



**CALIFORNIA
COMMUNITY
ECONOMIC
DEVELOPMENT
ASSOCIATION**

**2013
ANNUAL REPORT**
& 2014 Proposed Activities

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ANNUAL REPORT

I. OVERVIEW

Overall during the past 11 years since expanding its training and technical assistance programs, CCEDA has accomplished the following:

- CCEDA provided training to over 8,925 individuals in 346 training sessions. Sessions included affordable housing, commercial (office and retail), social enterprise, community facility and mixed use project development, social ventures and financing. Additionally, sessions focused on neighborhood revitalization strategies, strategic planning and organizational development.
- CCEDA provided direct technical assistance to 78 organizations and has/is assisting in the development of 155 of their projects. CCEDA aided in closing 15 projects with a total development cost of \$91.4 million dollars.

In 2013 alone, CCEDA accomplished the following:

- CCEDA provided technical assistance to 51 organizations on 33 projects while creating and updating 213 project financing proformas.
- CCEDA provided over 300 cumulative days of direct assistance to clients.
- Fifteen new organizations were added as technical assistance clients. CCEDA began work on 22 new projects from both existing and new clients.
- CCEDA closed on 2 projects, which will provide 218 units of affordable housing in California. The total development cost of the 2 projects is approximately \$27 million.
- CCEDA conducted and participated in 20 training sessions for 896 individuals.

II. ORGANIZATIONAL BACKGROUND History of CCEDA

In 1988, a group of 15 Executive Directors who operated high capacity pipeline nonprofit community economic development organizations throughout the State of California organized a support association focused on advancing the field of community economic development. CCEDA began supporting nonprofit, community-based, neighborhood-targeted development organizations that have programs, services and projects focused on improving the overall economic conditions in low and moderate income communities.

CCEDA's early programs consisted of its annual teaching and learning conference, newsletters, programmatic funding and policy advocacy, and regionally targeted community development programs. CCEDA's annual budget enabled it to serve an annual membership of over 200 organizations focused on building and implementing community economic development strategies for California's

economically impacted communities. Beginning in 2003, CCEDA substantially expanded its training and technical assistance programs for community development organizations.

Mission Statement CCEDA’s mission is to serve low moderate income individuals, families and communities in California by supporting organizations committed to community revitalization. The organization’s goal is to strengthen and build the capacity of community development organizations that would allow them to efficiently and effectively serve their communities and better leverage impacted communities they represent.

**III. 2013
ACTIVITIES
Continuing
Education**

Snapshot of Training Topics in 2013

- 15 Sessions - Community Economic Development (general)
- 5 Sessions - Introduction to CCEDA’s Technical Assistance Program
- 2 Sessions - Funding
- 2 Sessions - Job creation
- 2 Sessions - Policy
- 2 Sessions - Social enterprise

One of the major changes that has affected CCEDA during 2013 is its expansion of services geographically. An expert in turning around troubled projects and finding creative solutions to back-fill financial gaps to complete economic and affordable housing endeavors, CCEDA continues to be based in California and has completed projects or has provided services (technical assistance and training) in the following 12 states:

| | | |
|------------|--------------|------------|
| California | Pennsylvania | Minnesota |
| Arizona | Indiana | Kentucky |
| Texas | Missouri | Kansas |
| Hawaii | Nevada | New Mexico |

The need to provide capacity building tools and education continues to remain a priority to CCEDA, keeping practitioners updated on new funding mechanisms, innovative organizational structures, and exemplary projects are an important component of CCEDA’s work.

In 2013, CCEDA organized and conducted 20 training sessions, attended by 896 individuals. CCEDA reached a geographically diverse audience with its trainings, with 48% of workshops in California and 52% in other states. CCEDA went as far east as New York City, and CCEDA served its neighbors in both Reno, Nevada and Mesa, AZ. CCEDA has also been providing services in the mid-west, in such states as Missouri and Indiana.

To reduce costs for both attendees and CCEDA trainers, utilizing technology, CCEDA also conducted 3 online webinars this year.

