Welcome to NCCLF's annual report covering our fiscal year 2017, which marked NCCLF's 30th anniversary. If you weren't able to join us last May to celebrate this milestone, you missed a great time with old and new friends. On one thing we could all agree: It's a very interesting time in the world to look back at where we've been and ahead to plan for the future.

While we continue to rely on our mission and guiding principles, we also understand that the world constantly changes. With those changes come new challenges for low-income communities. Our staff and Board make a real effort to apply innovative strategies and tried-and-true responses to energize low-income communities with access to capital, financial expertise, real estate savvy, and other useful resources. To ensure that we stay relevant and effective, we never stop watching, working, and listening to the people we serve.

We spent a significant part of our 30th year deliberating on how to use what we have and what we know to address the economic and racial inequity that continue to plague many California communities. In the past year, our staff and Board worked together to create a multiyear strategic plan to affirm our commitment and guide our efforts going forward. We surfaced several key questions during the planning process that we will address going forward, including:

1. How can we best work with our nonprofit and social enterprise partners to support low-income people and people of color who experience the full force of poverty and racism?
2. How can we confront so many challenges – growing income inequality, a weakening industrial base, health care and social services under attack, a resource-starved educational system, urban gentrification, housing affordability, immigrant rights?

Clearly, fulfilling our strategic plan goals will take serious effort. But on the positive side, we can say with confidence that NCCLF is stronger than we've ever been. We have more money to invest, more extraordinarily talented staff, deep partnerships, and broad community support. That's the good news, and we thank you for your role in strengthening our organization. Our clients are the ones already on the front lines – organizing communities, addressing health disparities, dismantling income and racial inequality, and building thriving communities. Our job now is to infuse the kind of capital and expertise our clients need to ensure their ability to succeed. This will be our most important priority, and you will see it reflected in the profiles of our activities contained in this report.

In all of our thirty years, there has never been a more important time to build our commitment to the communities and people we serve. On behalf of the Board and staff, thank you for sharing that commitment, and for being a loyal and generous partner in this work. We couldn't do it without you.

With thanks and warm regards,

Mary A. Rogier, President
Patricia GoPaul, Chair of the Board
Livingston Community Health (LCH) tirelessly provides comprehensive, affordable, high-quality healthcare to low-income residents of Livingston and surrounding areas. The organization serves more than 20,000 patients annually, mostly Spanish speakers and farmworkers, and focuses on primary and preventative health.

Based in the small town of Livingston, this community health center was founded more than 40 years ago and was one of California’s first nonprofit community health centers. Nestled between Merced and Modesto, Livingston has a population of less than 20,000, primarily centered around the agricultural industry. Ninety percent of the community falls below the federal poverty line and half of the population is uninsured or undocumented, which makes LCH a critical anchor in meeting community health care needs.

As the need for services continuously expanded since the passing of the Affordable Care Act, LCH began outgrowing its main location in Livingston. The organization started working with NCCLF’s consulting team to explore the possibility of using federal New Markets Tax Credits (NMTCs) to develop a new, expanded, patient-centered healthcare campus that would meet the growing needs of the community, with services all within walking distance of each other.

“Our NCCLF consultant became part of our team and really encouraged us throughout the process. We could not have done this alone,” said Leslie McGowan, LCH’s executive director.

In 2016, NCCLF provided LCH with a $3.1 million loan to finance the acquisition of a 12.2-acre lot in Livingston, on which the organization is building a new health complex. Seven-and-a-half acres of the lot will be used to construct a 30,000-square-foot main campus housing a 14,550-square-foot medical center, an 8,000-square-foot dental and optometry building, and a 14,000-square-foot administrative and support staff facility. It will house administrative offices, 30 examination rooms, six dental operatories, optometry exam areas, labs, pharmacy, patient education rooms, behavioral health consultation rooms, triage areas, medical assistant workstations, as well as reception, parking, and outdoor areas. In early 2017, NCCLF provided an additional $2.3 million loan towards the project utilizing NMTC financing.

The new center will open in February 2019.

“...The new campus will be an economic generator for our community. It means a lot that we were able to work with a lender like NCCLF and that there was this kind of investment into Livingston.”

Leslie McGowan
Executive Director,
Livingston Community Health
Restore Oakland - East Bay
Community-Driven Economic Mobility

Restore Oakland is a hub developed to increase economic security for low-income people of color in the Bay Area. The project addresses two broken systems negatively impacting low-income communities in the United States: the disproportionate rate of incarceration, and the lack of upward economic mobility within the restaurant industry. Developed by The Ella Baker Center for Human Rights (EBC) and Restaurant Opportunities Centers United (ROCU), Restore Oakland leverages the expertise and shared visions of each organization.

