



**MCCD**

Metropolitan Consortium  
of Community Developers

# 2023-2024 Annual Report



# FROM OUR LEADERSHIP

It's been 35 years since a group of affordable housing organizations established the Metropolitan Consortium of Community Developers (MCCD) because they recognized their common values and needs—and the power of collaboration. In 2024, as we mark this impressive milestone, we're not only celebrating the progress we've made together but charting our next steps as a leader in advancing racial and economic justice in community development—not just in the Twin Cities, but across Minnesota.

**As a collective that moves with our members, we've continued to evolve over the past three decades to meet the needs of our communities and catalyze change in the field.**

In 2007, our Minneapolis-focused organization merged with the St. Paul Coalition for Community Development — and in 2024 we started to reactivate that organization as a new subsidiary, Propagate Community Development Corporation, to ensure that low-wealth and Black, Indigenous, and people of color (BIPOC) entrepreneurs have access to the economic opportunities in the cannabis industry.

In 2010, we integrated small business development into our core programming — and in 2024 we expanded the types of businesses we support to include shared ownership models.

In 2011, we became a Community Development Financial Institution (CDFI) to steward capital in ways that transform lending practices and create lasting community wealth — and in 2024 we launched a new "Opportunity Fund" to provide low-cost capital for our members' short-term development financing needs.

In 2012, we created the Emerging Leaders in Community Development program to equip early and mid-career professionals with knowledge and relationships — and in 2024 we started building toward the launch of a broader Community Development Training and Leadership Center in 2025.

After 35 years in the field, MCCD also re-examined and revised our mission statement in 2024 to **explicitly articulate our commitment to racial and economic justice** — and expand our consortium to the entire state of Minnesota, not just the metropolitan region. Now in our second year of an intentional process to actualize racial equity in our internal culture, programs and policies, we're re-assessing how our lending practices and advocacy efforts can have the biggest impact in closing racial disparities in individual and community wealth.

Moving into 2025, we've sharpened our focus and re-dedicated ourselves to leveraging and stewarding resources in ways that build on the inherent assets and leadership in communities that have been impacted by generations of exclusion and extraction. We're re-imagining how we can better support the community development sector across the state to deepen practitioner skills, expand its ability to engage in public policy and elevate BIPOC leadership.

**One thing that hasn't changed, though, is our belief in the power of the collective.** We can't do this work without the support of our funders and partners at the state, county and city level. We can't advance policy changes or impact community wealth without the input and action of our member organizations who are on the ground, developing and maintaining affordable housing and providing business support every single day. Because of the strength of our relationships and the depth of our cooperation over the years, we are shifting the course of community development.

**Thank you for your past and continued collaboration as we write the next exciting chapter of MCCD together!**

***Elena Gaarder, MCCD Chief Executive Officer***  
***Gunnar Carlson, Chair, Board of Directors***



# MISSION

In 2024, we updated our mission to reflect a deepened commitment to addressing systemic inequalities and fostering inclusive growth. The new mission articulates our use of community development as a tool to drive racial and economic justice through collaboration.

The Metropolitan Consortium of Community Developers works collectively to advance racial and economic justice by leveraging and stewarding community development resources.

## STAFF

*\*staff who departed MCCD in 2024*

Carrie Mikkonen, Business Advisor  
Chipo Monga, Loan Operations Manager  
Cindy Ohlenkamp, Loan Portfolio Manager  
Darren Mozenter, Senior Shared Ownership Advisor  
Electra Skrzydlewski, Director of Shared Ownership  
Elena Gaarder, Chief Executive Officer  
Eva Song Margolis, Director of Strategy & Advancement  
Kadra Abdi, Director of Local Policy & Field Building  
Kari Johnson, Director of State Policy & Field Building  
Kelly Law, Senior Policy & Field Building Advisor  
Laurie Womack, Loan Operations Associate  
Luis Mendoza, Sr. Business Advisor & Loan Officer  
Luis Rodriguez, Business Advisor & Loan Officer  
Mara Brooks, Operations & Program Specialist  
Maria Thor, Business Advisor & Loan Officer  
Mary Kaminski, Finance Manager  
Natalie Moulso, Business Advisor & Loan Officer,  
Senior Program Manager  
Tina Stennes, Communications Manager\*  
Trish DeAnda, Chief Financial Officer  
Tyler Hilsabeck, Director of Small Business Development  
Vicky Gonzalez, Business Advisor\*  
Zamzam Mohammed, Business Advisor\*

