



*A New Direction:*

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*Empowering Leaders  
for Change.*

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2014 ANNUAL REPORT

CHRISTIAN ACTIVITIES COUNCIL

## *Celebrating Life in Our Community*

The Christian Activities Council's mission is to serve and empower the poor, the disenfranchised, the stranger and persons with special needs while promoting social, economic and racial justice in the Hartford region.

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*Cori Mackey*  
Cori Mackey  
*Executive Director*



*Mark C. Deters*  
Rev. Mark Deters  
*Board President*

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*At this writing, Christian Activities Council (CAC) is entering its 164th year of community service and embarking on an exciting transition within the organization.*

With deep assessment and with the guidance of new leadership, CAC is poised to make an important contribution to long-term systemic change through faith-based community organizing and leadership development throughout the neighborhoods we support.

Until recently, our prevailing strategy saw people as potential clients with needs we might meet through activities and programs. Now, our approach is to champion people as potential leaders capable of self-organizing and acting collectively to remedy the socioeconomic conditions that negatively affect them.

We believe the organizing process is a fundamental role of the faith community with the call for justice central to the sacred texts of every tradition. In the Christian culture, the story of scripture—in particular the life of Jesus and his disciples—embodies the organizing process. It is a theological endeavor and thus a mandate of our service.

We enter this next chapter of ministry with tremendous gratitude for CAC's history and great hope for what's to come.

*LOOKING AT OUR COMMUNITY  
THROUGH A DIFFERENT LENS*

*In 1850 the Christian Activities Council (then called the Young Men's Missionary Society) was established out of concern for the plight of the poor and new immigrants in Hartford.*

Since its founding, CAC has continually responded to pressing social issues through a variety of compelling strategies, programs and initiatives.

Over the years, reflecting on current social conditions has led CAC to recognize the need for new strategies. In this spirit, we've created numerous nonprofit organizations, established the first kindergarten in Hartford, started the Newington Children's Hospital, established mission centers, built a congregate home for the elderly, played a pivotal role in the effort to obtain universal healthcare in Connecticut, and created over 200 units of affordable housing.



^ Hartford's first kindergarten  
^ Newington Children's Hospital - 1898  
^ Mission Center on Morgan Street - 1852

With our organization's hallmark courage, innovation, and openness to change, the board of directors has discerned a new focus for the organization after an impressive and important five decades of low-income housing development and related programming.

As CAC completes its last housing development project with a two-family home on Deerfield Avenue, we will begin the transition to our new strategy: leadership development through community organizing.

The transition to organizing is the result of input the new executive director and the board of directors received from hundreds of individual meetings with residents, social service providers, congregations, and other community leaders throughout our listening campaign held in 2014.

*The message was loud and clear—we need structural change; not more programs.*

Social service providers repeatedly said they were stopped short of reaching their goals because their clients, despite successfully completing various programs, faced economic, social, and political barriers to overcoming poverty. Charity-based efforts are simply not designed to impact these conditions.

The issues we will take on are not ours to define—we will be led by the community in making these determinations. We will meet people face to face, identify and train leaders, and determine the issues, strategies, and actions based on the stories, passion, anger, and dreams of those who are most affected by systems of injustice. And we will act collectively for concrete, enduring change.

*“ So let’s not get tired of doing what is good. At just the right time we will reap a harvest of blessing if we don’t give up. ”*

– Galatians 6:9



## STRUCTURAL CHANGE THROUGH ORGANIZING



Faith-based  
Organizing

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Neighborhood  
Organizing

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Youth  
Organizing

*There are three paths to our organizing strategy:*

### *Faith-based Organizing*

The first path we are uniquely called to explore is an assessment of the appetite of the faith-based community in metro Hartford to form a power organization developed under the leadership of the Christian Activities Council and its organizers. This new group would spin off into its own organization inclusive of all of the faith traditions present in our region. If an appetite is identified, this new organization has the potential to energize and transform churches frequently caught in the struggle to meaningfully engage in social justice.

### *Neighborhood Organizing*

The neighborhood organizing effort will be our second path. We will focus on some of Hartford's poorest and most challenged neighborhoods; neighborhoods with gifted and passionate residents who are eager to participate in the process of bringing more justice and a higher quality of life to their community. We will identify and train leaders to act for quality of life changes in their neighborhoods.

### *Youth Organizing*

The third path of organizing builds on the Christian Activities Council's 30-year commitment to youth work. In the fall we will begin the process of designing a new youth organizing initiative.