The hub will launch in Oakland’s Fruitvale neighborhood as a multiservice facility housing integrated workforce development and training programs, childcare programs, tenant housing services, and a cooperative food-enterprise incubator for entrepreneurs seeking to start pop-up restaurants, catering businesses, and other food-related enterprises. The COLORS restaurant, operated by ROCU, will provide workers with on-the-job training, focusing on gaining employment in high-end dining positions.

Centro Legal de la Raza - Oakland
Legal Assistance for Families Fighting for Justice

For nearly 50 years, Centro Legal de la Raza has been advancing the rights of low-income, immigrant, and Latino communities. A comprehensive legal services agency, Centro Legal provides high-quality bilingual and culturally competent legal representation, education, and advocacy, serving more than 7,000 individuals and families throughout Northern and Central California every year.

Following the 2016 presidential election, Centro Legal responded to an upsurge of need by increasing the number of services it provides including “know your rights” presentations, increased deportation defense representation, and support to those facing challenges related to their DACA status. Centro Legal has recently significantly increased its tenants and workers’ rights programs, representing victims of wage theft and those facing displacement through unjust evictions. The organization is an anchor of support for many fighting for justice for themselves and their families.

The organization has been based out of Oakland’s Fruitvale district, which boasts a vibrant Latino community, since 1969. In 2016, they signed a ten-year lease in the Fruitvale Transit Village for a 2,694-square-foot space. They outgrew it in two years as its staff doubled. Last year, they turned to NCCLF’s consulting team for advice. NCCLF helped them strategize and assess their options, found an additional 4,500-square-foot space just a few blocks away for short-term expansion, helped negotiate an affordable lease, and supported Centro Legal throughout the process.

With NCCLF’s support, Centro Legal is gearing up for a capital campaign to raise the funds necessary to buy a building in Fruitvale.

“We had a lot of space constraints and were trying to figure out a new plan that would work for our team and the growing needs of our community. Our NCCLF consultant helped us put everything into context and think about our options systemically. He really helped us identify a game plan, as well as shorter-term solutions.”

Paul Chavez
Executive Director,
Centro Legal de la Raza
In early 2017, the tenants at 1234 23rd Avenue in East Oakland learned that their landlord was considering selling the 10,000-square-foot property they’d been leasing for nearly two decades. Housing five nonprofit community groups and tenants in eight residential units for many years, it was natural that tenants felt looming concerns given the area’s real estate and housing crisis. They were convinced that finding a new, affordable space would be nearly impossible. The residents, primarily low-income, LGBTQ people of color, felt it was imperative to fight for the homes and community they have built over the years. The nonprofit community groups include Cycles of Change, a nonprofit organization and community bike shop that helps young people gain bike riding and repair skills while campaigning for transportation justice; Shaolin Life, a martial arts studio; Sustaining Ourselves Locally (SOL), a 14-year-old collective providing community education and programming around social and food justice; and Liberating Ourselves Locally (LOL), which merged with Peacock Rebellion in 2016, a co-working, art, and maker space that predominately serves LGBTQ people of color.

Given their long-standing relationship, the owner of the property was willing to work with the tenants to explore whether they could put together an offer to purchase the building. After attending a NCCLF real estate consulting workshop, the tenants worked with our consulting team to explore the feasibility of acquiring the property in a shared ownership structure.

The Oakland Community Land Trust (OakCLT) joined in the efforts, and together they began exploring whether it was possible for OakCLT to buy the building and keep rents affordable for long-term sustainability. With NCCLF’s support, a plan for acquiring the building was developed, and the tenants crowdfunded more than $100,000 from the community in just over two months. These funds, along with a site acquisition-preservation loan from the City of Oakland, a $866,750 acquisition loan and a $40,445 grant from NCCLF, an acquisition grant from the Community Arts Stabilization Trust, and an equity contribution from OakCLT, were combined to make the deal possible. In November 2017, OakCLT officially became the new owners of the property.