## BOARD OF DIRECTORS

*\*board members who departed or met term limits in 2024*

Anisha Murphy  
Community Reinvestment Fund USA  
AsaleSol Young  
Urban Homeworks  
Elena Gaarder  
MCCD Chief Executive Officer  
Gunnar Carlson  
Riverton Community Housing (Chair)  
Jeru Gobeze  
Habitat for Humanity Minnesota  
Jim Erchul  
Dayton's Bluff NHS (Treasurer)  
Laura Zabel  
Springboard for the Arts (Past Chair 2021-2023)  
Many Pant  
Project for Pride in Living  
Mikeya Griffin  
Rondo Community Land Trust\*  
Nasibu Sareva  
African Development Center (Vice Chair)  
Perla Mayo  
Neighborhood Development Center  
Will Delaney  
Hope Community, Inc. (Secretary)

**THANK YOU** Jim Erchul, Laura Zabel,  
and Nasibu Sareva for your decade-long  
board service!

# POLICY & ADVOCACY

Because our members are the people and organizations on the ground developing and maintaining affordable housing and providing business support, we identify how existing programs can work better and where new policies and investments can have the largest impact for BIPOC and low-wealth communities. Through our collective analysis and commitment to mutuality, we are able to see beyond individual organizational needs to pinpoint problems in the broader housing and economic systems at the local, state and federal level, and move solutions that advance the entire field — and the thousands of people we impact everyday.

Because we believe deeply in the power of collaboration, we work in coalition in many of our policy efforts, including participation in:

- Minnesota Housing Stability Coalition
- Homes for All
- Our Future Starts At Home
- Erase
- Land Use and Zoning Reform Coalition
- Minnesota Community Development Financial Institution Coalition
- Equity in Place
- Business Resource Collective
- Housing Justice League

## 2024 HIGHLIGHTS



**55**

Participants in our 2024 Policy and Advocacy Training at the State Capitol



Added Housing **COOPERATIVES** as a new use in HIBs



**\$50 MILLION**

in new Housing Infrastructure Bonds (HIBs) secured



Passed policy changes to DEED **SMALL BUSINESS PROGRAMS**



Funding for **RECAPITALIZATION** in the Housing Affordability Preservation Investment Program



Advocated for DEED Small Business **CANNABIS PROGRAMS**





MCCD works collectively with our members and coalition partners to advocate for policy progress at the local, state and federal level. Our collective efforts have led to systems-changing policies and investments in BIPOC communities across Minnesota.

**Our achievements In 2024 included:**

More than 55 participants attended our second annual Policy & Advocacy Training at the Minnesota State Capitol, gaining skills and experiences to increase their confidence making their voices heard at the state legislature. Participants practiced testifying in a hearing room, got a behind the scenes tour of the Capitol and heard from an MCCD legislative champion: Representative Noor.

Informed by a working group of consortium members and peers, MCCD successfully advocated for policy changes to DEED's small business programs. These included administrative changes that better offset the cost of administering state loan programs, automatic partial loan forgiveness for small business clients, expanding loan programs to include fee-based

lending and clarifying access to resources for tribal entities and CDFIs.

Since 2012, MCCD has led efforts on bonding for affordable housing and in 2024 we helped to secure an additional \$50 million in Housing Infrastructure Bonds. After the legislative session, MCCD worked in collaboration with our members and key partners to seek input and provide comments and testimony on Minnesota Housing's proposed 2026-2027 Qualified Allocation Plan. At the federal level, MCCD participated in a roundtable with Treasury Secretary Janet Yellen, U.S. Senator Amy Klobuchar and CDFI Fund Director Pravina Raghavan to outline the needs of community developers and CDFIs in Minnesota.

Combined, the investments and administrative changes increase the ability of nonprofit affordable housing developers and small business development organization to create opportunities that benefit communities that have faced intentional disinvestment, including more funding for Greater Minnesota communities that have historically had to compete with larger cities for scarce resources.





