

Strengthening Organizations, Strengthening Communities

Lessons from Phase II of the Detroit CDO and ECDO Funds

APRIL 2026





Acknowledgments

Enterprise Community Partners, Inc. (Enterprise) thanks the Kresge Foundation, the Ford Foundation, the Ralph C. Wilson, Jr. Foundation, the Hudson-Webber Foundation, the W.K. Kellogg Foundation, the Gilbert Family Foundation, and the Ballmer Group for their continued support and commitment to the CDO and ECDO Funds. We are also grateful for the guidance, support, and engaged participation of the grantees from the 32 community development organizations who generously shared their expertise and experiences in interviews, surveys, and conversations and helped make this program a success. We would also like to extend our sincere appreciation for the thoughtful contributions and support of Enterprise's Detroit Market office, including VP & Market Leader Melinda Clemons, RaShanté Carbin, Darius Watkins, and Rachel Yamakura. Thanks also to the Community Development Advocates of Detroit, the McMillion Group, the Michigan Nonprofit Association and Michigan Community Resources.

This report was prepared by

Enterprise Community Partners, Inc.

- Impact & Evaluation
 - Amanda Davis, PhD, Associate Director
 - Stephany De Scisciolo, PhD, Vice President
 - Sam Giffin, Program Manager

Report designed by Aaron Geis

Table of Contents

Executive Summary	4
Introduction.....	6
Background.....	6
Evaluating Phase II of the CDO and ECDO Funds	9
Evaluation methods	10
A note on the two cohorts	10
Organizational Sustainability	11
Operating funding was key to financial stability.....	12
CDOs and ECDOs improved financial sustainability by leveraging new grant funding sources	14
Grantees expanded real estate activity, enhancing financial stability and achieving community impact..	17
<i>Real estate development to address affordable housing needs.....</i>	<i>19</i>
<i>Grantees expanded real estate activity, enhancing financial stability and achieving community impact</i>	<i>20</i>
<i>Real estate is one of many strategies supporting CDO and ECDO sustainability.....</i>	<i>23</i>
The technical assistance ecosystem advanced sustainability for grantees	24
Learning trips inspired local action.....	26
Community Impacts	30
Conclusions and Recommendations.....	33
Appendix A: Updated Logic Model	37
Appendix B: The CDO and ECDO Fund Grantees	38



Executive Summary

As Enterprise’s Detroit office and its partners embark on Phase III of the Community Development Organization Funding programs, this evaluation report looks back on the impacts, successes, and lessons learned from Phase II of the CDO Fund and ECDO Fund.

Program Overview

In 2020, Enterprise Community Partners established the philanthropy-supported Community Development Organization (CDO) Fund to build capacity and support the sustainability of less-resourced CDOs in Detroit while strengthening the city’s overall community development ecosystem. The following year, the Elevating CDO (ECDO) Fund added a smaller cohort of “emerging” CDOs based on the same unique, collaborative funding model. These Funds were both innovative and unique because they focused on place-based CDOs serving disadvantaged communities; deployed multi-year, flexible operational funds through an efficient, equitable, and collaborative process; and complemented financial support with technical assistance, peer learning, and cohort facilitation.

The success of these two programs is described in separate evaluation reports, [Foundational Change](#) which covers Phase I of the CDO Fund and [Elevating Community Development Organizations in Detroit](#), which covers Phase I of the ECDO Fund. This success led to the Funds’ expansion into a second multi-year phase of each program and two additional funders. Phase II provided continued financial and other support to all 32 grantees (25 CDOs and 7 ECDOs) included in Phase I.

This work was made possible by the Kresge Foundation, the Ford Foundation, the Ralph C. Wilson, Jr. Foundation, the Hudson-Webber Foundation, the W.K. Kellogg Foundation, the Gilbert Family Foundation, and the Ballmer Group.

Phase II Evaluation

Phase II of the CDO Fund and ECDO Fund provided an opportunity to look more closely at several themes that arose in Phase I. More specifically, this evaluation examines how the CDO and ECDO Funds: (1) support grantees' long-term sustainability and (2) empower grantees to increase their positive impacts on community members. The evaluation focuses on these areas of inquiry because of shared interest from funders, grantees, and program administrators and takes a mixed-methods research approach, analyzing quantitative and qualitative data from the program, grantees, and external research.



Phase II Results

Phase II of the CDO and ECDO Funds was successful in both helping participants sustain their operations by diversifying their revenue sources and by increasing their impact on the communities they serve. Nearly all grantees (97%) reported that the CDO and ECDO Funds enabled them to diversify their revenue sources. Some were able to secure new programmatic or operational grants, which was particularly important in light of the dramatic and unexpected decrease in federal funding in 2025. Leveraging the CDO and ECDO Funds to secure additional, non-federal grants helped these organizations sustain their operations through an especially turbulent time.

Real estate development was another common method of diversifying revenue, while at the same time providing access to homeownership opportunities and affordable rental housing for residents. Ten CDOs and ECDOs initiated or completed new types of real estate projects, including those for which this was their first project and those for which this was a new type of real estate activity. Nearly half of grantees (14) are in the process of planning a new real estate development effort. Six grantees with existing real estate experience expanded their real estate programs. Together, **grantees credited the CDO and ECDO Funds with creating or preserving over 1,400 affordable homes**, either through multifamily affordable housing projects, acquisition and rehabilitation (acq-rehab) of existing properties, or repair of single-family homes, and over 30,000 square feet of commercial space development.

Beyond real estate development, grantees have **provided services to 100,000 residents**, in areas such as healthcare, youth education, healthy food, arts and cultural programming, employment opportunities, access to green space, and others. **CDO and ECDO Fund organizations' service areas reach nearly 75% of Detroiters**, many of whom live in neighborhoods that have experienced long-term disinvestment. The success of the CDO and ECDO Funds lies in their community-focused approach. Community development is not a one-size-fits-all proposition; the CDO and ECDO Funds provided organizations with the flexibility necessary to adapt to and meet the evolving and varied needs of their communities, while also investing in their own capacity and ability to continue this work into the future.



Introduction

Background

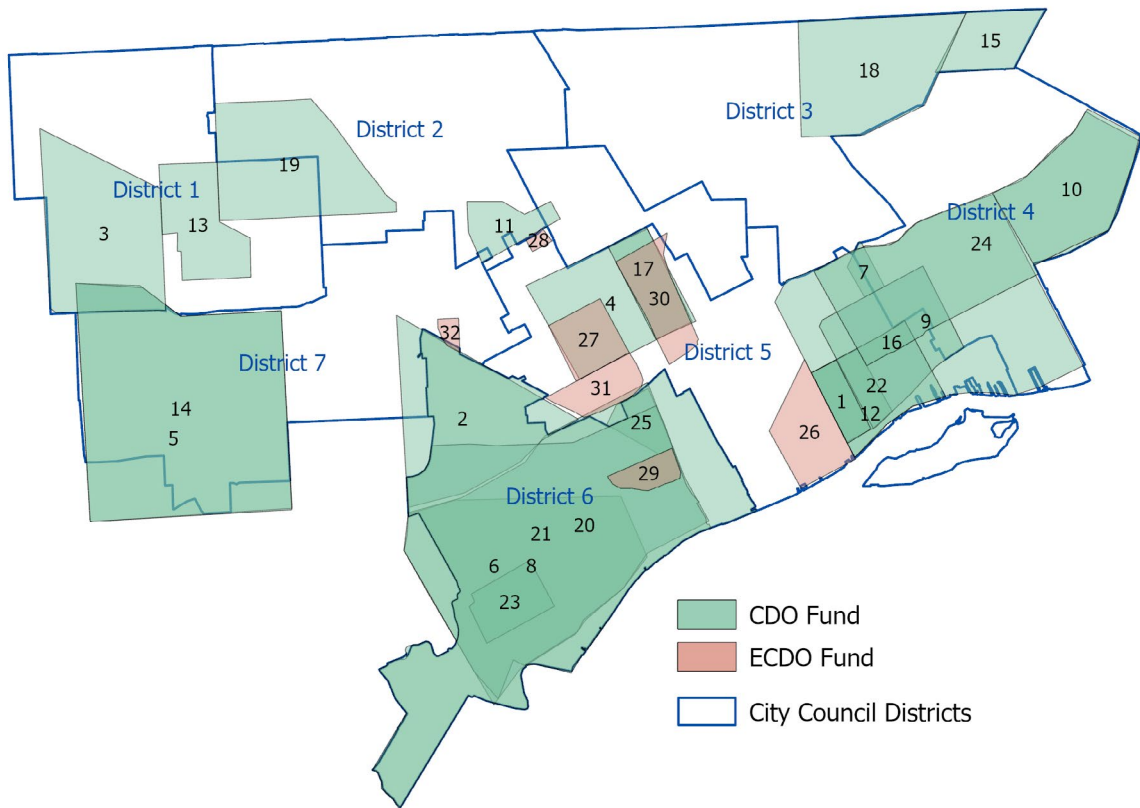
In 2020, Enterprise Community Partners facilitated the merger and expansion of two philanthropy-supported Community Development Organization (CDO) funding programs to form the Detroit CDO Fund. The CDO Fund was established as a model for collaborative grantmaking, to build capacity and support the sustainability of less-resourced CDOs in Detroit while strengthening the city’s overall community development ecosystem.

During its first phase (2020 -2022), the CDO Fund leveraged a \$12.2 million funding pool to provide operating grants, technical assistance, and other learning resources to 25 organizations. Shortly thereafter, Enterprise identified the need to provide similar, yet tailored, support for “emerging” CDOs — those with relatively small budgets and staff. In 2021, Enterprise launched the \$1.8 million ECDO Fund to deliver similar flexible operating grants, technical assistance, and learning resources to support emerging CDOs, recognizing the unique challenges these nonprofits face in building organizational sustainability and scaling their work. The ECDO Fund supported six smaller organizations (later adding a seventh) with support from multiple funders over a two-year pilot.

Together, these two cohorts serve neighborhoods encompassing nearly 75% of Detroit’s residents, as shown in Figure 1 on the following page.

This work was made possible by a collaboration among foundations, including the Kresge Foundation, Ford Foundation, Ralph C. Wilson, Jr. Foundation, Hudson-Webber Foundation, W.K. Kellogg Foundation, Gilbert Family Foundation, and the Ballmer Group, who recognized that they could have a much greater impact collectively than they could individually. They also realized that by pooling their resources, they could reduce administrative burden and competition among Detroit’s CDOs that regularly applied to each foundation for funding.

Figure 1: Map of CDO and ECDO Service Areas
Nearly three out of four Detroit residents live in a neighborhood served by at least one grantee.



