

Community Development Innovation Forum

***“Rethinking Community Development – New Strategies for
New Times”***

Phase I Report

**Massachusetts Association of Community Development
Corporations (MACDC)**

Local Initiative Support Corporation (LISC)

June 22, 2009

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Purpose

This document is a summary report on the first phase of the Massachusetts Community Development Innovation Forum.

The Forum is sponsored by the Massachusetts Association of Community Development Corporations (MACDC) and the Boston office of the Local Initiatives Support Corporation (LISC) for the purpose of engaging a robust and thoughtful process that advances innovative practices in the community development field. The Forum seeks to:

- Be a place for dialogue on innovative thinking about the future of the community development field in Massachusetts; and
- Generate practical ideas and strategies that the field can implement to increase its effectiveness and be more responsive to changing community conditions.

The Forum works towards the following specific outcomes:

- Articulate the changing nature of community development work and develop a vision of future practice for the field.
- Identify the key opportunities for innovation in the field.
- Organize projects that develop new practices, products, capacities and systems to address today's social justice and community development challenges.

Funding to support the Innovation Forum has been provided by The Boston Foundation, the Hyams Foundation, and the Massachusetts Housing Partnership.

The Forum intentionally includes all stakeholders in the field – CDCs, funders, lenders, policy makers, consultants, academics, and other partners – to ensure that our thinking is reflective of the entire field and our solutions have broad support.

The Innovation Forum Structure and Process

The Forum has used three basic structures to support its work:

- **Steering Committee.** A group of community development leaders has helped develop the work plan for the Forum; support the Working Groups; and manage the project budget.

- **Working Groups.** Teams of practitioners were formed around several content areas. The teams were charged with analyzing issues; making recommendations; and taking action on recommendations.
- **Stakeholder Meetings.** Three stakeholder meetings have been held to date. At these meetings, 40-60 members of the state CDC community have come together for a half day to hear progress on the Working Groups and provide feedback.

The table below summarizes the timeline for the work of the Forum over the last 16 months.

Date	Milestone
<i>February, 2008</i>	Interviews to identify key issues were conducted with all participants in the early dialogue.
<i>March and April, 2008</i>	Two planning meetings held to define the Forum structure.
<i>June, 2008</i>	Kick-off meeting for the Forum. Working Groups formed.
<i>June – September, 2008</i>	Teams met and developed strategies.
<i>September, 2008</i>	Teams reported out on interim findings.
<i>April, 2009</i>	Teams presented Phase I recommendations.
<i>June, 2009</i>	Phase II plan developed.

The Origins of the Innovation Forum

The Forum traces its roots back to 2007, when Carl Nagy Koechlin, Executive Director of the Fenway CDC, convened a small group of MACDC members and community development practitioners to discuss challenges that the changed social, economic and political landscape posed for them. Over a period of months, the group grew to include more people, with MACDC and LISC eventually agreeing to work with the group to formalize the process into what became the Innovation Forum.

Over the past forty years, Community Development Corporations and their partners in the Community Development field have achieved remarkable success – building homes, creating jobs, developing leaders and transforming lives and communities. Massachusetts now has more than 60 CDCs working in communities from Provincetown to Great Barrington. Since 2003, these locally-run, grassroots organizations have engaged thousands of community residents to build or preserve 7,811 homes, created 11,609 job opportunities, supported 6,211 local entrepreneurs, served 123,556 families, and attracted \$1.362 billion worth of investment to struggling neighborhoods.

This track record and the significant infrastructure that we have established position us to tackle some of the most vexing problems facing our neighborhoods and

communities. At the same time, our success can also be a weakness as we confront new challenges and opportunities and seek to expand and deepen our impact. Models and strategies that worked in the 1980s, 1990s or even the past few years may not be the best models for the coming decade. CDCs and their partners must adapt and respond to the rapid changes facing our field – changes in real estate markets, demographics, public policy, philanthropy, nonprofit management and finances, financial markets, communications technology and a coming generational shift in the leadership of our field.