# LEADERSHIP

## 2024 HIGHLIGHTS

As an organization, we are committed to reciprocity and mutuality because we know we are stronger when learning has no hierarchy and knowledge is shared in a communal way that recognizes we ALL have leadership capacity to share and develop — regardless of title or tenure in the sector. Our professional development approach is proactive in seeding and sustaining a thriving collective of leaders. A cornerstone MCCD offering, the Emerging Leaders in Community Development (ELCD) program inspires, informs and elevates historically marginalized community members and early- to mid-career professionals who have expertise to share and skills they want to learn.

Through expert-led sessions and peer connections, the 2024 ELCD cohort learned practical skills to create positive change in their work and communities, including training in areas like health equity, housing finance, fee-based lending, and nonprofit financial management — and concluded with a professional development panel and celebration to help launch their future course of leadership in the field.



28

2024 Emerging Leaders in Community Development cohort members



5

Cohort events focusing on equitable community development and professional development

## SPOTLIGHT: PABLO LITUMA

As a 2024 mentee, *Pablo Lituma* brought a thoughtful and inquisitive approach to the cohort. With his background in architecture and real estate development, combined with his experience as a Project Manager at Artspace, he contributed a unique perspective, particularly around how development initiatives can serve diverse populations. As an Indigenous person from Ecuador, Pablo's dedication to cultural preservation offered valuable insights around the importance of maintaining cultural identity within diaspora communities in the United States. The ELCD program provided him with new resources and connections to support his continued growth as a leader.





# SMALL BUSINESS DEVELOPMENT

Local businesses create the cultural fabric and economic heartbeat of our communities. From ethnic grocery stores to home care cooperatives, MCCD works with community members to create individual and collective prosperity through a variety of business ownership models. As experts in the field, we elevate and share the full continuum of business approaches, including shared ownership models like cooperatives. Through our free business advising, we cultivate deep understanding and long-term relationships with our clients to not just set up — but sustain — owners' success.

## 2023-2024 YTD HIGHLIGHTS



**1,523**

Clients served



**11,372**

Technical assistance  
hours provided



**90%**

Businesses assisted owned  
by Social and Economically  
Disadvantaged Individuals



**423**

Jobs created  
or retained



**5.4%**

Average interest rate  
(2024 YTD)

## SPOTLIGHT: TWIN CITIES IMPACT COOPERATIVE

By piloting our sector-based shared ownership strategy in the direct care field, MCCD addresses the care and workforce shortage crisis by empowering caregivers with coaching and capital to create ethical, sustainable, and employee-owned businesses in a critical industry. "Our journey began with MCCD highlighting a grant opportunity for those in direct care positions to venture into cooperative ownership. As a coordinator for individuals with disabilities, I saw this as a chance to make a difference for those working in direct care and their clients. With MCCD's support, both financially and through technical guidance, we were able to form a business with six worker-owners." -*Trila Malone, Twin Cities Impact Cooperative*

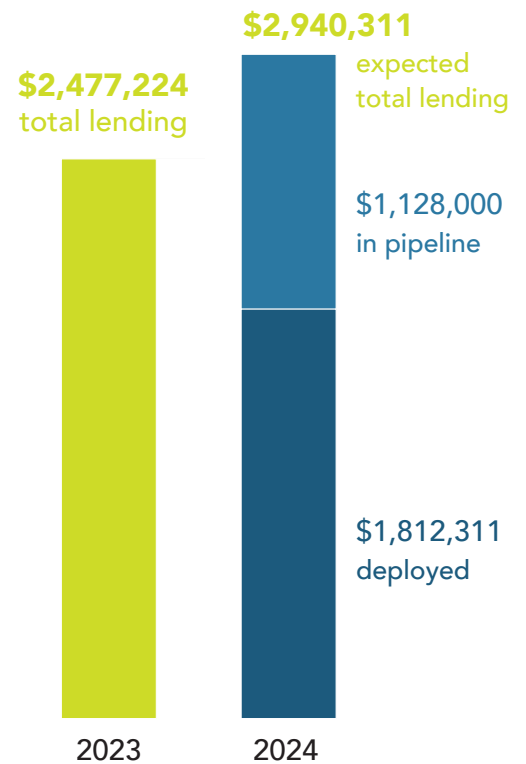
Trila Malone



# LENDING

With a robust \$7 million portfolio, MCCD is advancing a non-extractive approach to lending that allows our clients and partners to keep more money in their pockets to reinvest in their families and their communities. We provide capital ranging from \$5,000 micro loans to larger loans up to \$300,000 for real estate and second-stage businesses and, in 2020, we adopted an explicit racial and economic justice framework. In 2024, we developed specialized loan funds including:

