North Central Massachusetts.
- Next year we will starting a special program for farms and food businesses in rural communities thanks to a partnership with the United States Department of Agriculture.



# COMMUNITY ORGANIZING

WE BUILD GREAT NEIGHBORHOODS, but we can't do it alone. We work closely with community members to help them organize and build a healthy future for their neighborhood. We empower residents to be the change that they want to see. Highlights include:

- As part of our collective impact project to Re-Imagine North of Main we partner with the residents, the City of Fitchburg, the Montachusett Opportunity Council, Fitchburg State University, and state and national funders and agencies to help re-imagine a neighborhood in a way that the CDC could not accomplish on our own.
- We partnered with Crossroads Church and the Re-Imagine North of Main team to bring together 500 volunteers, the most we have ever engaged, to build pride in North of Main.
- We are embarking on a neighboring strategy to help residents work with and get to know one another to make a great neighborhood.



## MISSION

Led by community members of diverse incomes and backgrounds, we develop quality housing, create economic opportunities, and foster civic engagement in North Central Massachusetts.

## VISION

We envision healthy neighborhoods where residents choose to live, work and invest.

## CORE VALUES

**Excellence.** We promote a results-driven culture that creates exceptional service, experiences and outcomes.

**Community.** We recognize that the community always comes first, and this value drives our policies and practices.

**Accountability.** We hold ourselves to the highest standards.

**Empowerment.** We harness the collective power of residents in our neighborhoods and properties so that together we can accomplish our dreams.

**Leadership.** We are a catalyst for change in the community by being innovative, thoughtful, and proactive.