“It means so much that we can stay here,” said Devi Peacock, a member of the Peacock Rebellion. “It’s powerful that we can plant roots here, reclaim home, and continue to amplify and support community. The fact that this is part of a land trust is important to us. We trust that this property will always stay in the community and will never become an asset sold to the highest bidder.” The tenants at 1234 23rd Street now refer to themselves and the project as Liberated 23rd Avenue.
For 30 years, Abode Services has been providing emergency and permanent housing in Alameda, Santa Clara, San Mateo, and Santa Cruz counties. The organization secures permanent homes for homeless individuals and families. Serving nearly 5,000 clients annually, Abode Services works with landlords, manages government rental assistance programs, builds new housing stock, and provides case management services to ensure people maintain housing. To date, the organization has developed more than 1,500 units of affordable housing.

In the 1990s Abode primarily worked to find permanent housing for clients staying in the organization’s temporary shelter in Fremont. As rents increased, it became apparent that affordable and supportive housing options were in a short supply for the organization’s homeless and low-income clients. In response, Abode established a strategic partnership with Allied Housing, a housing developer with more than 25 years of experience in housing-focused solutions for people experiencing homelessness.

Though Allied Housing develops its own affordable housing, the organization also purchases properties that house current clients, usually with Abode listed as master tenant. These “Naturally Occurring Affordable Housing” (NOAH) efforts support Abode in securing additional housing for its low-income clients.

In 2017, NCCLF provided Allied and Abode with a loan for the acquisition and preservation of affordable housing in East Oakland. NCCLF provided a $3.3 million loan, in participation with Partners for the Common Good, towards the purchase of a 24-unit, three-story apartment building on International Boulevard in Oakland’s Lower San Antonio neighborhood. Currently a quarter of the building’s residents are Abode clients. As other market-rate tenants move out, those units will be leased to low-income individuals.

“Our goal is to lease as many units as possible to individuals who are either homeless or at risk of homelessness,” said Jon White, director of professional property and assets for Abode Services and Allied Housing. Formerly homeless and receiving support from Allied Housing, resident Angie Pittaluga was able to move into one of the studios in October 2017.

“I was homeless for several years. This was an amazing second chance and this opportunity means so much to me. I can lock my door, take a shower, cook, and not be afraid,” said Pittaluga. “This home gives me hope.”

In 2017, NCCLF began administering the San Francisco Nonprofit Sustainability Initiative (NSI), which is stabilizing the city’s nonprofits by supporting long-term leases in spaces that better support their mission and program growth. Developed in partnership with The Office of Economic and Workforce Development, the Mayor’s Office of Housing and Community Development, the San Francisco Arts Commission, and NCCLF, NSI distributed a total of $2.7 million in its first year.

In early 2017, NSI awarded the Community Youth Center (CYC) a $700,000 grant to purchase a new 6,200 facility at 952 Clement Street in the city’s Richmond District. This grant went a long way to stabilize the 46-year-old organization and ultimately shielding it from future rent increases. CYC serves more than 5,000 youth and families annually in neighborhoods throughout San Francisco, including the Richmond District. The organization provides services in behavioral health, community- and school-based outreach, education, intervention, leadership development, and workforce development.

San Francisco Nonprofit Sustainability Initiative
Mitigating Nonprofit Displacement

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Civil Labs builds scalable and sustainable social enterprise ventures that promote inclusive economies and increase access to jobs and education for low-income youth in the East Bay. The community-based social venture runs two flagship programs: Youth Startup Lab and Civil Pops.

Youth Startup Lab, incubated at the East Oakland Youth Development Center (another NCCLF lending client) is an immersive after-school entrepreneurship learning program for youth between the ages of 12 and 15. Participants spend a semester learning the ins and outs of starting a food-focused start-up venture. The program, primarily experiential and project-based, gives East Oakland youth the opportunity to learn design thinking, group collaboration, and entrepreneurship; develop leadership skills; and experience the process and practice of starting a social venture. At the end of each semester, youth prototype their product or business idea in their community and collectively decide what to do with any proceeds made.

Civil Pops, incubated in Summer 2016, provides quality immersive-learning internships to low-income youth of color. Together, youth create and sell handmade, organic popsicles at different East Bay locations and participate in all levels of the process.

As part of their internships, youth also participate in workshops where they learn about business and brand strategy. Participants also spend time visiting technology companies and other area businesses where they are able to learn from professionals in the field.

Graham Gardner and business partner Isaac Buwembo developed Civil Labs to give low-income youth of color the opportunity to benefit from local economic development efforts. “We wanted to show how business could be a force for positive change in lower-income communities where there are threats of displacement, opportunity gaps, and inequalities,” said Gardner.