The Forum was formally launched in the spring of 2008 with the belief that:

- The community development model and system has been remarkably durable and effective over the last generation, but needs renewal for it to continue to be an effective agent for neighborhood improvement, social justice and empowerment.
- There is a unique opportunity to transform the field much as state policy-makers, and community and private sector leaders did in the late 1970s and early 1980s when they worked collaboratively and systematically to create many of our core community development institutions and spawned one of the strongest and most productive CDC networks in the country.
- A network of committed and experienced practitioners can spark innovation in the field to match our communities' new and varied challenges provided it has the time, resources and mandate to do so.

Challenges Facing the Community Development Field

Community development organizations face a number of significant challenges in today's market environment. They are operating in a mature market with increased competition; many of their dedicated funding sources have disappeared; and there is a wide variety of other organizations working at the community level and competing for resources. In addition, one of their core sources of operating support – development and operating fees from affordable housing projects – has been severely damaged by the current economic crisis. CDCs also face other internal and external pressures from:

- Rapidly shifting real estate markets – from the gentrification of inner city neighborhoods to the deterioration of first and second ring suburbs, and now the collapse of the residential real estate market nationally.
- Rapidly changing demographics, including the aging of the population and the influx of new immigrant communities.
- The growth of regional economic markets that affect the ability to make change at the neighborhood level.

- A revolution in communication technologies used to create and build networks, coalitions and alliances.
- The aging of community development leadership and difficulty in managing succession.
- Increased complexity of business operations and the need for “world class” operational capabilities.
- A shrinking of funding sources in today’s economic climate.

In response to these challenges, many CDCs have been rapidly innovating – they have been expanding their product lines; building collaborations with other organizations; expanding their geographic scope; managing an increasingly complex mix of revenue streams; and streamlining internal operations.

The purpose of the Innovation Forum is to provide support to these innovators – to build networks, resources, infrastructure and policies that help CDCs remain vibrant and relevant players in community and regional development.

Innovation Focus Areas

Based on feedback from its members, the Innovation Forum developed Working Groups that eventually encompassed five key issues.¹ The working groups and their goals included:

- **Field Definition and Chapter 40F** – Redefine the community development field; recommend new language for the statute that authorizes Community Development Corporations (40F); and create a comprehensive communications strategy for the field.
- **Collaboration Strategies** – Support the use of collaborative structures in the community development field to increase efficiency and level of impact.
- **Comprehensive Community Building** – Advance the practice of community building as a central and vital role for CDCs and other community builders.
- **Real Estate Finance System Reform** – Advance restructuring of the Massachusetts system for financing community development real estate projects in ways that make housing development a good business for CDCs.

¹ A list of the participants in each working group is included as Attachment 2.

- **Regional Equity Strategies** – Work to impact social equity at a regional scale through collaboration with the Massachusetts Association of Planning Councils MetroFuture planning process.

In addition to these working groups, there were two other efforts that evolved out of the Forum agenda:

- **Community Analysis Tools.** A full-day workshop on state-of-the-art tools for analyzing communities and customizing strategies to different kinds of communities was held on January 14, 2009.
- **Ad Hoc Fiscal Crisis Group.** An informal group of CDC leaders, lenders and funders met several times to identify ways to improve the financial health of CDCs during the current economic crisis. Several practical initiatives evolved out of those meetings.

Working Group Products

Many of these groups produced comprehensive reports on their activities. The following Forum reports are available for downloading from the MACDC web site at: <http://www.macdc.org/docs/programs/the-community-development-innovation-forum2>. They are also available for downloading from the LISC web site at www.lisc.org/boston

Field Definition and Chapter 40F

“Report of the Field Definition Working Group” (April, 2009)

Collaboration Strategies

“Joining Forces – Community Development Collaboration in Greater Boston” (June, 2009)

Comprehensive Community Building

“Voices From The Field: Current Perspectives From CDCs On The State Of Community And Community Engagement In Their Neighborhoods” (September, 2008)

“Comprehensive Community Building – Models and Lessons Learned” (September, 2008)

Financial Health and Restructuring

“Boston Areas CDCs – State of the Sector Report” (June, 2009)

Regional Equity Strategy

“Regional Equity Mission Statement” (September, 2008)

Working Group Results and Phase II for the Innovation Forum

The table below summarizes the next action step that came out of each working group.