CCEDA continues to provide training on a host of topics as the needs develop, such as healthy foods. A recent initiative of CCEDA is the *Healthy Foods, Healthy Communities Collaborative*, which was formed in response to the high demand for technical assistance for fresh foods-related projects. The Collaborative provided support and opportunities for peer-to-peer teaching and learning and provides a structure for CCEDA to facilitate training and technical assistance. Both in 2012 and 2013, CCEDA continues to host training sessions on the “Resources and Technical Assistance for Healthy Foods and Healthy Communities.” These training sessions are unique from other CCEDA trainings sessions as the sessions consist of several subject matter experts, such as representatives from the California FreshWorks Fund and the United States Department of Agriculture, providing training, with time for community practitioners to network and present their projects to peers and experts alike. As a follow up to this, CCEDA transitioned in 2013 from providing training to direct project assistance, working with several clients to bring their *Healthy Foods Projects* to fruition.

With the elimination of community redevelopment agencies in the State of California, the federal sequester, and the tightening up on the availability of affordable housing tax credits has greatly contributed to the loss of access to funding for economic and affordable housing development. This past year over 70% of calls received by CCEDA for assistance were for stalled or troubled projects that require CCEDA’s turnaround expertise. Non-profit practitioners sought out CCEDA to find creative solutions to secure and negotiate the financial gaps in affordable housing and community development projects with non-profit bonds, seller-carry backs and interim investments that were simply not needed prior to the elimination of redevelopment agencies.



CCEDA Conference

Every year, CCEDA organizes its Annual Teaching and Learning Conference to bring together practitioners, funders, and experts in the field. In 2013, CCEDA held its 24th conference in May at the California Endowment’s Center for Healthy Communities. CCEDA successfully attracted over 100 attendees to the conference. CCEDA’s focus was to provide practitioners with an update from federal, state and local funders and the im-

pacts to budgets as each of these entities begin to recover from the Great Recession. Secondly, the conference focused on assisting practitioners in identifying resources to back-fill or launch new community development endeavors.

Now a standard part of CCEDA’s continuing education program are the CCEDA “How-To” Manuals and Case Studies produced in 2011 and 2012. The manuals provide practical, in-depth knowledge about a variety of community economic

development projects. The manuals are available online at no cost at www.cceda.us, CCEDA's website of training resources.

The most recent manuals completed in 2012 include:

- Alternative Financial Services
- CED Starter Guide
- Community Development Credit Unions
- Community Development Financial Institutions
- Community Development Investment Funds
- Community Development Loan Funds
- Community Development Micro Loan Funds
- Financial Education
- Foreclosure Prevention – Mortgage Counseling¹
- Mixed Use Developmentc
- New Markets Tax Credits
- Single Family Development
- Small Business Technical Assistance
- Social Enterprises

SNAPSHOT of TA Projects in 2013

- Affordable Housing Development
- Commercial – includes Office and Retail
- Community Facilities
- Social Enterprise Development

Technical Assistance

CCEDA provides a wide range of direct technical assistance for community economic development projects, including affordable housing and real estate development, workforce development programs, asset-building programs, business development programs, lending programs such as credit unions and loan funds, and job creation enterprises and programs. Many organizations wish to refine community economic development strategies, so CCEDA assists them with developing their long-term plans. CCEDA provides the initial pre-project help that includes project concept, organizational readiness and project team development. CCEDA can then take the project through the financing structuring phase all the way to closing. Many times, CCEDA steps in mid-project for organizations stuck in the early phases of implementing a community development strategy or project that has been delayed for months if not years. CCEDA focuses on building organizational capacity and assets to ensure the success of future projects. CCEDA emphasizes the fit of a project into the overall community economic development strategy in order to create the most beneficial and long-term results.

¹ Manual not yet available on the website.



South Central
Los Angeles
Farmer's Market

During 2013, CCEDA provided technical assistance to 51 organizations on 33 projects while creating and updating 213 project financing proformas. CCEDA provided over 300 cumulative days of direct assistance to clients. Fifteen new organizations were added as technical assistance clients. CCEDA began work on 33 new projects from both existing and new clients.