In 2017, NCCLF provided Civil Labs with a $45,000 forgivable loan from our Community Catalyst Pre-Development Program to support Civil Pops’ Summer 2017 program, which helped it scale up production capacity and refine its youth training and education programs.

“‘We love that NCCLF embraces community-oriented work and social ventures,’” said Gardner. “‘NCCLF gets what we’re talking about and the work we do.’”

Civil Labs is also a former client of the California FreshWorks program, which is now administered by NCCLF.

“‘When we developed Civil Pops we had the goal of creating jobs offering great experiences for youth of color in lower-income communities in the East Bay. This program goes beyond a food/retail job and creates a learning experience where young people can be actively involved in decision making at the strategic level. Our goal is to instill a sense of agency for our participants.’”

Graham Gardner Co-Founder, Civil Labs

FOOD ENTREPRENEURSHIP, ACCESS, & INNOVATION

Interns from Civil Pops summer internship program

“Interns from Civil Pops summer internship program”

11
Food Commons Fresno - Central Valley

Innovation as a Tool for Healthy Food Access

Several years ago, NCCLF developed a food and agricultural lending strategy to spur economic activity, support business growth, increase employment, and promote equitable food access. In the Central Valley, this lending strategy has successfully supported food-related businesses working to increase access to fresh foods for communities located within agriculture splendor and lacking access to it. Food Commons Fresno (FCF) has been a key partner in this work.

FCF is building a community-owned local food system that promotes health, equity, environmental stewardship, and local economic development in the Central Valley, including farm production, processing, distribution, and retail sales. In 2017, NCCLF provided a $50,000 forgivable loan from our Community Catalyst Fund to this community-based startup.

FCF has a unique structure. The nonprofit Food Commons Fresno Trust, developed the Food Commons Fresno Community Corporation as a wholly owned subsidiary. The Community Corporation operates a series of vertically integrated local food businesses. The Food Commons is modeled this way to embed its values into its supply chain, reduce transaction costs between businesses, and create equity through tools like Direct Public Offerings (DPOs) that provide workers and community members to take ownership stake in the Community Corporation.

FCF is a for-profit organization that supports businesses in their transition to worker-owned models, to put together the details of the cooperative. When looking for financing to support the endeavor, NCCLF was the local choice. In summer 2017 NCCLF provided the business with a $90,000 loan to finance the conversion to worker ownership.

Niles Pie Cooperative Business – Union City

Everyone Shares a Slice at this Cooperative

Nearly a decade ago, Carolyn Berke, a long-time baker, started making and delivering pies in the small South Bay community of Niles and surrounding areas. She took orders online and delivered twice weekly to a few local establishments. Soon Niles Pie grew from a part-time endeavor to a full-time bakery.

As the business grew, Berke needed a permanent kitchen to increase capacity for baking, deliveries, and storage. With support from the Alameda County Small Business Development Corporation, Niles Pie found a location in Union City with an existing kitchen and retail space. Berke, who never planned to sell her pies out of a retail space, jumped at the opportunity. She and her team launched a Kickstarter campaign and quickly raised $30,000 in 2012 to support the business’s launch. With that and a small business loan, Niles Pie opened its doors the following spring. Today the company, with a staff of ten, sells its artisanal seasonal pies and pastries out of its Union City location and at five weekly Bay Area farmers markets. The shop hosts a diverse array of classes, including pasta and pie making, as well as community events out of their bright storefront.

“We've grown so fast,” said Berke. “It's been amazing to see what we can accomplish. This has become an anchor in our community. Everyone loves pie and we love watching how it brings people together.”

This rapid growth prompted Berke to begin exploring opportunities to bring current staff into management and ownership roles. “The worker-owned cooperative model just makes sense,” said Berke. “We want to retain our staff for longer and to offer better compensation. I believe in the idea of a democratic economy and sharing profit in the service industry. We want to promote economic sustainability here,” she said. Though Berke remains in her current role as the business’s general manager, the company is now owned by its staff. Strategic decision-making is democratic and profits earned are based on hours worked.

Niles Pie worked closely with Project Equity, a nonprofit that supports businesses in their transition to worker-owned models, to put together the details of the cooperative. When looking for financing to support the endeavor, NCCLF was the local choice. In summer 2017 NCCLF provided the business with a $90,000 loan to finance the conversion to worker ownership.

“NCCLF has been instrumental in a variety of ways,” said Berke. “The financing we received has provided us with opportunity and we’re excited to continue to grow our partnership.”