Working Group	Next Steps
<i>Field Definition and Chapter 40F</i>	<ul style="list-style-type: none"> • Reauthorize Chapter 40F with a new and more inclusive definition of community development and create a formal certification program for CDCs. • Develop a comprehensive communications strategy for the community development field in Massachusetts.
<i>Collaboration Strategies</i>	<ul style="list-style-type: none"> • Create a practice group to support peer learning on collaboration. • Conduct additional research on the design of collaboration business models, strategic integrations and mergers.
<i>Comprehensive Community Building</i>	<ul style="list-style-type: none"> • Create a practice group to support peer learning on community building. • Create a community building training curriculum for the Mel King Institute.
<i>Real Estate Finance System Reform</i>	<ul style="list-style-type: none"> • Advocate for implementation of key policy reforms to the community development real estate system. • Assess the feasibility of a shared development entity to do real estate development work across multiple CDCs.
<i>Regional Equity Strategies</i>	<ul style="list-style-type: none"> • TBD
<i>Ad Hoc Fiscal Crisis Group</i>	<ul style="list-style-type: none"> • Create a system for coordinated rapid intervention in CDCs facing financial difficulty. • Create a Strategic Challenge Fund to support CDC restructuring. • Conduct a comprehensive study on the financial health of the sector.
<i>Community Analysis Tools</i>	<ul style="list-style-type: none"> • Explore the use of the Dynamic Neighborhood Taxonomy and Managing Neighborhood Change tools in the Boston area. • Two CDCs are participating in NACEDA’s national pilot program to develop framework for implementing Managing Neighborhood Change at the local level.

In addition to implementing each of these next steps, over the next year, the Forum will hold four quarterly Stakeholder meetings. Each meeting will include:

1. Update reports from those project teams that want to share their results and/or get input and feedback.
2. Presentations from individuals or groups who are engaged in an innovative projects that they want to share with the broader community.

3. A panel, presentation or workshop on a particularly “hot” topic. These might include:
 - *September 2009* – Communications strategies with Action Media
 - *November/December 2009* – Health of the Sector – report, discussion, action steps
 - *March 2010* – Innovative efforts where CDCs are pursuing strategies that link community development and environmental sustainability.
 - *June 2010* – Collaboration/Mergers

Summary and Conclusion

The Forum has met both of its goals:

- It has created a place for informed dialogue about innovation in the community development field. Over a hundred people have participated in the Working Groups and Stakeholder meetings, and contributed thousands of hours of volunteer time to the work of the Forum. And, as the Working Group products attest, the dialogue has been informed by rigorous framing, analysis and debate.
- The Forum has created a new resources to support innovation in the field:
 - Professional practice networks
 - New policy proposal
 - New financial tools
 - Plans for new organizational designs

During the work of the Forum, the challenges to the field have intensified as the global economic crisis has overwhelmed many low income communities and thrown the real estate market into a state of chaos. So there remains a lot of work to do. We anticipate that the Forum will continue to serve as an innovation incubator as we make our way through these uncharted waters.

Attachment 1:

Summary of Working Groups:

- Purpose
- Driving Assumptions
- Working Group Products
- Recommendations and Next Steps

Field Definition and Chapter 40F Working Group

Purpose:

To define the community development field and recommend new language for the Chapter 40F legislative definition of a community development corporation.

Driving Assumptions:

- The community development field is rapidly changing and diversifying.
- There are many different kinds of organizations that are now engaged in community development work.
- The sun-setting of Chapter 40F is an opportunity to reframe the community development field definition.

Working Group Products:

- Background memo and a recommended new definition for CDCs.
- 40F legislation was filed with changes recommended by the Working Group, and a legislative hearing on the bill was held on Tuesday, June 16, 2009.