- **Opportunity Loan Fund** providing low-cost and flexible financing to meet the immediate needs of MCCD's consortium members' affordable housing and commercial redevelopment projects.
- **Shared-Ownership Fund** supporting business and commercial structures of shared ownership, with a focus on worker cooperatives, commercial real estate cooperatives, and commercial community land trusts.



## SPOTLIGHT: AVARI BEAUTY

Avari Beauty is an Indigenous-owned esthetician salon and brand owned and operated by Kari Tribble. With a deep passion for empowering individuals to embrace their unique beauty, Kari has built and operated her business with unwavering dedication since 2018. When it was time to grow her company, MCCD worked with her to identify funding options and facilitated a \$245,000 loan and collaborated with consortium members Mni Sota Fund and Neighborhood Development Center to secure additional capital, enabling Kari to purchase and renovate her building. Located in White Bear Lake, Avari Beauty is innately environmentally conscious and uses sustainable practices in their products and supplies.



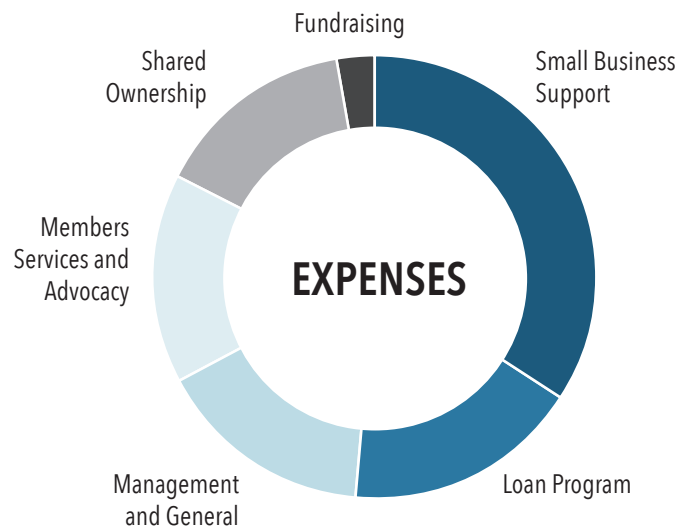
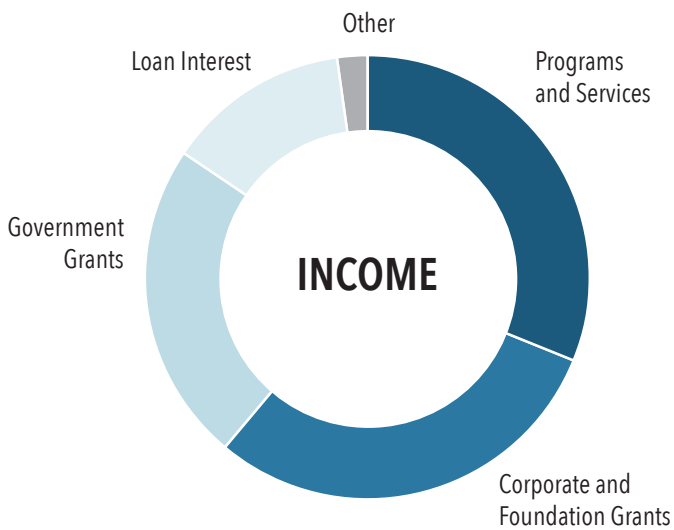
“The support that nonprofit organizations like MCCD and CDFIs provide minority-owned business owners is critically important to the ongoing journey of generational healing and cultural empowerment. When each of us rises, we all rise.”  
- Kari Tribble, Avari Beauty