- | | |
|--|---------------------------------------|
| 1. BLVD Harambee | 17. Northend Woodward CC |
| 2. Bridging Communities | 18. Osborn Neighborhood Alliance |
| 3. Brightmoor Alliance Inc | 19. Sinai Grace Guild CDC |
| 4. Central Detroit Christian CDC | 20. Southwest Detroit Business Assoc. |
| 5. Cody Rouge CAA | 21. MiSide |
| 6. Congress of Communities | 22. The Villages of Detroit |
| 7. Detroit Catholic Pastoral Alliance | 23. Urban Neighborhood Initiatives |
| 8. Detroit Hispanic DC | 24. U SNAP BAC |
| 9. Eastside Community Network | 25. Woodbridge NDC |
| 10. East Warren DC | 26. Bailey Park NDC |
| 11. Hope Village Revitalization | 27. Detroit 360 |
| 12. Genesis HOPE | 28. DREAM of Detroit |
| 13. Grandmont Rosedale DC | 29. North Corktown NA |
| 14. Joy Southfield Community Development Corporation | 30. Northend Christian CDC |
| 15. LifeBUILDERS | 31. Northwest Goldberg Cares |
| 16. MACC Development | 32. Renaissance of Hope |

Enterprise's Impact & Evaluation team (I&E) and Detroit office published two earlier evaluation reports, [Foundational Change](#), and [Elevating Community Development Organizations in Detroit](#),¹ examining the impact of Phase I of the CDO Fund and ECDO Fund on grantees, funders, and the broader landscape of community development in Detroit. The reports uncovered the following high-level findings about the impact of the CDO and ECDO Funds, including:

- Multi-year operational funding was critical to organizational growth, stability, and capacity.
- Grant funds allowed CDOs and ECDOs to expand their programming due to additional staff hiring and resources.
- The Funds reduced competition between CDOs and ECDOs over similar programmatic grants and increased inter-organization collaboration and peer-learning.
- Dedicated technical assistance grants and Enterprise's guidance enabled executive directors to plan ahead, overcome roadblocks and explore new funding opportunities.

Building on this success, Enterprise and its foundation partners agreed to continue and expand this critical work into a second phase, using the lessons learned in Phase I to improve implementation and enhance the impact of the Fund on both the organizations' long-term sustainability and the positive impact of their work on the communities they serve. Each Phase I grantee was invited to continue their participation in Phase II of the program. During this second phase, the number of funders grew to include the Gilbert Family Foundation and the Ballmer Group. Subsequently, the size of each fund increased; the CDO Fund increased from just over \$12 million in Phase I to over \$17 million in Phase II, and the ECDO Fund increased from \$1.8 million to \$4.6 million, shown below in Figure 2. This funding increase allowed larger operating grants and greater investment in technical support and other resources provided to grantees.

Figure 2. Growth in the pool of philanthropic funding, Phase I to Phase II

	Phase I	Phase II
CDO Fund	\$12,256,500	\$17,438,000
ECDO Fund	\$1,800,000	\$4,600,000

¹ *Foundational Change* can be downloaded at <https://www.enterprisecommunity.org/learning-center/resources/foundational-change> and *Elevating Community Development Organizations in Detroit* can be downloaded at <https://www.enterprisecommunity.org/learning-center/resources/elevating-community-development-organizations-detroit>

Evaluating Phase II of the CDO and ECDO Funds

In the first phase of the CDO and ECDO Funds, the evaluations focused on assessing the funds' success against their principal goals: (1) deploying funding through an efficient, equitable, and collaborative process that serves as a model for grantmaking, (2) strengthening grantees' organizational sustainability and resilience through multi-year flexible grants and technical assistance, (3) increasing equity in underserved communities, and (4) empowering CDOs and ECDOs to meet the needs of their communities and respond to the strengths and challenges in their neighborhoods.

Phase I evaluations examined how the program goals were reflected in the program model, which included providing flexible, multi-year grants through a collaborative of foundations; supporting CDOs and ECDOs serving socially or economically disadvantaged populations; and providing technical assistance and peer learning opportunities. The findings from those evaluations confirmed that the program design served as an effective, replicable model and helped strengthen the community development sector in Detroit.

While these program components remain in Phase II, the focus of this evaluation seeks to better understand the CDO and ECDO Funds' impact on the sustainability of participating organizations and, in turn, on their ability to meet the needs of their communities. These two areas of inquiry emerged from feedback sessions on the Phase I evaluations with funders and grantees, who both saw great value in exploring these subjects more intentionally.²

The following questions guided the Phase II evaluation:

1. **How do funders, grantees, and the field define organizational sustainability for community development organizations? Are there differences in these definitions, and how do they influence perceptions of an organization's stability to carry out its missions and goals?**
2. **How do the CDO and ECDO Funds contribute to organizational sustainability?**
3. **How do the CDO and ECDO Funds strengthen organizations, and by extension, impact the communities they work in and the residents they serve?**
4. **How do the CDO and ECDO Funds strengthen Detroit's community development ecosystem?**

² Reflecting this interest in community impact, I&E updated its logic model for these programs, distinguishing between short-term outputs that can be quantified within the grant period of performance and longer-term impacts that are set in motion, even if they may not be measurable in the short term. See Appendix A for the updated logic model.

Evaluation Methods

The Phase II evaluation uses a mixed-methods approach, analyzing quantitative and qualitative data from a variety of sources. Where possible, we leveraged existing touchpoints and scheduled interactions with executive directors as data collection opportunities, thereby minimizing additional reporting burden. We conducted a longitudinal analysis of grantee data gathered from the beginning of Phase I. Additionally, Enterprise contracted with Amplify for Change to conduct a literature review of key factors influencing sustainability for community-based organizations and with the Nonprofit Finance Fund to provide an in-depth analysis of grantees' financial health over the course of their tenure in the CDO and ECDO Funds.

Primary data collection included the *Phase II Application* (Winter 2023), the *Phase II Interim Grantee Survey* (Summer 2024), and *Phase II Final Grantee Interviews* (Fall 2025) with a leader from each organization. I&E also engaged with CDO and ECDO staff by attending three *Learning Trips* (March 2024, October 2024, December 2025), which provided opportunities for informal qualitative data collection.

A note on the two cohorts

In Phase I, the CDO and ECDO Cohorts were evaluated separately but Enterprise recognized that these two cohorts have more in common than they have differences. Both funds follow the same model of pooled resources, operational funding, technical assistance, peer learning, and wrap-around support.

During Phase II, the cohorts continued to be administered separately, though the crossover increased. Both cohorts were invited on learning trips and both benefited from nonprofit partners Community Development Advocates of Detroit (CDAD)³ through its streamlined TA system, and Michigan Community Resources (MCR)⁴ through its organizational capacity building. ECDOs were paired with CDO mentors to learn from organizations that may have had a similar trajectory. In the Phase II Evaluation, the two cohorts are analyzed together and separately — we point out significant differences where they occur but acknowledge the high degree of similarity that has made each of these programs so successful.

As both cohorts have grown and expanded over the last two phases, these similarities have become more evident, particularly in terms of programming offered, organizational strategies pursued, and challenges faced, leading Enterprise to plan Phase III of this work as one collective cohort. This consolidation will foster even greater collaboration and peer-learning among organizations and allow for targeted, subject-based groupings to organically arise around similar areas of work and geographic proximity.

³ CDAD is a membership-centered organization that advocates for public policies and resources that advance the work of nonprofit, community-based organizations and resident-led groups in Detroit neighborhoods. CDAD and its partners have developed a centralized capacity building and technical assistance (TA) referral tool for all organizations engaged in community development work in Detroit. <https://cdad-online.org/>

⁴ MCR supports nonprofit and grassroots organizations with resource navigation, capacity building services, tailored cohort experiences, and legal guidance. <https://mi-community.org/>



Organizational Sustainability

In the context of community development, sustainability often refers to community organizations' ability to ensure long-term financial solvency and service to communities for the foreseeable future. The CDO and ECDO Funds were instrumental in improving the financial stability of grantees and the community development ecosystem. But financial stability is just one of several factors that the CDOs and ECDOs, who are rooted in community development work, emphasized as critical to long-term organizational sustainability.

The organizational sustainability of nonprofit organizations can be measured using both financial and non-financial indicators in the following areas⁵:

1. Financial sustainability (e.g., revenue diversification, cash reserves, etc.)
2. Operational and leadership sustainability (e.g., leadership continuity, staff retention, etc.)
3. Programmatic and impact sustainability (e.g., community needs, partnership strength, etc.)
4. Risk management and governance (e.g., scenario planning, etc.)

In survey responses, CDO and ECDO leaders stated that other internal and external aspects of managing a community-facing organization are equally important, such as maintaining adequate staff capacity, retaining skilled staff, preventing burnout, and balancing the need for long-term growth with the ability to sustain economic or policy shocks (such as changes to the federal funding landscape in 2025).

Based on survey responses collected for this report, CDO and ECDO leaders believe that financial stability is the most important factor in long-term sustainability, followed by maintaining programs and services (second), staff retention (third), succession and growth (fourth), and strong relationships with funders (fifth).

⁵ Hung, C., & Hager, M. A. (2019). *The Impact of Revenue Diversification on Nonprofit Financial Health: A Meta-analysis*. *Nonprofit and Voluntary Sector Quarterly*, 48(1), 5-27. <https://doi.org/10.1177/0899764018807080>; Smith Arrillaga, E., Buteau, E., Grundhoefer, S., Im, C., Yang, E. (2024). *State of Nonprofits 2024: What Funders Need to Know*. Center for Effective Philanthropy. https://cep.org/wp-content/uploads/2024/05/NVP_State-of-Nonprofits_2024.pdf; Bowman, W. (2011). *Financial capacity and sustainability of ordinary nonprofits*. *Nonprofit management and leadership*, 22(1), 37-51. <https://onlinelibrary.wiley.com/doi/abs/10.1002/nml.20039>; Nonprofit Finance Fund, 2022 State of the Nonprofit Sector Survey: National Results (New York: Nonprofit Finance Fund), <https://nff.org/file/1837/download?token=bdvDkQpl>.

Interestingly, the two cohorts differed in the priority they placed on individual sustainability factors. For example, ECDO leaders indicated that “ownership of land, assets, and resources” was a top priority while that was near the bottom of the list of CDO priorities. On the other hand, CDOs ranked “maintaining programs and services” as a higher priority than did ECDOs.

Because Detroit’s CDOs and ECDOs take a multi-faceted approach to their organizational sustainability, leaders also listed critical, if less tangible, aspects of sustainability, such as remaining true to their mission, having strong relationships with residents, and being able to influence policies that affect their communities. This broader definition of sustainability acknowledges the complex interplay of local issues and available revenue opportunities. As one respondent noted, “For a CDO to have sustainability, the community it serves must value its contribution to their well-being.”

In Phase II, grantees were successful in many financial and non-financial aspects of improving their long-term sustainability: diversifying their revenue sources; conducting business planning; participating in leadership training; increasing their staff; expanding their program offerings to better meet the needs of their community members; and setting aside time to plan for the future. Through two phases of the program, the CDO and ECDO Funds provided accrued benefits to organizations that facilitated their growth and ability to meet and adapt to community needs.

Operating funding was key to financial stability

The Nonprofit Finance Fund’s (NFF) analysis of grantees’ financial health provides insights into the value of revenue diversity, especially operating funding.⁶ Figure 3 below, from NFF’s analysis of CDO and ECDO financials, shows that organizations were, on average, on a declining trajectory in both income and expenses prior to the CDO and ECDO Funds’ inception in 2020 and 2021. The CDO and ECDO Funds have been critical to reversing that trend, helping lead to a steady increase in contributed average revenue since 2021 (including revenue from the CDO and ECDO Funds). This change in trajectory came at a critical time, as the country was faced with immense social and economic challenges during the COVID-19 pandemic.

It should be noted that foundation funding is only partly responsible for this revenue growth curve. From 2022 to 2024, program-related revenue increased, reinforcing the conclusion from the Phase I evaluations that increasing operational funds allowed grantees to expand programming, which led to additional revenue streams. Government contributions also increased dramatically in 2024, driven in part by the CDO and ECDO Funds increasing the awareness of funding opportunities and capacity of organizations to apply for and win these types of awards, which is described in detail in the next section.