Carolyn Berke, Co-owner, Niles Pie
"The Women’s Building has been an anchor in San Francisco’s Mission neighborhood for decades and we wanted to invest in an organization that aligns with our values and priorities. We’ve been doing a lot of advocacy work around issues of affordable housing and affordable space for low-income families, nonprofits, and businesses, and felt alignment with NCCLF’s vision, mission, and work in the community. Investing in NCCLF gives The Women’s Building the opportunity to support low-income communities and especially now, that’s very important."

TERESA MEJIA
Executive Director, The Women’s Building

"Years ago, I worked for a team managing $20 billion in emerging market equities. We had a lot of institutional clients and foundations including environmental foundations and one of the best performing stocks was a palm oil company that destroyed tens of thousands of acres of rainforest in the Borneo. That was my wake-up moment: I had to start looking beyond conventional finance. Since then, I’ve become involved in the Slow Money movement and believe in the power of local investment. We are draining resources and the blood flow of economic activity and we need to invest our money locally. NCCLF is one of the entities that lets me do so. I like that NCCLF is local and I believe that investing in nonprofit entities is great. Through my work, I help guide caring individuals towards ethical investing. I believe that we need to align all of our activities, including investing, with the care and the things we value. NCCLF provides me with the opportunity to do just that."

MARCO VANGELISTI
Founding Member, Slow Money; Founder, Essential Knowledge for Transition

THE WOMEN’S BUILDING

INVESTOR HIGHLIGHTS

MARCO VANGELISTI, INDIVIDUAL INVESTOR
30 YEARS OF IMPACT

1,500
NONPROFITS ASSISTED IN REAL ESTATE AND FINANCIAL CONSULTING BY NCCLF’S CONSULTING TEAM

COMMUNITY CATALYST PRE-DEVELOPMENT PROGRAM
PROVIDING EARLY-STAGE FORGIVABLE LOANS AND GRANTS TO NONPROFIT ORGANIZATIONS FOR INNOVATIVE COMMUNITY DEVELOPMENT PROJECTS IN LOW-INCOME COMMUNITIES THROUGHOUT NORTHERN AND CENTRAL CALIFORNIA

22,000
JOBS CREATED OR PRESERVED

$156 MILLION
IN NEW MARKETS TAX CREDITS DISBURSED TO 17 PROJECTS CREATING OR PRESERVING 571,000 SQUARE FEET OF COMMUNITY FACILITY SPACE FOR ARTS PROGRAMS, HEALTH CARE CENTERS, AFFORDABLE HOUSING, AND MORE

$328 MILLION
INVESTED AND
$2.4 BILLION LEVERAGED TO BENEFIT LOW-INCOME COMMUNITIES

1,5 MILLION
CALIFORNIANS SERVED BY OUR CLIENTS

$59 MILLION
LOAN FUND

150
SAN FRANCISCO NONPROFITS PROTECTED FROM DISPLACEMENT
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>General Fund</th>
<th>Loan Fund</th>
<th>Total</th>
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<tbody>
<tr>
<td>Program Services:</td>
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<tr>
<td>Direct Lending</td>
<td>$2,130,259</td>
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<td>$2,130,259</td>
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<td>New Markets Tax Credit</td>
<td>349,405</td>
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<td>Consulting and Training</td>
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<td>Strategic Initiatives</td>
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<td>Capitalization</td>
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<td><strong>TOTAL PROGRAM SERVICES</strong></td>
<td><strong>$5,455,837</strong></td>
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<tr>
<th>CHANGE IN ASSETS</th>
<th>General Fund</th>
<th>Loan Fund</th>
<th>Total</th>
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<tbody>
<tr>
<td>Change in Net Assets</td>
<td>$1,254,154</td>
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<td>$1,254,154</td>
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<td>Net Assets, Beginning of Year</td>
<td>18,393,180</td>
<td>569,894</td>
<td>18,963,074</td>
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<tr>
<td><strong>NET ASSETS, END OF YEAR</strong></td>
<td><strong>$19,647,334</strong></td>
<td><strong>$760,158</strong></td>
<td><strong>$20,407,492</strong></td>
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</table>
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[www.spacesforgood.org](http://www.spacesforgood.org)

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Spaces for Good is a program of the Northern California Community Loan Fund (NCCLF). To learn more about NCCLF, visit [www.ncclf.org](http://www.ncclf.org). This platform is free to use thanks to the generous support of New Resource Bank, the William and Flora Hewlett Foundation, the Y & H Soda Foundation, the Heising-Simons Foundation, and the Sobrato Family Foundation.
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