Much of CCEDA's technical assistance work in 2013, focused on 26 affordable housing projects, including: providing in-depth financial analysis, structuring, and negotiation assistance from a host of complex funders, e.g. CalFA, Tax Exempt Bonds, 4% Low Income Housing Tax Credits, HUD 221(d)(4) and HUD 223(f).

Nine projects for which CCEDA provided technical assistance ended due to an internal decision not to proceed. Most often, the project was found to be financially infeasible by the organization. In these situations, CCEDA helped identify alternate projects.

Organizations receiving technical assistance from CCEDA were introduced to CCEDA in one of the following ways.

1. Direct walk-ins or referrals, including organizations introduced to CCEDA at training sessions.
2. California Community Revitalization Initiative, a program of CCEDA that focuses on communities in need within California.
3. Office of Community Services (OCS), which funds technical assistance for recipients of grants. CCEDA provides technical assistance to grantees of the Community Economic Development Program. 2013 was the fourth year of a four-year contract. This contract was extended another four years to 2017.
4. The State of California Community Services Division awarded CCEDA a one year contract to provide training and technical assistance to community action agencies for their community economic development projects.
5. U.S. Department of Housing and Urban Development (HUD) Sustainable Communities, which provides technical assistance to rural communities, small towns, and tribes to help them build capacity and strengthen sustainable practices. This contract began in 2011.
6. HUD One CPD, provides technical assistance for HUD's Community Planning and Development grantees. CCEDA has been a subcontractor with the National Association for Latino Community Asset Builders (NALCAB) in since FY 2010 to present.

Policy

In 2013, CCEDA continued to focus on saving existing programs. As the State of California ended tax increment financing and redevelopment, alternative financing became the order of the day. The credit squeeze made reliance on financial institutions difficult and filling the gap through other means became a top priority. The legislature, facing a historic budget gap, was unable to step up financially and unwilling to break with the Governor.

CCEDA's continued to submit formal comments to the federal agencies on the topics of Health & Human Services OCS funding, Transportation and Housing & Urban Development urging of the restoration of program funding at levels that would not continue to decimate resources for revitalization.

CCEDA staff have also commented on the New Markets Tax Credit Program and addressed regulatory issues within the Federal Housing Finance Agency and the banking regulators.

Special Programs

CCEDA has developed and implemented over 20 special programs that target specific resources or geographies through public-private partnerships. CCEDA participated in the following special programs in 2013.

- Federal Reserve Bank of San Francisco, Office of Comptroller of Currency, Office of Thrift Supervision and Federal Deposit Insurance Corporation: CCEDA's California Community Revitalization Initiative, a training and technical assistance initiative, is a direct result of the partnership with these four key financial institution regulators.
- CCEDA continues to serve as the 3rd party evaluator for community development projects that receive federal funding.
- HUD Sustainability Project - working through fee-for-service contract with HUD, CCEDA is providing technical expertise for the Minnesota Housing Partnership and for NALCAB to the City of Honolulu and Mesa, AZ to support the implementation of a strategic plan for economic development.
- NAD Bank – provide training and technical assistance to develop 92 full time jobs in the designated eligible areas of Riverside, CA; Pima, Yuma, Hidalgo, Cameron and Santa Cruz Counties of Arizona.

Some of the roles within CCEDA's financial and administrative systems were re-assigned, increasing the capacity of its Executive Assistant. As a result, CCEDA published 12 regular newsletters to its mailing list in 2013. The monthly newsletters provide information on the current news, funding opportunities, trainings, and job openings. The newsletters are a service to CCEDA's membership.

Member Services & Board

In 2013, CCEDA's Board of Directors retreated to examine and discuss strategic planning for the organization. At the Retreat, Board members reviewed the previous strategic plan and discussed the current strategic direction. Board members renewed their resolve to support CCEDA, resulting in several committees to provide input in various aspects of CCEDA's operations.