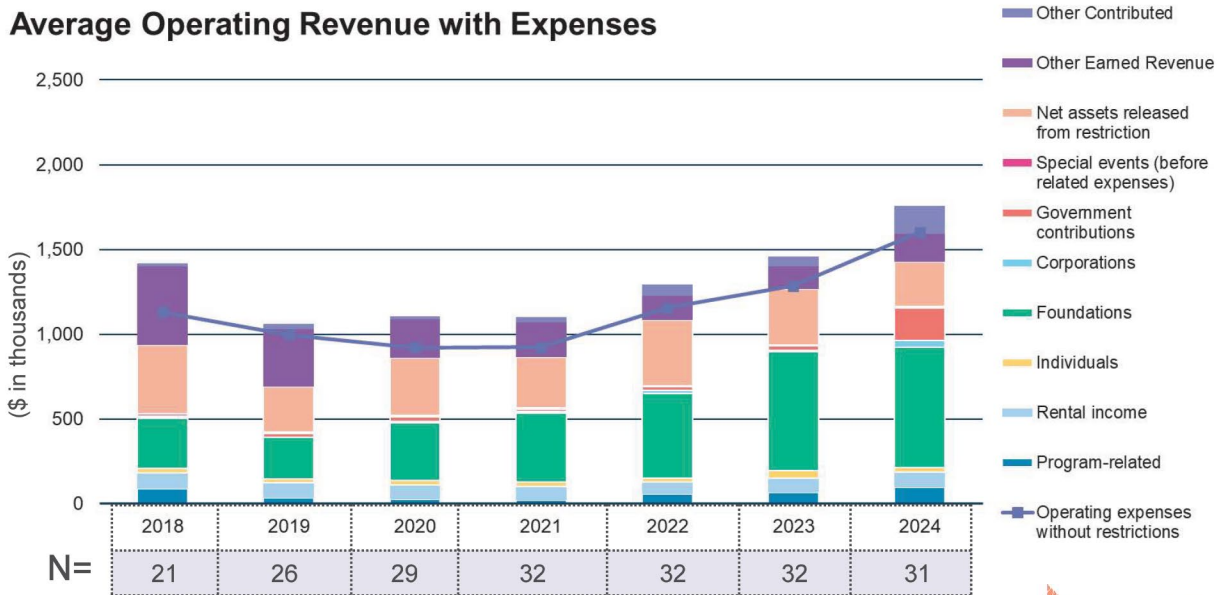


⁶ The full analysis was provided by NFF in a separate document. Our evaluation includes high-level findings pertinent to the evaluation questions.

As revenues have risen, so have expenses, meaning that CDOs and ECDOs on average have been operating with a marginal surplus year over year that has remained fairly consistent. As CDOs and ECDOs expand their service offerings, they require more staffing (their largest expense category) to do the work, driving up expenses while also delivering more services and creating more community impacts. The NFF analysis noted that increasing programming requires increased capacity, otherwise organizations may be financially vulnerable: “Programmatic growth has outpaced investments in personnel, systems, and infrastructure, leaving [CDO and ECDO] organizations stretched to meet community needs without corresponding capacity expansion.” NFF analysts concluded that, “repeatable, reliable, and unrestricted funding is imperative for organizations to support their day-to-day operations and address challenges. This support plays a key role in ensuring long-term stability and resilience.”⁷

In interviews, CDO and ECDO leaders underscored how critical this source of operational funding is for their sustainability. Not only has it resulted in new funding awards, but it has also helped executive directors deal with unanticipated roadblocks or economic shocks, like the COVID-19 recession and the changes to federal funding in 2025. Several executive directors expressed doubts that their organization would have survived these shocks without the CDO and ECDO Funds providing a stable, predictable source of operating dollars.

Figure 3. Nonprofit Finance Fund analyzed grantee financials to identify trends over time.



⁷ Payton Scally, C., Curran-Groome, W., Kort, A., Shubhang, K., Lo, L. (2019). The State of Community-Based Development Organizations: Results from the sixth National Census of Community-Based Development Organizations. Urban Institute. <https://www.urban.org/sites/default/files/2023-11/The%20State%20of%20Community-Based%20Development%20Organizations.pdf>

Figure 4. Financial goals supported through CDO and ECDO Funds



CDOs and ECDOs improved financial sustainability by leveraging new grant funding sources

A majority of grantees were able to benefit from the CDO and ECDO Funds as a means for finding and securing new sources of revenue. According to survey responses (Figure 4), 97% of grantees reported that these funds helped them secure new programmatic grants, operational grants, government contracts, and fee-for-service activities.

This occurred in a variety of ways. As in Phase I, the vast majority of CDOs used operational funding to pay existing staff and/or hire new staff or consultants, thereby increasing their capacity to find and apply for grants or pursue new revenue sources through programming and activities. Grantees also increased their capacity through training and professional development for staff and boards, strategic planning, and investments in improved internal systems, such as management software. These actions helped increase institutional knowledge and improve efficiency, which

allowed greater time and flexibility to strategically plan and pursue new revenue opportunities while simultaneously enhancing services. For example, fundraising and grant-writing technical assistance improved many organizations' capacity to apply for government grants, including large federal grants that often have challenging institutional barriers to entry. The examples below highlight the benefits of the flexibility of these funds, which enabled grantees to pursue a wide array of new funding options.

Bailey Park Neighborhood Development Corporation

leveraged the ECDO Fund to hire a fund developer who significantly increased corporate donations and helped acquire grants from the city of Detroit and Wayne County. According to Executive Director Katrina Watkins, the ECDO Fund has been essential to "learning how to generate revenue for the things that we do."

Participation in the CDO and ECDO Funds also strengthened relationships and credibility with new funders. We heard from executive directors that being part of the Fund served as a “stamp of approval,” helping their organizations leverage new funder relationships. [Central Detroit Christian Community Development Corporation](#) and [MACC Development](#) both learned about a large, mission-aligned programmatic grant through Enterprise’s Detroit office. Enterprise equipped these organizations with the tools and experience to develop a new foundation relationship, resulting in substantial awards to enhance each organizations summer youth programming.

CDOs and ECDOs were also able to secure grants from Enterprise-managed funds, like the Detroit Home Repair Fund (DHRF).⁸ [Renaissance of Hope](#), [Bridging Communities](#), [Central Detroit Christian CDC](#), [Eastside Community Network](#), and [Grandmont Rosedale Development Corporation](#) represent five of the home repair program’s six neighborhood-based non-profit partners.⁹ Together these grantees **made thousands of repairs to 227 homes in Detroit** through DHRF, eliminating health hazards, increasing energy efficiency and allowing households to stay in their communities. With the multitude of homes needing repair across Detroit, programs like this allow grantees to impact their communities, gain experience, and achieve a steady source of revenue.¹⁰

Another Enterprise-managed grant, the Thome Aging Well Program, provided grants to nine CDOs and ECDOs to provide home repair, accessibility improvements and social programming to Detroit’s elderly residents. [The Detroit Catholic Pastoral Alliance](#), [North End Woodward Community Coalition](#) and [Brightmoor Alliance](#) received Thome funding to expand their aging-in-place initiatives which provide seniors with basic needs, such as food and transportation, and access to the internet and

social events. [Cody Rouge Community Action Alliance](#), [DREAM of Detroit](#), and [Grandmont Rosedale](#) used Thome funds to scale their critical home repair and accessibility work. [The Villages of Detroit](#), [Sinai Grace Guild Community Development Corporation](#), and [Woodbridge Neighborhood Development Corporation](#) collaborated to apply for Thome’s recent *Innovation* round to provide elderly homeowners with the deed, title, and estate planning work necessary to determine eligibility for home repair programs.

The CDO and ECDO Funds and Enterprise’s network of national and local funders helped support grantees in acquiring and implementing these mutually supportive grant programs, increasing the potential impact of each initiative. “The Enterprise CDO Fund, by its very structure, provides us with some access to a group of funders who are already committed to our mission and to the work that we do,” said Jeffrey Jones, executive director of [Hope Village Revitalization](#). “I’m very appreciative,” said Jones of Enterprise’s Detroit office staff, “who are also forwarding us other opportunities that come across their desks from other national foundations and just other opportunities that we may not have been aware of.”

One of these opportunities involved a collaboration with [Woodbridge Neighborhood Development Corporation](#) and [Genesis Hope](#), leading to a collective grant award from the U.S. Department of Energy to fund a pilot project bringing solar panels and high-efficiency water heaters to homes in their communities. “I don’t think that would have been possible had it not been for these existing relationships across CDOs,” Jones said. These organizations demonstrated success and won additional grant awards from the Department of Energy, although the funding has yet to be released.

⁸ For more information on this program, please visit: <https://www.enterprisecommunity.org/impact-areas/preservation-and-production/detroit-home-repair-fund>

⁹ The sixth neighborhood-specific partner is a member of Enterprise’s Key Corridors Fund cohort.

¹⁰ Enterprise’s DHRF program also provides funding for staff and technical assistance to its non-profit partner organizations.

The **North End Woodward Community Coalition** used the CDO Fund to engage professional consultants in formulating a narrative about their energy sustainability and democracy work. With that assistance, they developed successful applications to State and Federal grant programs, though both grants were terminated in 2025.

The loss of federal funding heightens the need for initiatives like the CDO and ECDO Funds. Having a steady and reliable source of flexible funding has allowed grantees to adapt to a changing environment, seek new sources of funding, and respond to emerging needs. As Anita Zavala, Deputy Director of the **Detroit Hispanic Development Corporation**, explains, “being part of the CDO Fund has given us some breathing room to be flexible, to really respond to ever-changing conditions in the community in a way that we don’t have to wait to respond, we can just pivot when we feel necessary. So, I think the way the funding comes in is really critical. It has really allowed us to meet our community’s needs, and our organizational needs.” The progress that these organizations have made is not lost. Their ability to win federal, state, and major foundation grants speaks to their increased capacity and credibility, positioning them for success as they pursue other funding opportunities.



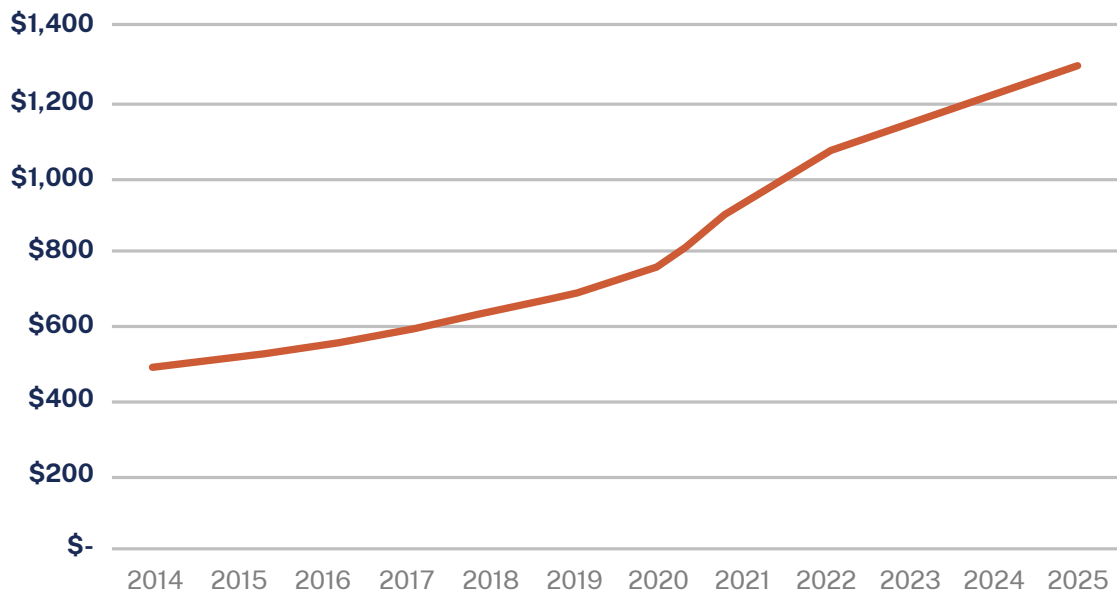
Grantees expanded real estate activity, enhancing financial stability and achieving community impacts

After decades of disinvestment and economic downturn, Detroit's CDOs and ECDOs are working to bring equitable development and growth to their neighborhoods while ensuring that this growth does not displace long-time residents. In interviews, executive directors identified several critical housing issues their communities are facing, such as the lack of affordable rental and homeownership opportunities, and the unaffordability of new real estate development for existing residents. CDOs and ECDOs are faced with the challenge of driving economic development that supports residents while ensuring that higher-income growth does not displace people, businesses, and culture.

