



**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 backgrounds 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.

# IMPACT



# 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.

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.



## 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.

## SMALL BUSINESS

# 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.

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.



## 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.





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
<b>Total Assets</b>	<b>8,913,972</b>	<b>8,807,628</b>
Liabilities	645,090	705,890
Net Assets	8,268,882	8,101,738
<b>Total Liabilities and Net Assets</b>	<b>8,913,972</b>	<b>8,807,628</b>

## 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
<b>Change In Unrestricted Net Assets from Operations</b>	<b>25,867</b>	<b>282,702</b>
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!



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