**IV. PROPOSED
ACTIVITIES
FOR 2014
Training**

In 2014, CCEDA will continue to provide training sessions according to the need of practitioners in the field. CCEDA plans to conduct 20 trainings. CCEDA will conduct trainings at its XXV Annual Teaching and Learning Conference in May in Los Angeles. This year's conference will focus on organizational sustainability.

CCEDA will provide training and technical assistance on CED in a geography of great need, along the US-Mexico border as a result of a grant from NAD Bank Community Adjustment Investment Program.

CCEDA will continue sharing its online resource center, found at www.CCEDA.com and using it to complement trainings and technical assistance.

**Technical
Assistance**

CCEDA will continue to provide technical assistance to its existing clients on 50 projects. Additionally, CCEDA expects to provide technical assistance to at least 15 new projects.

CCEDA anticipates a continual flow of technical assistance activity as related to partnerships with:

- NALCAB – CCEDA is a subcontractor of the NALCAB OneCPD technical assistance team assisting clients in Hawaii and Arizona as part of the Rural Community Development Initiative.
- Minnesota Housing Partnership – CCEDA is a subcontractor of the Minnesota Housing Partnership on the Sustainable Communities contract. CCEDA provides expertise on the community economic development component for rural and tribal areas.



Hawaii Small Business Development Project

In addition to these partnerships, in 2013, CCEDA will outreach to its partners serving border communities. Funded by the North American Development Bank, this initiative will focus on job creating enterprises in some of the most economically depressed communities in the United States. Services include some of the following projects:

- Programs at the US/Mexican border providing access to capital for small US towns in need of infrastructure development to support the roads and lighting needed for interstate commerce transportation.
- Texas' non-profit commercial property development project.
- Arizona's commercial development project.



Arizona Economic Development Project

CCEDA will continue to provide technical assistance as it has in the past while adding a new service for its members. The service, called Enhanced Development Services, will allow organizations to access affordable housing assets for their communities and organizations in a faster and smoother process. This new service is a response to dwindling local subsidies and less local funding available for affordable housing development. CCEDA will take a substantially stronger role in acquisition/rehab projects. CCEDA locates a potential project, seeks a potential local non-profit partner, develops the project (acquire the property, structure the financing and make the improvements). Once completed, the project would be owned by the local nonprofit organization that has the proven capacity to manage the project and where the project meets their strategic direction. As a result of Enhanced Development Services, organizations will successfully complete projects without a full time development staff, add assets to their balance sheets, and ultimately provide much needed affordable multifamily housing to their communities.

Policy

For 2014 CCEDA will focus on seeking available funding within the universe of programs most commonly employed by colleagues in community economic development. With Congress approving budgets incrementally, certain programs

have become irreplaceable. These include HOME, CDBG, and LIHTC. Sadly, the California AG Settlement was swallowed into State's General Fund, but with the State's economy on the rise there is hope for community reinvestment funding to be expanded through tax credits and possibly new legislation to provide for community development needs.

A word at the outset about approach and this year's general sense of direction: CCEDA works with partners like the California Housing Consortium and the California Association for Local Economic Development on issues like CEQA reform. CCEDA shares the statewide view that there is an immediate need to better frame issues such as post-Redevelopment Legislation – specifically opportunities around tax increment financing and financing districts.

CCEDA supports the work of our partners to support, retain, and grow manufacturing jobs in California. CCEDA is watching closely a number of bills in 2014 including but not limited to:

- AB 495 (Campos), which creates the California Fund, which is socially responsible investment fund sponsored by the state that encourages investment in historically underserved communities
- AB 780 (Bocanegra), which provides support to lenders who use the state guarantee program
- SB9 (Price), which provides for a social innovation fund to expand the use of social impact bonding
- SB391 (DeSaulnier), the newly introduced California Homes and Jobs Act of 2013, to spur job creation, boost California's business competitiveness, and build affordable homes for Californians

This is a focused, ideologically defensible and practical group of policy activities. The practitioner community will continue to thrive if new approaches to long tenured issues become available.