## HOW THE ORGANIZING PROCESS WORKS

*The Individual Meeting is the fundamental building block of the organizing process.*

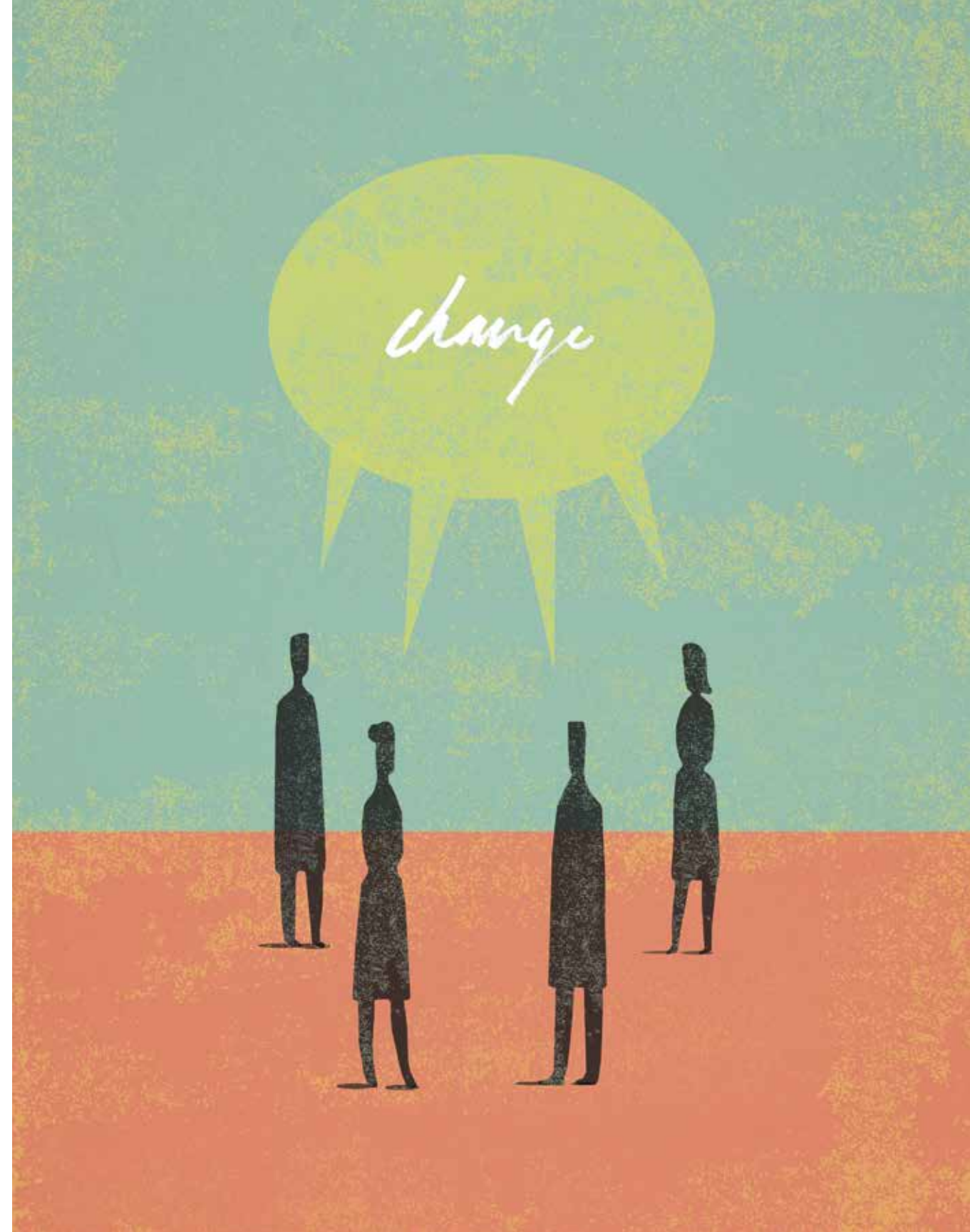
It is an opportunity to meet people face-to-face to build a relationship of trust with them, to look for leadership potential in them, to begin to imagine acting together with them for the common good, and to invite them into training in the arts and skills of a life in civic engagement.

House Meetings rest on the building blocks of the individual meetings. Here, people in the community discover potential issues to work on together.

The linchpin of success for an organizing approach is professionally trained and mentored organizers; and a group of people who acknowledge that they either are or wish to become leaders, and are committed to going through the necessary training and steps to do so.

The leaders move toward collective action—defined as a public, face-to-face encounter where the source of power behind the issues is present. Though marches, demonstrations and other protests are typically thought of as actions, organizing culture does not define them as such and is not the kind of activity we are pursuing.

The organizing process takes the long view, recognizing that without significant investment in developing leaders and without a deep commitment to not doing for others what they can, collectively, do for themselves, lasting change will not be achieved.





*THE TEAM  
LEADING THIS  
INITIATIVE*

Christian Activities Council is in the process of building its organizing team. Two organizers have joined our staff and we will be welcoming a neighborhood organizer and a youth organizer in the coming months.

*Cori Mackey*  
CAC EXECUTIVE DIRECTOR & ORGANIZER

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Cori spent 10 years working closely with faith-based organizing groups in her role as a regional director and an executive director of social justice for two Catholic archdioceses. She has been through extensive training with two national organizing networks and brings over 15 years of experience in nonprofit leadership. Cori has a Master of Divinity degree and seeks to be ordained in the United Church of Christ.