"I see that in our neighborhood," reflected Jeanine Hatcher, executive director of Genesis HOPE. "There's been 20-plus projects that are at various stages. Great, the economy has been stimulated, but none of the folks that live in the community now could afford to move into anything that's being built."

In Detroit, 53% of renting households are cost burdened, meaning that they spend more than 30% of their household income on rent.¹¹ Rapidly increasing rents over the past decade, shown in Figure 5 below, have worsened the risk of displacement, housing instability, and homelessness.

Figure 5. Detroit Average Rent 2014 - 2025, Zillow Observed Rental Index (2025 dollars)



¹¹ Source: Census ACS 2019-2023 5-year Estimates

CDOs and ECDOs have taken a wide variety of approaches to providing affordable housing and equitable community development to their communities through real estate activities, based on their communities' specific challenges and their real estate capacity and experience. To do this, grantees leveraged the flexibility of the CDO and ECDO Funds to expand existing or explore new types of real estate activity. This also allowed grantees to increase revenue diversity through real estate assets, earned income, and other revenue-generating opportunities. While not all CDOs and ECDOs focus on real estate,¹² nearly all have explored incorporating real estate development into their portfolios of services. The CDO and ECDO Funds fostered this growth and exploration through technical assistance, professional development, board training, increased staff capacity, and "special project" capital grants. Some have carried out real estate activities for decades, while others are exploring

options for the first time. Whether expanding existing operations or planning a new real estate program, the CDO and ECDO Funds helped grantees strategically engage in real estate development by growing their capacity and skills and, in some cases, providing catalytic capital funding.

This evaluation assessed organizational progress in real estate development through in-depth interviews with grantees. Figure 6 below shows that almost one-third of grantees (10) initiated or completed new types of real estate projects, including those for which this was their first project and those for which this was a new type of real estate activity. Nearly half of grantees (14) are in the process of planning a new real estate development effort. Six grantees with existing real estate experience sought to expand those programs, and two grantees remained focused on other community services outside of real estate.

Figure 6. Types of organizational progress in real estate development made during Phase II

Type of Real Estate Progress	# of Grantees
Initiated New Real Estate Development Activity	10
In Planning for New Real Estate Development Activity	14
Expanded Existing Real Estate Activities	6
Real Estate is Not Currently a Focus	2
Total Grantees with Expanded Real Estate Activity	30

¹² Real estate encompasses any type of real estate activity. This can include home repair, acq-rehab, and new construction.

Real estate development to address affordable housing needs

Phase II of the CDO and ECDO Funds saw grantees either complete, initiate development, or bring into the pipeline **over 1,400 homes, through new construction, acquisition and rehabilitation (acq-rehab), or home repair, as well as over 30,000 square feet of commercial space development.** The following examples demonstrate the variety of supports that helped grantees make progress in their real estate activities.

The financial stability provided by the CDO Funds enabled Linda Smith, executive director of [U-SNAP-BAC](#) (United Streets Networking and Planning; Building a Community), to sharpen her real estate skills and position the organization to expand its development activities to support long-term sustainability. Operational funding enabled Smith to hire a development contractor so that she could focus her time on working with developer partners with experience in large-scale multifamily housing. As a result, U-SNAP-BAC secured two Low Income Housing Tax Credit (LIHTC) subsidies to develop 94 affordable homes. “The first fifteen years, we didn’t make money — we had some, but we weren’t getting the bulk of the [developer] fees,” said Smith. As owners of these LIHTC developments, U-SNAP-BAC is receiving revenue which Smith plans to re-invest in new housing activities, including the return of their single-family development program.

[Joy Southfield Community Development Corporation’s](#) expansion from home repair to single-family development was fostered in large part by the CDO

Fund’s dedicated technical assistance program. Andrew Melton, the executive director of Joy Southfield, completed a comprehensive real estate development course covering all aspects of development from planning to asset management. He then completed a course on the foundations of construction, building plans, liabilities, contracts, and risk management in real estate. Spurred by this training, Joy Southfield has successfully completed one single-family home through acq-rehab that will be sold, demonstrating proof of concept and providing a new revenue stream for the organization.

Several grantees expanded real estate capacity through the program’s “special projects” initiative, which provided each CDO and ECDO grantee with a catalytic capital grant to fill a funding gap or to overcome an obstacle to bring a project across the finish line. This innovative grant originated with the ECDO Fund during Phase I, and was expanded to both cohorts in Phase II, which saw over \$1.5 million in grant awards (see Figure 7 below).

[Northend Christian Community Development Corporation](#) (NECCDC) was awarded a special project grant, which filled a funding gap and enabled them to complete the latest phase of the Northend Community Resource Center. They finished development of their community-facing space for educational workshops and demonstration gardens, allowing NECCDC to create new revenue streams from events and commercial tenants. Revenue from these new funding streams will be used to buy and redevelop dilapidated housing in their community.

Figure 7. Phase II special project catalytic grant disbursements

	Number of Grant Awards	Amount Disbursed
CDO Fund	25	\$1,087,467
ECDO Fund	7	\$441,900
Combined	32	\$1,529,367

North Corktown Neighborhood Association (NCNA) began as a group of neighbors stewarding vacant parcels and building public parks. Through participation in the ECDO Fund, they broadened their vision of the services they could provide to their community. “We received a special project grant to start home repairs, and that allowed us to start looking at the housing stock in our neighborhood in a unique way,” said Bre Williamson, executive director of NCNA. “We were able to expand into an affordable housing Community Land Trust (CLT), so we have seven homes, and we’re bringing in our first homeowner, which is super exciting.” Now the proceeds from their affordable housing work will help support their home repair work, helping legacy homeowners stay in their homes. “It’s really been quite a journey to get there, but without the ECDO Fund and without Enterprise... we really wouldn’t have hit that trajectory.”

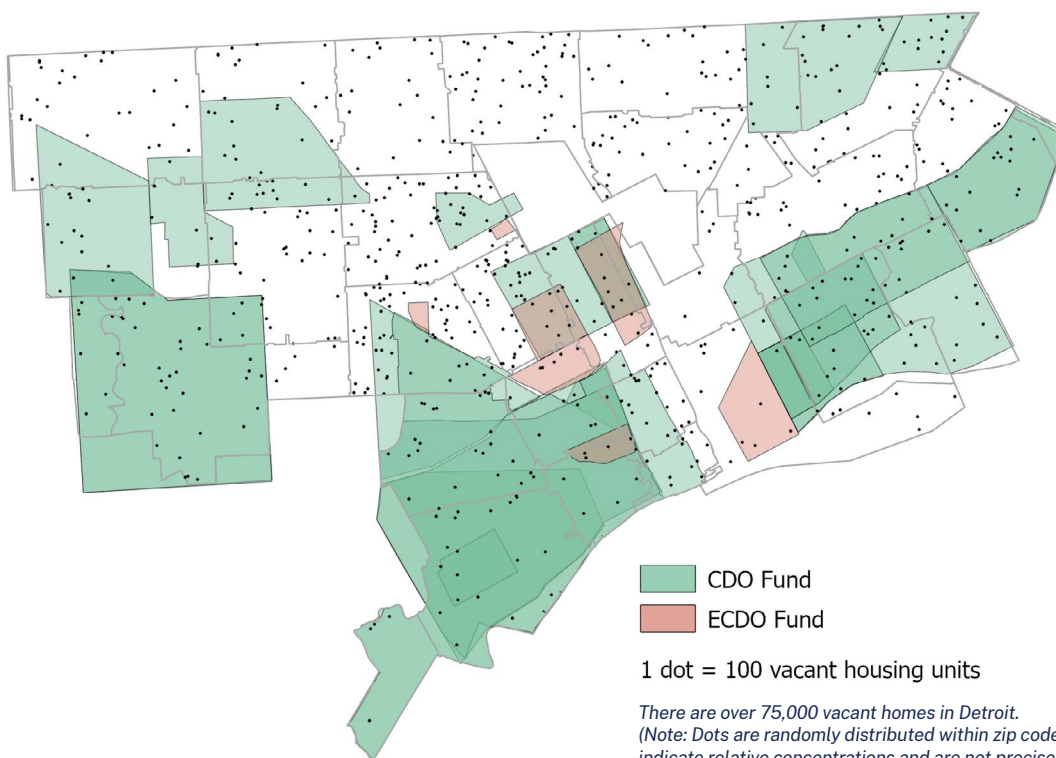
East Warren Development Corporation (EWDC) is an example of how the CDO and ECDO Funds enabled grantees to be strategic about pursuing their best role in real estate operations. As a relatively young commercial

development organization, EWDC was growing quickly and managing a complex portfolio of commercial developments. The CDO Fund helped resource the hiring of an owner’s representative, freeing the executive director to manage the organization’s day-to-day operations, engage deeply with the community, and create the desired economic benefits for the corridor.

Grantees initiated acq-rehab programs to address blight and vacancy

Several organizations decided to tackle the issue of vacancy and underutilized land in their neighborhoods through acq-rehab and vacant lot redevelopment. The approximately 75,000 vacant or blighted homes in Detroit (see Figure 8 below) can perpetuate disinvestment or stymie economic growth. This issue presented an opportunity for CDOs and ECDOs to improve the physical landscape of their neighborhoods, increase investment and economic activity, create high-quality affordable housing opportunities for their residents, and diversify organizational revenue through rent or home sales.

Figure 8: Vacant housing across Detroit



Villages of Detroit Community Development Corporation was interested in entering real estate development. The organization used the CDO Funds' dedicated technical assistance funding to hire a consultant who conducted a housing market feasibility study and helped them chart a course to initiate their first acq-rehab of small, vacant, multifamily rental housing. Executive Director Mac Farr is now looking into purchasing a four-unit home and renovating it, developing proficiency in managing rental housing and providing a stable source of unrestricted, earned income to the Villages. "Hopefully, we're in a position to actually put a bid in on a project where we can just go ahead, buy it, renovate it, and get it leased out at some levels of affordability — and then take it from there because I think it's going to have to be sort of an incremental and iterative approach."

360 Detroit's executive director, George Adams, Jr., is familiar with the incremental nature of development, which progresses in years, not months. "Our intention, maybe ten years ago, was not that we were looking to do any housing, per se." But developers started planning a massive redevelopment project of a former hospital campus in the neighborhood and Adams worried about the impact it would have on existing residents. "We started to have positive conversations and advocate for the community — there's housing available, but the housing is not going to be for those that currently live here. And so how can we figure out how we can do some of those properties and make them affordable for current residents and also new residents. That took four or five years just to get us to the table to purchase, and then once we purchased, another two or three years to complete." Through this ac-rehab program, 360 Detroit has just completed 20 of its 24 affordable homes and is progressing on the final four. They have diversified their funding through rental income while providing much-needed affordable housing for their community.