Recommendations and Next Steps:

- **Update Definition.** Update the definition of a Community Development Corporation that expands the definition to include a larger subset of non-profits to qualify.
- **Certification Program.** Create a formal certification program for CDCs, similar to what is used for Community Housing Development Organizations (CHDOs) and Community Development Finance Institutions (CDFIs).
- **Annual Report.** Require the Executive Office of Housing and Economic Development to annually report on its efforts to support the community development field.
- **Communications Strategy.** Develop a comprehensive communications strategy for the community development field – new ways to talk about who we are, what we do, and why it matters.

Collaboration Working Group

Purpose:

Support the use of collaborative structures in the community development field to increase efficiency and level of impact.

Driving Assumptions:

- There are many areas where collaboration between CDCs and between CDCs and other players can increase effectiveness and impact.
- Many examples of collaboration already exist in the field.
- Cross-organizational collaboration is not appropriate for all areas of work.
- Collaboration can be particularly useful for increasing scale and reach.

Working Group Products:

The Collaboration Working Group produced a comprehensive assessment of CDC collaboration efforts and opportunities for advancing this practice area. It includes:

- Definition of the “collaboration continuum.”
- An analysis of the forces driving collaboration:
 - Scarce resources
 - Operational efficiencies
 - Complementary program capacity
 - Pursuit of specific opportunities
 - Enhanced standing or power through collaboration
- A taxonomy of different forms of collaboration (with case studies for each type of collaboration):
 - Comprehensive community building
 - Regional collaboration
 - Shared capacity collaboration
 - Transactional partnerships
 - Power collaborative
 - Long-term partnerships
 - Funder-initiated or encouraged collaboration
- A set of case studies on 15 different collaboration examples
- Features of successful collaborations and obstacles to collaboration

Recommendations and Next Steps:

- **Practice Group.** The Collaboration Working Group is forming a practice network to support peer learning on collaboration.
- **Collaboration Models.** Boston LISC and the New Sector Alliance are producing research on models for deeper collaboration, strategic integrations and mergers.
- **Shared Development Entity.** The Massachusetts Housing Partnership has funded a consulting group (VIVA Consulting) to conduct a feasibility analysis on a shared real estate development entity that several CDCs could own and manage. (Innovation Forum members from both the Real Estate Finance Working Group and the Collaboration Working Group are actively involved in this project.)

Comprehensive Community Building Working Group

Purpose:

Advance the practice of community building as a central and vital role for CDCs and other community builders.

Driving Assumptions:

- Community development organizations have an opportunity to play a broader intermediary role in communities, helping to organize communities for collective action.
- The work of community building can involve traditional organizing; network development; problem solving; and comprehensive community planning.
- This work needs to take account of new population mobility patterns and new forms of community affiliation.
- Community building requires new skill sets and organizational competencies.
- The business model for how to pay for community building is not yet clear.

Working Group Products:

The Comprehensive Community Building Working Group produced two separate reports:

- *“Voices From The Field: Current Perspectives From CDCs On The State Of Community And Community Engagement In Their Neighborhoods” (Harry Smith, September, 2008)*
- *“Comprehensive Community Building – Models and Lessons Learned” (Diane Gordon, September, 2008)*

These reports summarized the current state of community building within the field. They cover:

- Key concepts in community building:
 - Community building is a process of place-based mobilization
 - Community building needs to recognize the impact of increased mobility and new definitions of “community”
 - The ultimate goals of community building are: economic improvement; effective civic engagement; optimizing the value of place; and improved quality of life
- A taxonomy of “models” of community building:
 - Building networks
 - Creating initial engagement points:
 - Open community dialogues
 - Community building events
 - General community outreach

- Voter registration
 - Provision of services through CDCs
 - Building more permanent networks:
 - Small neighborhood-based groups
 - Alliances with other organizations
 - Single issue campaigns
 - Building towards systemic change
 - Organizing campaigns focused on large public policy issues
 - Comprehensive community planning
 - Leadership development
 - Parent engagement models
- Themes from practitioners in the field:
 - CDCs can help unconnected groups talk with each other
 - CDCs are creating new structures for recruitment and member engagement
 - CDCs are tackling a broad range of issues, stretching well beyond traditional community development programming
 - CDCs are actively organizing to prevent displacement of residents in gentrifying communities
 - Many CDCs are making community building and organizing a core part of their strategy
- Lessons learned
 - Multi-year flexible funding is critical to sustaining community building
 - A holistic approach is key; community building cannot be a “program”
 - Resident leadership and peer to peer networks need to be central to the work
 - Partnerships and alliances are critical
 - Community building must add concrete value to residents

Recommendations and Next Steps:

- **Practice Group.** The Community Building Working Group is creating a practice group to support peer learning on community building and to explore opportunities to link with other comprehensive community building initiatives throughout the state. The network will be staffed by Pam Bender of MACDC.
- **Training.** A community building training curriculum will be developed for the Mel King Institute.