Specialty Programs

CCEDA will continue to serve as a third party project evaluator for the community development projects.

Member Services & Board

CCEDA will continue to send out monthly newsletters to inform members of current news and issues in the field, funding opportunities, and CCEDA's activities and programs.

CCEDA currently has one vacancy on its Board of Directors to fill with a leader from the Central Valley.

CCEDA 2013 Services

CCEDA provided Technical Assistance to 51 organizations on 33 different projects, including fifteen new agencies in the following locations:

| | |
|----------------|-----------------------|
| Los Angeles | Sonoma |
| Irvine | Paradise |
| San Francisco | Minneapolis, MN |
| San Diego | Phoenix, AZ |
| Chico | Oahu and Maui, Hawaii |
| Northridge | Ely, NV |
| Kern County | Nevada (statewide) |
| San Bernardino | Austin, TX |
| Oakland | Santa Fe, NM |
| Marin | Indianapolis, Indiana |

V. ACKNOWLEDGMENTS CCEDA thanks and acknowledges its partners in 2013:

- Wells Fargo Bank
- US Bank
- North American Development Bank
- One West Bank
- JP Morgan Chase
- State of California
- East West Bank
- Citigroup
- Cathay Bank
- Bank of America
- Union Bank
- Comerica Bank
- Bank of the West
- BBVA Compass Bank
- Rabobank
- City National Bank

CCEDA Trainings & Workshops

| CLIENT | SERVICE PROVIDED | LOCATION | DATE | TOPIC | ATTENDEES |
|-----------------------------|-----------------------------------------------------|---------------------|-----------------|----------------------------------------------------------------------------------------------------------------|------------|
| Bank of the West | Community Development Tour and Technical Assistance | Los Angeles | 04-Feb-13 | Community Investment Opportunities in Los Angeles | 10 |
| Columbia University | Lecture/Webinar | New York | 06-Mar-13 | Social Enterprise | 50 |
| CALED | Training Session | Long Beach | 10-Apr-13 | Advocacy | 35 |
| NALCAB | Speaker | North Carolina | 16-Apr-13 | Job Creation | 125 |
| Housing California | Training Session | Sacramento | 17-Apr-13 | Community Eco. Dev. | 15 |
| Northwest Area Foundation | Planning Session | MN | 23-Apr-13 | Planning to Implement | |
| CAPACD | Speaker | Washington, DC | 04-Jun-13 | Community & Community Facilities | 35 |
| NAD Bank | Training Session | South Padre, TX | 07-Aug-13 | Community Economic Development Resources, Strategies, and Examples | 20 |
| NACEDA | Technical Assistance | Detroit | 3-4-Oct-13 | Approaches to TA | 40 |
| HUD | Training Session | Washington, DC | 13-Oct-13 | Sustainable Communities | 100 |
| FED | Training Session | Tucson, AZ | 16-Oct-13 | Round Table | 20 |
| NALCAB | Training Session | San Antonio, TX | 22-Oct-13 | Job Creation | 100 |
| FHLB HUD Leadership Council | Training Session | Washington, DC | 28-31-Oct-13 | Future of AHP moderator | 40 |
| Nogales CDC | Technical Assistance | Nogales, AZ | 26-Nov-13 | Commercial Facilities & Econ Dev | 4 |
| NAD Bank | Training Session | San Diego, CA | 25-Nov-13 | Community Economic Development Resources, Strategies, and Examples | 15 |
| CCEDA Conference | Training Sessions | San Francisco | 09-May-13 | Views from the City, State and Rural CA, Funding sources for non-profits, CED TA and 501c 3 financing, CRA 101 | 150 |
| Community Services Division | Webinars | State of California | 31-Jul-2-Aug-13 | Community Econ Dev TA | 50 |
| CAL-Neva | Workshop | Sacramento | 08-Apr-13 | General CED | 50 |
| TOTAL | 20 workshops and training sessions in 2013 | | | | 896 |