For **DREAM of Detroit**, the ECDO Fund was the first major grant that allowed DREAM staff to start working full-time. Now, with the Fund's support, DREAM has attracted and secured state funding and added philanthropic grants to begin work on a ten-unit acq-rehab project in their community. They are close to breaking ground on the first 10 homes and are already planning a second phase of development with a more complex capital stack to produce 26 additional homes.

Northwest Goldberg Cares credits the ECDO Fund with allowing them to pursue their approach to acq-rehab that they hope will inspire increased neighborhood development. NW Goldberg used the ECDO Fund's operational funding and a \$50,000 special project grant to complete their first home redevelopment — a high-quality full rehab that sold above market value, attesting to the quality of the work done by the organization and demonstrating the market potential of housing development in the neighborhood. According to Executive Director Daniel Washington, Enterprise support has put his organization "at the forefront of creating values in an area that hasn't seen them in forever. We wouldn't be able to do this without Enterprise, for sure." The initial project has catalyzed growth in NW Goldberg's real estate practice. "We have five that have been completed," said Washington, "we have three that are in the process, and we have one that hasn't been started, and then that doesn't even include eventually what we intend to be our ground-up development... to the tune of maybe 15 to 30 units over the course of the next handful of years."



Osborn Neighborhood Alliance (ONA) began and finished construction on the first homes in their Mapleridge Housing Project during Phase II of the CDO Fund. This unique acq-rehab program is designed to help residents become homeowners and small landlords simultaneously. Each small multifamily home is sold to a first-time homebuyer, who has agreed to rent out the connected homes at an affordable rate. The program creates generational wealth while also providing affordable housing and an added revenue stream that homeowners can use to pay their mortgage. This unique model has sparked similar approaches both locally and nationally. After the Phase I learning trip to New Orleans, the interest that New Orleans community developers showed in the Mapleridge project inspired Michael Randall, the executive director of Grandmont Rosedale, to produce a documentary short entitled, “The Mapleridge Housing Project,” which shares ONA’s journey.¹³ In Detroit, Genesis HOPE’s executive director, Jeanine Hatcher took notice and is implementing a similar project in East Detroit, and the city government is interested in expanding this type of program through policy.

For **LifeBUILDERS**, acq-rehab work led to new opportunities. The CDO Fund supported their expansion from property management to single-family homeownership renovations. According to Executive Director Larry Johnson, this work has helped them demonstrate their experience in real estate development and pursue joint large-scale development projects, in partnership with larger companies, including mixed-use developments in their community.

Even for grantees with a great deal of real estate experience, such as **MiSide Housing**, predictable cash flow from the CDO Fund allowed them to weather the uncertainties of real estate development. “The Fund has allowed us to have a source of predevelopment or R&D dollars — if we need a consultant, if we need a report, if we need to make a small investment in a project... the Fund’s been real flexible,” said Timothy Thorland, executive director of MiSide Housing. This flexibility and predictability can be critical in large, subsidized real estate projects, where applications are competitive, and awards are limited. “It’s great to have something back on the landscape that everybody can rely upon to fill gaps and provide support. If we need \$5,000 to do a construction study or to put a deposit on some vacant lots, we don’t always have to draw out of the general fund of the organization to keep projects moving.”

¹³ This production can be found on Michael Randall’s YouTube page: <https://www.youtube.com/watch?v=rIFKOxGAc8>

Real estate is one of many strategies supporting CDO and ECDO sustainability

Real estate activities can be a source of unrestricted, earned income for CDOs and ECDOs through developer fees, home sales, rent collection, or management fees, but this process can take years and is prone to setbacks. For example, according to the NFF analysis of cohort finances, the ECDO cohort on average reported less than 5% of their funding comes from earned revenue. The CDO cohort has received on average roughly 20% of their funding from earned revenue during Phase II, which represents less than half of the average proportion of earned revenue prior to the pandemic.

While real estate activity can enhance organizational sustainability, affordable housing development, with its long lead times and potential risks, is unlikely to be a panacea. Barriers to entry, such as limited access to flexible capital, rising construction costs, and the lack of available subsidies, make it difficult for many organizations to scale their development activity.¹⁴ CDOs and ECDOs serving low-income communities can face additional challenges accessing public subsidies. The Urban Institute found that “organizations serving the most residents with low incomes also more often reported challenges with access to project-based rental assistance and rental assistance for tenants.”¹⁵

Further, organizations “serving the most residents and beneficiaries of color were also more likely to take a hybrid approach to their organizations’ priorities — balancing development activities with advocacy and services — whereas organizations serving populations with fewer households of color and fewer low-income households were more likely to focus primarily on development and offer fewer services, on average. Community-Based Development Organizations (CBDOs)

serving more marginalized communities may recognize the multifaceted needs of these communities — beyond just development — and respond by providing more services.”¹⁶

This research suggests that CDOs and ECDOs benefit from not focusing exclusively on real estate because of these challenges — providing additional services helps maintain diverse revenue streams and support the wide variety of resident needs in their communities. Although increased participation in real estate development can help grantees bring in additional earned income, other sources are likely necessary for their long-term sustainability.



¹⁴ Lo, Lydia, Corianne Payton Scally, Jesse Lecy, and Shubhangi Kumari. (2022). The Financial Health of Community-Based Development Organizations: Using Internal Revenue Service Tax Data to Assess Sector Health. Washington, DC: Urban Institute. <https://www.urban.org/sites/default/files/2023-11/The%20State%20of%20Community-Based%20Development%20Organizations.pdf>

¹⁵ Payton Scally, C., Curran-Groome, W., Kort, A., Shubhang, K., Lo, L. (2019). The State of Community-Based Development Organizations: Results from the sixth National Census of Community-Based Development Organizations. Urban Institute. <https://www.urban.org/sites/default/files/2023-11/The%20State%20of%20Community-Based%20Development%20Organizations.pdf>

¹⁶ Ibid.

The technical assistance ecosystem advanced sustainability for grantees

Beyond factors affecting financial stability, the CDO and ECDO Funds have helped to build a culture of mutual support and collaboration across diverse segments of Detroit's community development sector, including through its dedicated technical assistance funding. In Phases I and II, grantees were provided with the Principles and Practices Assessment, the Michigan Nonprofit Association's (MNA) tool¹⁷ to help identify organizational strengths and areas for growth. This information was used by partner organizations, CDAD and MCR to help CDOs and ECDOs strategically choose areas for technical assistance and to identify appropriate providers. CDOs and ECDOs reported successfully using TA dollars for a wide variety of purposes contributing to their long-term success.

Overall, all 25 CDOs and all 7 ECDOs took advantage of TA opportunities via CDAD during Phase II of the program, using approximately \$1.4 million of program funding.

In Phase II, CDAD and MCR staff identified areas of overlap in grantees' needs and aspirations, which inspired the development of the Funds' collaborative TA initiative, a vehicle for creating efficiencies in delivering TA that multiple organizations requested, while fostering collaborations between grantees. Based on the success of the collaborative model, Enterprise plans to expand collaborative learning opportunities for grantees in Phase III through themed learning series tailored to cohort interests and needs.

CDOs and ECDOs used collaborative TA for on-site training in real estate development, including electrical, plumbing, demolition, restoration and landscaping, helping advance their real estate goals and diversify revenue. One group of grantees received collaborative TA to support a group application to the US Environmental Protection Agency's Community Change Grant, improving their skills in federal grant applications. According to the group, "Federal grant applications require a specific skillset and are difficult to complete without expertise in navigating the process." Unfortunately, while this could have brought tens of millions of dollars in programming to Detroit, the program was cancelled in 2025.



¹⁷ <https://www.mnaonline.org/>



Five CDOs located in Southwest Detroit, Bridging Communities Inc., [Congress of Communities](#), Detroit Hispanic Development Corporation, [Southwest Detroit Business Association](#) and [Urban Neighborhood Initiatives](#), began to explore new housing solutions for Southwest Detroit that they could implement together. Technical assistance from multiple providers offered guidance and facilitation in developing a new non-profit, the Joint Operating Southwest Entity (JOSE). Each organization brought unique skills to the partnership, thereby increasing the impact of this collaborative effort. Once formed, JOSE used additional TA funds to:

- Create organizational documents, bylaws, and an application for non-profit status
- Conduct a study of the status and future of Southwest Detroit's labor market and develop a plan to create a pipeline for culturally relevant, linguistically responsive, and prepared employees for SW Detroit's CDOs
- Assess housing needs and housing market demand
- Conduct a feasibility study and site analyses for a strategy of single-family infill development on nine land-bank parcels
- Identify potential sources of funding to address each component of their work

In addition to collaborative TA, CDAD continued to provide individualized TA through a streamlined system, both managing the funding and providing referrals to vetted TA providers. Grantees used TA to provide skills or expertise that existing staff lacked and to improve their own skills for future work. Lisa Johanon, the executive director of Central Detroit Christian, used TA funding to hire a consultant who previously worked at a foundation. "That was very valuable," Johanon said of this TA provider. "He actually wrote a grant on our behalf, and I was able to glean from that things that I wasn't doing as well, or what they're looking for as funders."

Other activities funded through individual Phase II TA include: succession planning, board communication, executive coaching, recruiting, web design, adopting new management software, researching funding opportunities, real estate finance training, strategic planning, financial auditing, membership to sector institutions, conference attendance, annual impact reporting, data collection and management, staff retreat coordination, social media campaigns, engagement plans, marketing and branding, and legal assistance.

Learning trips inspired local action

During Phase II, CDO and ECDO Fund grantees were invited on three Learning Trips, curated and facilitated by the McMillion Group. Each trip visited a city facing similar housing and economic development challenges (see Figure 9 below), and each provided a robust itinerary of site visits, presentations and conversations with local community developers designed to spark creativity and collaborations for the cohort upon returning to Detroit. Learning trips are one of the most important aspects of this program’s model. Including representatives from across the community development ecosystem – CDOs, ECDOs, their funders, city officials, and other organizations – to join each other for a week of learning and discussion in cities across the country is a unique and valuable opportunity to forge new relationships, share common struggles, and gain inspiration from others’ success.

A recurring topic on learning trips has been how CDOs and ECDOs can create permanent affordability through community ownership of land and housing. Visits to the Atlanta Land Trust, the Douglas Community Land Trust in Washington, D.C., and the East Bay Permanent Real Estate Cooperative and Northern California Community Land Trust in Oakland, provided valuable information and guidance. Community Land Trusts (CLTs) create and preserve affordable housing using a dual-ownership model in which land is held in permanent trust by the non-profit entity, while homes are sold or rented at affordable rates or with resale restrictions to maintain affordability.