Real Estate Finance System Working Group

Purpose:

Accelerate restructuring of the Massachusetts system for financing community development real estate projects in ways that make housing development a good business for CDCs.

Driving Assumptions:

- The current system is incredibly complicated, fragmented and inefficient.
- The system imposes high costs on community developers.
- There are many opportunities for improvement in the system.
- Redesign will require collaboration across multiple systems.

Working Group Products:

The Working Group is issuing a report, including an analysis of the CDC business model for real estate development projects. The report summarized their findings in four key principles and insights:

1. Affordable housing development should be “good business” for community developers. They should be compensated both in terms of development fees and by ongoing revenue from project operations. Margins should be positive over time.
2. The system should be transparent and decisions should be made more crisply. It would be helpful to community developers if they got a clear cut no before they expended additional time and money in pursuit of a project that is not likely to succeed. The lack of clear cut answers means that seriously flawed projects often remain in the pipeline absorbing time and energy from both sponsors and lenders.
3. The “non-housing” or broader social gains from a CDC sponsored affordable housing development should be quantified so that when those projects that are achieving broader community goals are considered they can be fairly assessed.
4. Most community development corporations are not able to make a go/no go decision on a project as quickly and efficiently as for-profit developers competing to do affordable housing. This is a critical area for strengthening CDC capacity.

5. The number of community based developers competing to do affordable housing development and the amount of resources available in the system to do those projects may be mismatched. The possibility of combining development and/or asset management and back office finance operations while keeping separate non-profit boards of directors was raised as a potential direction for some organizations.

Recommendations and Next Steps:

- **Policy Reforms.** The Real Estate Working Group identified several policy reforms that could strengthen the sector. These include:
 - Allow refinancing on Mass Housing projects to lower interest rates and allow equity take out.
 - Create a pooled reserve fund to reduce CDC reserve requirements.
 - Get public financiers to reduce their required cash flow split on subordinated debt.
 - Get the state to spend their CHDO capacity building funds on CHDO capacity building.
- **Implementation Strategy.** MACDC and Boston LISC are currently developing a strategy to advance these policy reforms.
- **Shared Development Entity.** The Massachusetts Housing Partnership has funded a consulting group (VIVA Consulting) to conduct a feasibility analysis on a shared real estate development entity that several CDCs could own and manage. (Innovation Forum members from both the Real Estate Finance Working Group and the Collaboration Working Group are actively involved in this project.)

Ad Hoc Fiscal Crisis Group

Purpose:

Advance the practice of community building as a central and vital role for CDCs and other community builders.

Driving Assumptions:

- The current economic crisis is putting some CDCs at risk of financial insolvency.
- Fiscal instability is partially a function of short term disruptions and partly a function of weaknesses in the underlying business model.
- Short-term support and action is needed to help some otherwise viable CDCs weather this storm.
- New approaches are needed to the CDC business model to make it more resilient to market fluctuations.

Recommendations and Next Steps:

The Ad Hoc Fiscal Crisis Group is taking a number of actions to support long term financial stability for the CDC community:

- **Strategic Interventions.** The participants in the Ad Hoc Group (funders; CDC organizations; lenders) have collaborated on a system for coordinating rapid interventions with CDCs in financial difficulty.
- **Strategic Challenge Fund.** Boston LISC has developed a proposal for a Strategic Challenge Fund that would make grants of \$15,000 to \$30,000 to organizations to support restructuring activities.
- **Health of the Sector Study (LISC) -** LISC, The Boston Foundation and The Non-Profit Finance Fund are conducting a study on the financial health of the sector that will inform thinking on how to help CDCs be more financial sustainable; what kinds of structural alignments within the sector could help sustainability; and what policy changes may be needed to achieve sustainability.
- **Joint DHCD Letter.** MACDC, LISC, United Way, Neighborworks, The Boston Foundation and the Hyams Foundation sent a joint letter to Department of Housing and Community Development Undersecretary Brooks which lays out the issues of financial stress for CDCs and makes recommendations for actions by DHCD.