# 2023 FINANCIALS

INCOME	
PUBLIC SUPPORT	
Corporate and foundation grants	\$903,583
Government grants	\$710,619
REVENUE	
Programs and services	\$945,294
Interest from loans receivable	\$395,018
Other revenue	\$66,839
<b>TOTAL</b>	<b>\$3,021,353</b>

EXPENSES	
PROGRAM SERVICES	
Member services and advocacy	\$443,741
Loan program	\$503,667
Small business support	\$989,079
Shared Ownership	\$426,625
SUPPORTING SERVICES	
Management and general	\$452,956
Fundraising	\$75,548
<b>TOTAL</b>	<b>\$2,891,616</b>



# 2023-2024 YTD INDIVIDUAL AND INSTITUTIONAL GIVING

Ameriprise Financial  
Amplio Economic Development Corporation  
Brave North Technology  
Bush Foundation  
CBIZ  
Davis Law  
F. Van Konyenburg and Jane Van Konyenburg Fund of The Minneapolis Foundation  
F.R. Bigelow Foundation  
Fredrikson & Byron P.A.  
Greater Minnesota Housing Fund  
Habitat Minnesota  
Minnesota Department of Employment and Economic Development  
McKnight Foundation  
Minnesota Community Development Financial Institution Coalition  
Mni Sota Fund  
Momentum Advocacy  
Northeast Bank  
Northwest Area Foundation  
Old National Bank  
Otto Bremer Trust  
Propel Nonprofits  
Rondo Community Land Trust  
Saint Paul & Minnesota Foundation  
Sunrise Banks  
Target Foundation  
The Landreau Group  
The Meritex Company  
The Minneapolis Foundation  
Think Bank  
Twin Cities-Metro Certified Development Company  
United Properties  
US Bank Foundation  
US Small Business Administration  
Wells Fargo Foundation  
Willie DeAnda Kivett  
Xcel Energy Foundation



## 2024 VOLUNTEERS

### LOAN COMMITTEE

Brittany Howard

Victory Business Solutions

Casey Christy

US Bank

Daniel Thomsen

Northeast Bank)

Diane Paterson

Small Business Development Center / University of Saint Thomas

Grover Jones

Community Member & Consultant

Idris Mohamed

African Economic Development Solutions

Jason Hendrikson

US Bank

Jessica James

Associated Bank

Joannette Cintron

Old National Bank

John M. Hicks

Choice Bank

Mthunzi Dewa

Community Member & Consultant

Stephen Obayuwana

NEON

Steve Wertz

Old National Bank

Xou Thao

Sunrise Banks

### FINANCE COMMITTEE

Felicia Ravelomanantsoa

African Development Center

Jim Erchul

Dayton's Bluff NHS

Judy Jandro

United Properties

Michou Kokodoko

Federal Reserve Bank of Minneapolis

Warren McLean

Northside Economic Opportunity Network

## 2024 ELCD MENTORS & STEERING COMMITTEE

Ambar Larsen

Habitat for Humanity of Minnesota

Asher Michels-Allen

Greater Minnesota Housing Fund

Damon Mason

Rondo Community Land Trust

Electra Skrzydlewski

MCCD

Elizabeth Turner

Precipitate Architecture

Eric Muschler

Greater Minnesota Housing Fund

Freddie Houston

Artspace Projects Inc.

Jeena Gurung Vomhof

Namaste Brows and Boutique

Joan Bennet

Beacon Interfaith Housing Collaborative

Kari Johnson

MCCD

Maggy Otte

Hope Community Inc.

Malyun Yahye

Hope Community Inc.

Mandy Pant

Project for Pride in Living

Molly Eytcheson

U.S. Bancorp Impact Finance

Owen Duckworth

The Alliance

Roxanne Kimball

Minnesota Homeownership Center

Talia King

WomenVenture

Trish DeAnda

MCCD



 **MCCD**  
Metropolitan Consortium  
of **Community** Developers

[www.mccdmn.org](http://www.mccdmn.org)

[facebook.com/ MCCDmn](https://facebook.com/MCCDmn) | [twitter.com/MCCD\\_MN](https://twitter.com/MCCD_MN) | [instagram.com/mccdmn](https://instagram.com/mccdmn)  
[linkedin.com/company/metropolitan-consortium-of-community-developers](https://linkedin.com/company/metropolitan-consortium-of-community-developers)