Figure 9. Organizations and sites visited on CDO and ECDO Fund Learning Trips

Atlanta, GA (March 2024)	Baltimore/ Wash D.C. (October 2024)		Oakland, CA (December 2025)
Enterprise’s Southeast Market office	Baltimore	Washington, D.C.	Enterprise’s Northern California Market office
Atlanta Land Trust	Enterprise’s Mid-Atlantic Market office	Douglas Community Land Trust	East Bay Asian Local Development Corporation
Atlanta Neighborhood Development Partnership	Panel of Baltimore CDCs:	11th Street Bridge Park project	Designing Justice / Designing Spaces
Partnership for Southern Equity	<ul style="list-style-type: none"> Greater Baybrook Alliance 	THEARC	Restore Oakland
Operation Hope	<ul style="list-style-type: none"> Baltimore Peninsula 	Affordable Home Communities	East Bay Permanent Real Estate Cooperative
Micro Life Institute	<ul style="list-style-type: none"> South Baltimore Gateway Partnership 	HAND Housing	Oakland Office of Housing and Community Development
New Black Wallstreet	<ul style="list-style-type: none"> East Baltimore Development 	Panel on Policy:	Unity Council
Focused Community Strategies	<ul style="list-style-type: none"> ReBUILD Metro, 	<ul style="list-style-type: none"> NLIHC 	Northern California Community Land Trust.
Atlanta Belt Line	<ul style="list-style-type: none"> Johnston Square Park Heights Renaissance 	<ul style="list-style-type: none"> LISC Community Opportunity Alliance 	
	Casa de Maryland	Panel of HUD Officials	
		Panel of Michigan Senate and Congressional staff	



Atlanta Land Trust employs this model for affordability along the Atlanta Beltline, a major urban redevelopment project that is turning old rail lines into paths, parks, and transit, and has significantly impacted property values and neighborhood demographics along the line, raising concerns about gentrification and displacement. These issues are similar to those Detroit's CDOs and ECDOs face, especially those serving neighborhoods along the Joe Lewis Greenway development. Grantees brought home ideas and inspiration to Detroit, adapting programming based on what they learned. MACC Development Pastor and President, Leon Stevenson said of the Atlanta learning trip. "We got a chance to see, in real time, organizations like ourselves having an impact on their neighborhood through real estate, and sometimes you just have to see another person physically do it for you to believe it's possible," Stevenson said. "Most grants don't provide space for us to dream together, and this funding gives some of the freedom for us to dream together."

In Washington, D.C., the Douglas CLT spoke about their unique model for affordable housing through Limited Equity Cooperatives (LEC). LECs provide a path to permanent affordability and community ownership wherein members purchase a share in a building ensuring long-term occupancy for lower costs. Douglas CLT emphasized the need for not only stewardship of community owned land, but also of stewardship services for people living in CLT properties. They provide homeownership education, post-purchase support, and ongoing asset management and community engagement to ensure long-term affordability.

In Oakland, the cohort learned from two CLTs, East Bay Permanent Real Estate Cooperative (EBPREC) and the Northern California Community Land Trust (NCCLT). EBPREC shared their strategy for moving beyond just housing, to include flexible-use spaces, accommodating community arts, cooperative businesses and co-working activities. Grantees visited several NCCLT projects where they learned how Executive Director Asn Ndiaye thinks about their potential for sustainability. They own a small multifamily building that they were able to purchase and redevelop with the help of significant city funding — the only way that they could keep it affordable. Ndiaye estimates that to earn enough income to make payroll they would need to manage about 200 homes per staff member, which is why he spends a significant portion of his time working with city officials and lobbying for policies that can make CLTs more scalable.

Genesis HOPE’s executive director, Jeanine Hatcher, gained a better understanding of the value of advocacy on learning trips. “We really need to use these kinds of tools like the land trust and advocating with local and state government to support land trusts for permanent affordability.” Together, CDOs and ECDOs have a much stronger voice to influence the success and growth of the CLT model in Detroit. Hatcher was inspired by hearing from the Atlanta Land Trust, “how local and state government should work with land trusts, so we can map out what our policy agenda should look like in order to make the tool more valuable. We’re making some headway locally and now we’re working at the state level. The learning trip was most inspiring to me.”

CDOs and ECDOs have already changed the conversation around CLTs in Detroit. Mark Crain, the executive director of DREAM of Detroit, remembers, “When we started working on our CLT the city didn’t really have the structure for the CLT model,” referring to laws that tax the land and property separately and a system for transferring properties from the land bank to land trusts. Executive directors have used their collective voice to advocate with city council members and have advanced a CLT ordinance with the potential for devoting city funding to CLTs. “I feel like we’ve been an important part of that. It’s been a lot of work, but we collectively have built out this ecosystem for the CLT model to work in Detroit over the last few years,” said Crain.

MACC Development Executive Director Edythe Ford was able to go on the Oakland Learning Trip and connect with these organizations that have been operating CLTs for years, “It just gave me so many ideas,” she said of her recent trip and how she would apply these learnings to their CLT work in Detroit. These ideas and inspiration were shared by other grantees and the learning trips provided space for making plans to implement those practices in Detroit. Genesis HOPE and MACC have started a collaboration, implementing a CLT model in their community. Hatcher said of the partnership, “as a result of not just the funding, but more so the learning trips, we are launching a community land trust with the intent of having ten single-family homes. In the neighborhood we serve, there are over 300 acres of vacant land and not a lot of housing stock remaining. What was there has all been snatched up... so this is why the land trust is so important — to maintain the mixed-income neighborhood.”



In Baltimore, CDO and ECDO grantees saw other examples of how Baltimore's Community Development Corporations (CDCs) use local systems and approaches to address high levels of residential vacancy and preserve affordable housing. Like Detroit, Baltimore has a high number of vacant and abandoned properties, with a portion owned by the city. Some CDCs work with the Baltimore Department of Housing and Community Development (DCHD) to use the city's In Rem Foreclosure system to acquire vacant lots and buildings with liens that exceed the properties' assessed values. Once these properties undergo foreclosure, DCHD works with the CDCs to determine their future use. In Park Heights, one CDC created a community benefits agreement with the Pimlico Racetrack, under which 10% of profits go back to the community. That CDC is working on a multi-year, phased strategy to address vacant and distressed properties through the largest urban renewal project in Maryland. The CDOs and ECDOs also visited Johnston Square, where a local CDC addressed a decades-long decline in population by right-sizing the neighborhood's housing without affecting the neighborhood's look and feel. For grantees, these site visits reinforced parallels with Detroit by highlighting how both cities rely on local tools, cross-sector partnerships, and CDC leadership and advocacy to address vacancy and blight at scale.





Community Impacts

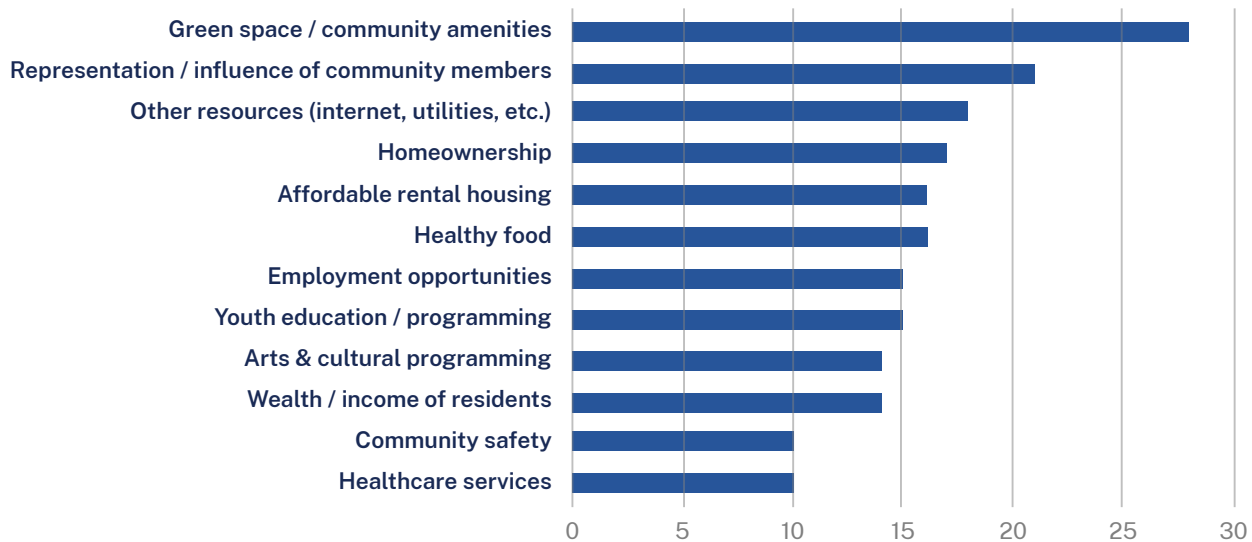
CDOs and ECDOs are locally rooted institutions that design their work around the specific needs and assets of the neighborhoods they serve. With residents represented on their boards and regular opportunities for community input, such as surveys, meetings, and organizing efforts, these organizations align their services with local priorities and remain accountable to the communities in which they work. The impact of their work can be observed at multiple scales.

At an *individual scale*, CDOs and ECDOs provide housing that residents can afford and critical services that **have helped 100,000 Detroit residents** survive and thrive despite economic hardships. At the *built environment scale*, CDOs and ECDOs create new housing, redevelop dilapidated housing, build parks and beautify green spaces, changing the physical appearance of neighborhoods encompassing **where 75% of Detroiters live**. At the *community scale*, these

resident impacts and built environment impacts combine to increase overall well-being, investment, and economic growth for the entire city.

We asked executive directors whether the CDO and ECDO Funds supported their progress in meeting various community needs at all scales (responses are shown in Figure 10 below).

Figure 10. Grantees that indicated the CDO and ECDO Funds contributed to meeting community needs





Seventeen grantee organizations increased access to homeownership and sixteen grantees increased access to affordable rental housing through activities supported by the CDO and ECDO Funds, leading to over 1,400 homes being produced, preserved, or repaired during Phase II. The ECDO and CDO cohorts differed in their predominant impact areas, including the types of housing programs they provide. For example, more than half of the CDOs (56%) reported providing affordable rental housing to their communities, while only 29% of ECDOs did. In terms of homeownership, a slightly higher share of ECDOs (57%) reported successful efforts aimed at increasing homeownership than CDOs (52%), perhaps due to the lower barriers to entry for single-family acq-rehab compared to multi-family affordable rental housing development.

Fifteen grantees increased access to employment and 14 increased access to wealth and income of residents. Estate planning and financial or homebuyer education programs position residents to pass family wealth to the next generation, while employment, especially of hard-to-hire residents, increases neighborhood stability and increases the money circulating in the local economy.

Many of the community impacts that CDOs and ECDOs have provided are responding to basic needs, such as providing healthy food (16) and healthcare services (10), while others are focused on improving community well-being, such as youth education (15), arts and cultural programming (14) and community safety (10). This is another area where ECDOs and CDOs differed in their program efforts. While the majority of ECDOs provided youth education (71%) and arts and cultural programming (71%), fewer CDOs reported providing these to their communities (40% and 36%, respectively).

The greatest number of grantees (28) provided access to green space and community amenities, followed by representation and influence of community members (21). These both can have a catalytic effect on communities. Public green spaces and amenities make neighborhoods more desirable and can induce investment, population growth, and economic development. Increasing the influence of community members can be a bulwark against displacement, ensuring that new development incorporates the needs and desires of the existing community.

While the CDO and ECDO Funds focus on strengthening organizational capacity, the downstream impacts of these flexible resources are substantial. Bolstered by the ability to hire additional staff, grantees have increased their capacity to take on new programs or projects (or accelerate or expand existing ones). Additional impact was also made possible or enhanced by other benefits of the CDO and ECDO Funds, including technical assistance, special projects funding, learning trips, and collaborations, as well as greater success in securing new sources of grant funding. In all the ways discussed in this report, as well as those detailed below, the CDO and ECDO Funds are force multipliers, expanding and accelerating the impact that the participating organizations can have both individually and collectively.

Expansion to a new sector: Resources provided by the CDO and ECDO Funds enabled grantees to explore opportunities to improve services for their community by partnering with adjacent sectors. For example, [BLVD Harambee](#), which had provided internet access to their community for years, began offering health assessments and referrals to residents through mobile health facilities and employed community members to staff this new program. The stable funding provided by the CDO Fund allowed BLVD Harambee's leadership the time and energy to devote to the strategic planning efforts that led to this new program offering.