Regional Equity Strategy Working Group

Purpose:

Work to impact social equity at a regional scale through collaboration with the Massachusetts Association of Planning Councils MetroFuture planning process.

Driving Assumptions:

- Regional patterns of development continue to concentrate poverty in communities of color and contribute to intensified segregation.
- Community Development organizations are not now well positioned to have an impact on social equity issues at a regional scale.
- A partnership between the Metropolitan Area Planning Council and CD organizations could align their strategies to makes progress towards regional equity goals.

Working Group Products:

The Working Group developed a mission statement; a proposed set of deliverables; and a timetable.

- **Mission Statement.** “By 2030, Greater Boston residents will have access to housing and employment opportunities in the region, regardless of race, ethnic background or economic status.”
- **Proposed Deliverables.** The following deliverables were proposed:
 - An analysis of MPAC MetroFuture plan from a regional equity perspective;
 - Agree on criteria and milestones to measure progress toward regional equity;
 - Identification of opportunities for impact on social equity and regional scale;
 - Recommendations on whether and how to structure a partnership between the community development field and MAPC and others to achieve measurable progress toward regional equity.

Recommendations and Next Steps:

This Working Group project was put on hold because of the financial crisis.

Community Analysis Tools Workshop

Purpose:

Provide access to analytical tools that help CDCs refine their community investment strategies to have the greatest impact.

Workshop Overview:

The Innovation Forum sponsored a full day workshop on January 14, 2009. The workshop included two half-day presentations and discussion with leaders in the community market analysis field:

- **Bob Weissbourd** of R.W. Ventures (www.rw-ventures.com) made a presentation on the Dynamic Neighborhood Taxonomy (DNT), a sophisticated tool that works with 1,500 data sets to identify high leverage investment opportunities at the neighborhood level. The DNT also creates a “taxonomy” of neighborhood types to help differentiate what kind of investment makes sense in which neighborhood. The DNT is a project of Living Cities. Material on the Dynamic Neighborhood Taxonomy can be accessed at: <http://www.rw-ventures.com/featured/>
- Alan Mallach of Rutgers University and the National Housing Institute and the Brookings Institute will present his "Managing Neighborhood Change" model. Alan has been an articulate advocate for strategies to help weak market cities and communities facing foreclosures. Additional information on Managing Neighborhood Change can be accessed at: http://www.nhi.org/research/521/managing_neighborhood_change/

Next Steps:

- Explore the use of the Dynamic Neighborhood Taxonomy and Managing Neighborhood Change tools in the Boston area.
- Two CDCs are participating in NACEDA’s national pilot program to develop framework for implementing Managing Neighborhood Change at the local level.

Attachment 2: Working Group Membership

Innovation Forum Steering Committee

- Joe Kreisberg, MACDC
- Bob Van Meter, LISC
- Richard Thal, Jamaica Plain NDC
- Geeta Pradham, The Boston Foundation
- Carl Nagy Koechlin, Fenway CDC

Field Definition and Chapter 40F

- Joe Kreisberg, MACDC (chair)
- Rachel Bratt, Tufts University
- Amy Shapiro, Franklin County CDC
- Elizabeth Bridgewater, Lower Cape Cod CDC
- Andrew Baker, Hilltown CDC
- Krissy Ruzzo, Falmouth Housing Trust
- Marc Dohan, Twin Cities CDC (and CDFC Board Member)
- Alison Moronta, Jamaica Plain NDC (and CDFC Board Member)

(Note: While they were not members of the working group, we consulted extensively with Tina Brooks, Undersecretary and Director of the Department of Housing and Community Development (DHCD), and Deborah Goddard, General Counsel at DHCD and Andres Lopez, President of the Community Development Finance Corporation.)