Ripple effects: Many programs offer secondary and tertiary benefits to neighborhood residents. For example, Northend Christian CDC (NECCDC) used operational and technical assistance dollars from the CDO Fund to expand their urban farming initiative, which provided healthy food to the community while also employing hard-to-hire residents. This brought jobs and income to the community, while beautifying the neighborhood by reducing blight, encouraging the growth of a budding arts community. NECCDC collaborated with local artists who in turn contributed art installations to the community. Improving the look and feel of the neighborhood has led to an increase in community events and engagement.

Community presence: Some aspects of community impact are based on the relationships in that community. The executive director of the North Corktown Neighborhood Association (NCNA), Bre Williamson, leveraged the ECDO Fund's operational and TA funding to improve communication with residents. "Prior to receiving the funds our neighborhood meetings would maybe average about 20 people and now we're averaging 56. It's because we've been able to send out mailers, pay for mailing lists, you know, those things that you need to be a well-functioning neighborhood development organization. Without that funding we wouldn't have been able to acquire that consistent level of communication." This increased involvement of community members helped NCNA expand their programming, distributing 55,000 pounds of food in the neighborhood last year.

Filling the Gaps: The CDO and ECDO Funds allowed executive directors to strategically fill gaps in the community development ecosystem. Villages of Detroit Executive Director Mac Farr shared, "We came to the program by really just observing where our residents were struggling." Farr identified that the city was doing a lot of community engagement promoting the home repair programs, but that a significant portion of the population could not take advantage of them because of legal barriers and lack of access to information. "It was clear that there was an issue with deeds and title work and estate planning. We actually need to get an on-ramp together, there needs to be pre-work done to get folks ready to apply for these home repair programs." This led to the development of their Keep it in the Family Program, a partnership with two other grantees that was awarded philanthropic funding to carry out this work.



Conclusions and Recommendations

This evaluation set out to understand how the CDO and ECDO Funds contribute to both organizational sustainability and community-level impact, and the findings show that these two outcomes reinforce one another. The actions that strengthen organizational sustainability, such as diversifying revenue and programming, building internal capacity, and maintaining deep connections to neighborhood priorities, also enable grantees to deliver visible, meaningful impacts to their communities. In turn, those community-level results help organizations attract new investments, pursue additional grant opportunities, and strengthen their position and collaboration within Detroit’s community development ecosystem. Taken together, the evaluation suggests that organizational capacity and community impact operate as a mutually reinforcing cycle — stronger organizations are able to produce strong outcomes, and those outcomes support ongoing sustainability.

Financial stability is a key factor in organizational sustainability. The CDO and ECDO Funds have helped nearly all organizations acquire new sources of grant funding, improve financial stability through diversified revenues, and strengthen their ability to apply for a wider array of funding in the future. This program has cultivated or enhanced the capacity of CDOs and ECDOs to engage in real estate activity that generates earned income, a valuable source of unrestricted funds. On top of the benefits to their communities of increased housing affordability and economic growth, the more than 1,400 homes that this program has helped to bring about or preserve during Phase II will provide grantees with greater financial stability to continue providing services long into the future.

Just as CDOs and ECDOs are embedded in their communities, staff from Enterprise’s Detroit office and the foundations supporting these funds are deeply connected to these grantees. Learning trips create space for funders and program staff to learn about how they can improve the delivery of the CDO and ECDO Funds from the grantee perspective, and how they can better support sustainability and community impacts. The evolving technical assistance system continues to find ways to support organizations through collaboration and strategic support.

All this amounts to a program that has changed the community development ecosystem in Detroit. While many counted and uncounted community impacts have already occurred, the ongoing support of the CDO and ECDO Funds ensure that these impacts will only continue to grow for years to come. “We talk about the impact of this work,” said Jeffrey Jones, executive director of Hope Village Revitalization. “A lot of us have been at this game for twenty or thirty years. And we’re now seeing that movement, we’re seeing the ribbon cuttings — things are finally starting to move. And we don’t want that to stop. And so, how do we keep this rock rolling? Unrestricted funds are the lifeblood of our organizations. They allow us to exist. They allow us to not think about fundraising twenty-four hours a day and think about service delivery to our constituents. Because at the end of the day, that’s what we’re valued on. The funders want to know, ‘Is what you’re doing, working?’ And the one way I can assure that it is, is to be right there on the ground making sure that it’s happening.”

This program will also have to continue to adapt alongside its grantees. The shock of the dramatic changes in the federal community development funding landscape in 2025 may require a response of a similar scale in order to maintain and grow the progress that community development organizations, and the city of Detroit, have made since the start of the CDO and ECDO Funds.

Taken together, the evaluation of Phase II of the CDO and ECDO Funds demonstrates that this collaborative, flexible funding model is advantageous for grantees and funders alike and, most importantly, continuation of the program has the potential to generate lasting, durable improvements across Detroit’s community development ecosystem and the residents that it serves.



Based on these findings, the Impact & Evaluation team recommends the following:

Recommendation 1: Continue offering operating and wrap-around support

Why: Many of the grantees said that the CDO and ECDO Funds' predictable, unrestricted funds were essential to surviving financial shocks, hiring staff, and pursuing new revenue. It also allowed grantees to expand their programming and impact on communities.

How: Phase III of this program should continue to include predictable, multi-year commitments of unrestricted revenue with continued networking and peer-learning opportunities. In addition, larger grants could increase this program's impact on organizational sustainability and continued neighborhood revitalization.

Recommendation 2: Expand access to TA with greater grantee input

Why: TA was widely beneficial to grantees (for example, it helped with grant writing, real estate training, and organizational development), but the cohort also raised concerns about top-down structures, the utility of burdensome assessments, and a complicated payment process.

How: Enterprise should engage with grantees to co-design upgrades to the TA process, including payment and procurement of TA providers.

Recommendation 3: Strengthen support for real estate development while acknowledging limits

Why: Many CDOs and ECDOs expanded or launched real estate activity, but barriers such as capital access, rising costs, and subsidy shortages remain major constraints. Also, real estate was not a priority for all the grantees, while each CDO and ECDO is engaged in other types of work. It would not be realistic or beneficial for many organizations to make real estate development their primary focus.

How: Continue offering special project catalytic funding, connect CDOs and ECDOs with opportunities for predevelopment resources and learning opportunities, while also supporting grantees pursuing hybrid or service models, based on the communities they serve and the work that they do.

Recommendation 4: Continue to enhance peer learning via learning trips

Why: Learning trips were one of the most unique and highest-value elements of the CDO and ECDO Funds, sparking new ideas (CLTs, infill, vacancy strategies), strengthening relationships with funders, and inspiring collaboration.

How: Sustain and expand learning trips with thematic learning areas, including opportunities for follow-up action planning or technical workshops tied to each trip.

Recommendation 5: Advocate for policy changes that support organizational sustainability

Why: Challenges such as federal funding volatility, limited access to subsidies, and barriers for organizations serving low-income communities call for structural solutions.

How: Use Enterprise's connections locally and its national platform to advocate for predictable federal, state, and local funding to support community development work, including streamlined access to subsidies and policies that support CLTs and permanent affordability.

Recommendation 6: Foster more collaboration and joint ventures across CDO and ECDO cohorts and across neighborhoods

Why: Collaborations like JOSE and joint grant applications amplified impact and increased efficiency.

How: Create incentives, shared workspaces, backend office support, or pooled funding opportunities that encourage multi-organization initiatives, joint real estate ventures, shared staffing, or regional strategies.

Recommendation 7: Build light-touch, standardized outcome tracking into grant agreements

Why: This evaluation relied primarily on qualitative data, including interviews, document reviews, and retrospective reporting to understand how grants were used and their impact on CDO and ECDO service areas. While this approach surfaced rich insights, it also limited the ability to systematically assess how grant dollars translated into measurable resident-level outcomes.

How: Future rounds of this program could work to establish shared expectations for data collection that align with how the grant dollars were used, with output and outcome metrics. These quantitative metrics would be complemented by qualitative data and storytelling to show evidence of the tangible gains made as a result of this program.



Appendix A: Updated Logic Model

Figure 11. CDO and ECDO Funds, Phase II | Program Goals

Inputs	Activities	Outputs	Short-Term Outputs (up to 3 years, during grant)	Long Term Impacts (3+ years, post-grant)
<p>Collaborative streamlined funding model.</p> <p>Flexible, multi-year operational grant dollars.</p> <p>Additional funding for special projects.</p> <p>Peer-to-peer learning and networking opportunities.</p> <p>Technical assistance via TA system.</p> <p>Enterprise platform (resource sharing, connection to funders, access to other Enterprise grant opportunities, stature in the field).</p> <p>Trust-based grant-making approach.</p> <p>Prioritizing grantmaking to BIPOC-led and BIPOC-serving (and smaller) organizations.</p>	<p>Enterprise Community Partners administers all grant-making activities.</p> <p>Administer grants over a three-year period.</p> <p>Peer network meetings (CDO Fund).</p> <p>Learning trips/Site visits.</p> <p>Mentorship program (ECDO Fund).</p> <p>Quarterly check-ins (ECDO) and Semi-annual check-ins (CDO) with Enterprise staff and funders (and ad-hoc as needed).</p> <p>TA dollars provided with access to network of TA providers.</p>	<p>Use of grant funds to support stated operational needs.</p> <p>Engagement with CDO grantees through meetings and events (<i>CDO Fund only- # of meetings, # of grantees participating regularly</i>).</p> <p>Engagement with learning activities (<i># of events, # of grantees participating, # of hours of mentorship</i>).</p> <p>Engagement with funders (<i># of check-ins</i>).</p> <p>Grantees access TA (<i># of grantees accessing TA, types of TA accessed, # of TA providers accessed through Enterprise platform</i>).</p> <p><i>Documentation and tracking plan for CDO-defined measures of success.</i></p>	<p>Grantees leverage TA, networking, and/or Enterprise relationships to gain additional funding and support.</p> <p>Grantees build a network of colleagues (other grantees and externally) that they can turn to for support, inspiration, and partnership.</p> <p>Grantees modify service provision in a way meaningful to the organizations (<i>adding services based on community needs, expanding geography, shifting priorities</i>).</p> <p>TA and learning opportunities met the needs of the grantees (<i>positive feedback from grantees, evidence of learning</i>).</p>	<p>Grantees are able to sustain and/or grow their work long-term.</p> <p>More resources are going to BIPOC-led and BIPOC-serving organizations and BIPOC communities.</p> <p>Improved resident outcomes.</p> <p>Decision makers address identified barriers to inequitable funding to BIPOC-led/BIPOC-serving CDOs.</p> <p>Enhanced influence of community development industry in Detroit.</p> <p>Field building: improved awareness/replication of collaborative funding model.</p>

Appendix B: The CDO and ECDO Fund Grantees



360 Detroit was started in 2014 primarily to address blight in the Virginia Park neighborhood. The organization began by mowing overgrown lots and boarding up vacant buildings. In addition to continuing efforts around community green space development and housing rehabilitation, their work has expanded to include a robust offering of community programming including arts and leisure activities. Many of 360 Detroit's community programs are run through the Art House, which also serves as their office. The organization is currently expanding its presence in the neighborhood through the rehabilitation and opening of a new community space and office that can accommodate ongoing neighborhood activities.



Bailey Park Neighborhood Development Corporation (BPNDC), established in 2014, serves the McDougall-Hunt neighborhood of Detroit through grassroots services that meet the needs and desires of residents by providing hot meals, vacant lot management, community programming and technology training. The BPNDC Resilience Hub ("The Hub") is the center of community programming and serves as both an office space and venue for community meetings and events. The Hub is home to BPNDC's Innovation Lab, where computer training and technology courses are held. In 2014, they completed the McDougall-Hunt Neighborhood Sustainable Implementation Plan—a sustainable set of strategies that work together to envision a holistic future that is driven by McDougall-Hunt community members.



BLVD Harambee expanded its free internet service provision to new areas, bringing an additional digital steward and installing new internet hub connections in their community. They also expanded their community engagement efforts through multi-generational workshops.



Brightmoor Alliance spent more time on boards and taskforces that brought about support for their initiatives and resulted in critical learnings. This in turn helped them grow their support for hyper-local organizations by extending their fiduciary capacity. This allowed them to serve more people in Brightmoor, one of Detroit's most historical, yet underleveraged areas.



Bridging Communities, Inc. added new staff to their housing program, enabling homeowners to get prequalified for home purchases. They added a new community health worker to assist residents in meeting their needs and are exploring different ways of leveraging funds to create more affordable housing options while using proceeds from property sales to fund future development projects.



Central Detroit Christian Community Development Corporation (CDC) doubled its real estate portfolio since 2020, despite declining rents and rising expenses, in large part because of grants they received through the CDO Fund. They also expanded their youth education and healthy food program to meet community needs during the pandemic.



Cody Rouge Community Action Alliance (CRCAA) used funding to create Senior University, an education program serving over 500 seniors through technology assistance, utility assistance, transportation assistance and basic needs assistance. They were able to distribute hundreds of laptops and Google Nests. CRCAA also expanded their youth development work.



Congress of Communities scaled its work by hiring full-time youth community organizers, created an resiliency-based prom program with 130 registrants from Detroit's 9th-12th population, conducted early-childhood virtual playgroups and back-to-school supply giveaways, implemented community development as part of a high school curriculum, achieved community benefits through development agreements, and improved the technology capacity of their Youth-Driven Community Center.



Detroit Catholic Pastoral Alliance (DCPA) expanded its senior programming, adding monthly community programs, food delivery, and access to shopping through increased staffing, fundraising and strategic restructuring enabled by the Fund. DCPA also educated approximately 275 potential first-time homebuyers about the mortgage process, budgeting, credit use, and minor home repair/maintenance in a Homebuyer Training Program format.



Detroit Hispanic Development Corporation (DHDC) made significant progress in staffing and program expansion through the CDO Fund, piloting Fantazma Market, which has already grown into a small- and micro-business development. They also offer support programs servicing approximately 200 businesses with ever increasing demand for their business support services.



DREAM of Detroit started as a volunteer-led housing organization in 2013 when they rehabilitated their first home in the Westside neighborhood of Detroit. It has since expanded its focus to include economic development and community organizing on the Westside of Detroit. The organization is rehabilitating vacant and unmaintained single-family housing in the neighborhood to provide affordable housing and looks to make the jump from single-family rehabilitation to new construction. They have also contributed to neighborhood revitalization and beautification through the planting of more than 100 trees, the creation of pocket parks, and the installation of solar lights in alleys. DREAM of Detroit also promotes economic development through an annual street fair and entrepreneurship training.



East Warren Development Corporation leveraged CDO funds to grow its business façade improvement program. It has engaged in public relations, community engagement and podcasting to boost the businesses they support and tell their stories. E. Warren has also expanded their farmers' market program, hosting over 30 markets with local entrepreneurs and moving over \$80,000 back into the local economy.



Eastside Community Network developed new programs and expanded existing ones to new service areas and populations, completing about 100 energy upgrades and initiating work on their first 10 home repairs through the Detroit Home Repair Fund. They also launched the Stoudamire Wellness Hub providing wellness resources to residents of Detroit's East Side.



Genesis Hope continues to bridge community development and community health to promote healthy living and building resilient communities. Genesis HOPE launched senior wellness and meal delivery programs. It also partnered with MACC Development, another CDO Fund recipient, on a development project, while also increasing their development capacity through real estate training.



Grandmont Rosedale Development Corporation has a long-standing commitment to preserving homeownership through programs that include single-family rehab and critical home repair for existing residents. This work has been essential for stabilizing and improving the neighborhood's single-family housing stock, much of which boasts historic preservation value. A core component of GRDC's housing initiatives is a dedicated home repair program that is specifically geared toward enabling seniors to safely age-in-place and remain in their homes. In addition to housing, GRDC focuses on the vitality of the local economy. The organization has engaged in commercial buildings ownership along the Grand River corridor, owning and leasing retail spaces to local business owners. This strategy helps to catalyze the local market and create opportunities for entrepreneurship. GRDC also runs the Grand River WorkPlace, a co-working and business incubator space, actively supporting small businesses with resources and pop-up retail space.



Hope Village Revitalization participated in the Michigan State Housing Development Authority's (MSHDA) Neighborhood Enhancement Program (NEP) for low-income homeowners, bringing in over \$100,000 in state resources that would not have been accessible without the CDO Fund covering the administrative expenses of running the program.



Joy Southfield CDC expanded home repair work through MSHDA's NEP, as well as the organization's Healthy Homes program, improving housing for low-income individuals and families. They also expanded their farmers' market by increasing the number of vendors, allowing them to grow into a bigger space to service more families in the Joy-Southfield community.



LifeBUILDERS reengaged with seniors in the community, completed a summer camp and began youth employment and teen mentorship programs through CDO Fund-enabled strategic planning, in addition to expanding their housing development work in the Regent Park neighborhood.



MACC Development hired an executive director and increased their fundraising potential while also conducting community listening sessions to learn and improve its services. MACC formalized a partnership with Genesis HOPE, another CDO Fund recipient, on an affordable community ownership development project, allowing them to benefit from sharing best practices and economies of scale.



The **North Corktown Neighborhood Association (NCNA)** has been an advocate and service provider to their community since 2013. By facilitating community engagement, NCNA ensures that the community's voice is represented at the City Planning Department, to developers, and in federal programs such as the Choice Neighborhood Initiative. NCNA helps to guide that change in a way that ensures residents see some of the benefits of growth and development in their neighborhood. NCNA has worked with developers to ensure that all developments include some units that can serve lower income residents. They have always emphasized community connection and representation, so when COVID struck and they could no longer use a church as a regular meeting place, they activated green spaces to hold outdoor community engagement events for residents and businesses. To ensure that community voice and affordability can be maintained despite neighborhood change, NCNA is in the process of establishing a community land trust as a subsidiary of the organization, which will provide housing, green space and a bird sanctuary. In addition to their advocacy and community engagement, they offer myriad programs and services to residents including a home repair grant program and the development of pocket parks.



North End Woodward Community Coalition expanded its equitable internet initiative, which ensures that all residents have access to high-speed internet regardless of their social and economic status. This program services over 500 households in the Hamtramck, North End and Highland Park area. These initiatives in digital & media justice, employment within the community it serves, along with energy democracy — create local ownership, living-wage jobs, and sustainable solutions that build power and equity across NEWCC’s communities.



Northend Christian CDC has been serving residents and businesses of the historic Northend for more than 20 years. Their Oakland Avenue Farm is an urban farm that aims to address the neighborhood’s food insecurity challenges by growing local, healthy food. The establishment of the urban farm led to employment and educational opportunities, as well as a community gathering space and outdoor art space. Northend Christian CDC is now looking to expand its assistance into broader community development, including housing, through numerous new and ongoing projects. One such project is the redevelopment of the historic Red’s Jazz Shoeshine Parlor, transforming the building into a new community hub that will sell food from the Oakland Avenue Urban Farm, as well as serving as a community event and cultural space.



Northwest Goldberg Cares is a multi-faceted community development corporation that manages a myriad of programs and services for residents of Detroit’s NW Goldberg neighborhood. Their programs include youth in the arts, athletics and education; creating access to safe spaces for outdoor play; and community activities and events. They have a growing single-family home rehabilitation program, and a program that helps residents increase the energy efficiency of their homes through a tax rebate program. Northwest Goldberg Cares has activated formally vacant lots and unmaintained spaces, transforming them into useable spaces for the community. Their largest community space project, Curtis Jones Park, provided the neighborhood with an NBA-sized basketball court and event space. They are also in the process of renovating several single-family homes in the neighborhood and transferring them from the Detroit Land Bank to attract residents to the neighborhood and provide affordable housing.



Osborn Neighborhood ONA is actively working to improve the Osborn community, historically one of Detroit’s most impoverished areas, through the creation of affordable housing and rental units through initiatives like the renowned Mapleridge Project. The organization continues to offer foreclosure prevention services and has helped over 400 homeowners this year save their homes from property tax foreclosure. In addition to foreclosure assistance, ONA provides supportive services such as home repairs and computer training to help residents strengthen their financial stability and maintain their homes.



Renaissance of Hope (ROH) has served the Grand River/Livernois neighborhood for 37 years. Focusing on increasing health, wealth, and agency, ROH opened “Love Thy Neighborhood” Park, the neighborhood’s first park. Building on that positive momentum, ROH is now working to bring a world-class opportunity center focused on offering impactful workforce development programming along with human and family services.



Sinai Grace Guild Community Development Corporation (SGCDC) has served Northwest Detroit since 1942. SGCDC’s primary focus over the years has been its home repair programming, prioritizing senior citizens who often have income-constraints and limited capacity to make repairs to their aging homes. SGCDC leveraged funding to provide housing and financial workshops for residents in its community. SGCDC also managed to expand programming to now include down payment assistance for first-time homebuyers in the community through its “Live Local” program.



Southwest Detroit Business Association expanded its affordable housing program with the financial freedom provided by the CDO Fund’s operational support. Operational funding helped the organization conduct outreach, manage development projects, manage applications, coordinate with local contractors, and conduct community engagement. This, in turn, led SDBA to expand their scope to ensure that businesses that have available residential units have access to repair and rehab funding to add affordable housing units in Southwest Detroit.



MiSide Housing maintained and expanded its robust community-building work, one of the most important pieces supporting its housing development and real estate programs. The Fund allowed MiSide to expand and develop new programs such as utilizing proprietary mortgage funds to assist renters in transitioning to homeowners.



U-SNAP-BAC hired a housing program director, along with other staff, to help manage the expansion of their home repair program. They also expanded their storytelling through marketing and social media, increasing website traffic and spreading the word of its community development work for over 40 years.



Urban Neighborhood Initiatives dedicated staff to communication and fundraising, enabling the organization to expand existing programs and develop new ones. They created the Southwest Food Cultivators (SWFC), transforming a vacant, blighted lot into a community garden with a café for selling food products, while also building relationships with neighbors in the area. They also conducted a community survey and partnered with a regional service provider to offer child savings accounts to local families.



The Villages CDC completed a minor home repair pilot program and launched a new major one. This major home repair program involves collaboration with other CDO Fund such as Sinai Grace CDC and Woodbridge NDC to help build a more comprehensive program serving more residents within the city of Detroit with different or multiple home repair issues



Woodbridge Neighborhood Development (WND) was able to hire skilled program staff, allowing the CDO to participate in community engagement and organizing of tenants in rent-restricted apartment complexes and senior centers in the area. This work has resulted in intergenerational programming, connections with youth and youth-serving nonprofits, and new leadership on their board of directors. The Fund's support also allowed WND to offer health benefits, competitive wages, and critical staff training.



About Enterprise Community Partners

Enterprise is a national nonprofit that exists to make a good home possible for the millions of families without one. We support community development organizations on the ground, aggregate and invest capital for impact, advance housing policy at every level of government, and build and manage communities ourselves. Since 1982, we have invested \$92 billion and created 1.1 million homes across all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands – all to make home and community places of pride, power and belonging. Join us at [enterprisecommunity.org](https://www.enterprisecommunity.org).