Collaboration Strategies

- Carl Nagy-Koechlin, Fenway CDC (chair)
- Emily Achtenberg, Consultant
- Shirronda Almeida, Mass. Association of CDCs
- Kristin Blum, Boston LISC
- Donna Brown, South Boston NDC
- Julie Burkley, Jamaica Plain NDC
- Jeanne Dubois Dorchester Bay EDC
- Phil Giffy, NOAH
- Chris Harris, Bank of New York Mellon
- Patrick Hart, Massachusetts Dept. of Housing and Community Development
- Gail Latimore, Codman Square NDC
- Margaret Miley, MIDAS Collaborative
- Peter Munkenbeck, Consultant
- MH Nsongou, Allston Brighton CDC
- Geeta Pradham, The Boston Foundation
- Erica Schwartz, Waltham Alliance to Create Housing
- Ann Silverman, Consultant
- Mat Thall, Consultant—Interim Director at VietAID

- Joan Tighe, Consultant of the Fairmount Collaborative
- Bob Van Meter, Boston LISC
- BobWadsworth, Consultant

Comprehensive Community Building

- Chrystal Kornegay , Urban Edge (co-chair)
- Bill Traynor, Lawrence Community Works (co-chair)
- Pam Bender, MACDC
- Lisa Chice,Asian CDC
- Mike Feloney, Southwest Boston CDC
- Suzanne Frechette, Coalition for a Better Acre
- Juan Gonzalez, Jamaica Plain NDC
- Marissa Guananja, Chelsea Neighborhood Developers
- Chris Harris, Bank New York Mellon
- Jennifer Harris, Jamaica Plain NDC
- Sandra Hawes, DHCD
- Danny LeBlanc, Somerville Community Corp.
- Travis Lee, Madison Park DC
- Hilary Marcus, NeighborWorks
- Richard Thal, Jamaica Plain NDC
- Marcia Thornhill, Nuestra Comunidad
- Bob VanMeter, LISC

Real Estate Finance System

- Joe Flatley, Mass Housing Partnership (co-chair)
- Jeanne Pinado, Madison Park Development Corporation (co-chair)
- Kathryn McHugh, Boston Community Capital
- Clark Ziegler, Massachusetts Housing Partnership
- Kristin Blum, LISC
- Don Bianchi, MACDC
- Joe Kreisberg, MACDC
- Bob VanMeter, LISC

Ad Hoc Fiscal Crisis Group

- Richard Thal,JPNDC and MACDC
- Geeta Pradhan and Bob Wadsworth, The Boston Foundation
- Beth Smith and Angela Brown (Hyams Foundation)
- Alana Murphy (Department of Housing and Community Development)
- Evelyn Friedman, Theresa Gallagher, Anna Boyd (Boston Department of Neighborhood Development)
- Joe Flatley, Mass Housing Investment Corp.

- Clark Ziegler and Susan Connolly, Mass Housing Partnership
- LaRayne Hebert, Neighborworks America
- Liz Gruber, Bank of America
- Roger Herzog and Bill Breitbart , Community Economic Development Assistance Corporation
- Monalisa Smith , Citizens Bank
- Becky Regan, Boston Community Capital
- Susan Schlesinger, Massachusetts Life Initiative
- Liz Curtis, United Way of Massachusetts Bay and Merrimack Valley
- Kristin Blum, Richard Manson, Bob Van Meter LISC
- Joe Kriesberg, MACDC
- Bill Pinakiewicz, Nonprofit Finance Fund
- Hollis Van Inwagen, New Sector Alliance

Regional Equity Strategies

- Mossik Hacobian, Urban Edge
- Bob Van Meter, LISC
- Jaime Pullen, Consultant
- Alana Murphy, DHCD
- Bob Van Meter, LISC
- Marc Draisen, Amy Cotter, Tim Reardon and Jennifer Raitt, MAPC
- Esther Schlorholtz, Boston Private Bank
- Russ Smith, Lowell Small Business Development Center
- Gavin Mclear, Nuestra Comunidad
- Susanne Cameron, Citi