*Rev. Ashley (AJ) Johnson*  
ORGANIZER

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AJ pastors Urban Hope Refuge Church in the north end where AJ's father pastored for 24 years. AJ has been active in many social justice movements in Hartford, including a key leader in the Fight for 15 Campaign, and is a well-respected community leader. AJ has a Master's degree in Organizational Management and Leadership and a Bachelor's degree in Religious Studies and Education.

*Pat Speer*  
MENTOR ORGANIZER

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Pat brings over 25 years of neighborhood and faith-based organizing experience to our team. He is the founder and lead organizer of Elm City Congregations Organized (ECCO) in New Haven, and founding organizer of Congregations Organized for A New Connecticut (CONNECT). Pat has a Master's degree in Religion and Social Ethics from Boston University.



HOUSING  
INITIATIVES

^  
Nyandah Robinson is the owner of a home rehabbed by Christian Activities as part of their Upper Albany Revitalization Initiative. Nyandah and her three children migrated to the United States from Jamaica determined for a better life. A year and half later, after attending CAC's homeownership program, she purchased her home. Nyandah is a financial analyst and a leader in her neighborhood.

Over the last five decades, CAC has made important contributions in the area of affordable housing, including the creation of its subsidiary organization, Urban Suburban Affordables (USA).

Through Urban Suburban Affordables an innovate program was created in partnership with the CT Department of Housing that allowed USA to purchase the underlying land for existing family homes throughout Hartford and in

its suburbs. This allowed low-income families to purchase a home and enter into a ground lease with USA. Thanks to this initiative, more than 200 low-income families purchased their first home in the Greater Hartford Region. Additionally, throughout the duration of this project, USA and CAC used \$3 million dollars to leverage nearly \$15 million dollars in private mortgages while enabling the purchase of \$17 million in real estate by low to moderate income families.

*In 2001, the Upper Albany Revitalization Initiative was established, concentrating its community development and revitalization efforts one-block-at-a-time in the Hartford neighborhood.*

*Thanks to the Initiative, we accomplished the following on Deerfield Avenue alone:*


- 


**RENOVATED** five abandoned two-family houses
- 


**BUILT** three new houses mirroring historic designs
- 

**ORGANIZED** a resident-led association

*At the conclusion of the Upper Albany Revitalization Initiative we will have:*

- 

INVESTED OVER  
**\$7 million** in  
AFFORDABLE HOUSING
- 

PRODUCED  
**23**  
HOMEOWNER UNITS
- 

CREATED  
**17**  
RENTAL UNITS

The development of new housing units by CAC has come to an end, but there will continue to be lasting impact through the ground lease program and through the homeowners who have an active and vested interest in the future of our region.



ADVENTURES IN THE  
CITY SUMMER PROGRAM

*The Christian Activities Council has provided vital summer programming for Hartford youth for over 30 years.*

The program focuses on preventing summer learning loss which has been well documented as a primary cause of the achievement gap between higher and lower income youth.

*Because of this program, in 2014:*

**50 kids**

*attended programs held at Liberty Christian International and Grace Lutheran.*

**700 youth**

*from low-income households, enjoyed summer programs which were funded by CAC.*

*Students experienced classes in:*



*martial arts*



*dancing*



*stilt walking*

*They also had the opportunity to visit some of the region's best attractions.*

*Our goals for Adventures in the City 2015:*



Our programs will serve  
**120 youth**  
in grades K-3 from  
Hartford's North End.



Milner School students performing  
below grade level will have access to  
**5 free weeks**  
of summer programming.



We will offer in-depth  
**arts-based enrichment**  
series such as world dance  
and Kinetic Dreams.

*Kinetic Dreams:* a program led by highly skilled local artists whereby students use recycled materials to create their own fun and surprising artwork, plays, and objects that actively engage young minds while covertly demonstrating important concepts in science, math, culture, and the arts.



Students will receive take-home age-appropriate books to continue building their  
**home libraries.**



**Science reinforced**  
through weekly trips to Auer Farm where students will participate in outdoor, hands-on learning.

## 2014 STATEMENT OF ACTIVITIES

### REVENUES

Contributions and grants	240,653
Property development grants	490,311
Rental income, including reimbursements	85,939
Developer fees	3,000
Other income	54,740
Realized losses on the sale of properties	(427,824)
Dividends and interest	268,491
Net realized and unrealized losses on investments	(831)
Investment income on perpetual trusts	21,151
Unrealized losses on perpetual trusts	(11,815)
<b>Total Revenue</b>	<b>\$723,815</b>

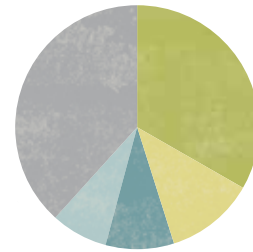
### EXPENSES

#### Program Expenses

Impairment losses on property in development	147,552
Affordable housing	152,942
Youth education	125,103
Mission education	50,600
Church support	13,000
Financial services	89,445
Universal health	31,932
Community development	26,753
<b>Total Program Expenses</b>	<b>637,327</b>
Management and General Expenses	223,553
Fundraising Expenses	46,560
<b>Total Expenses</b>	<b>\$907,440</b>

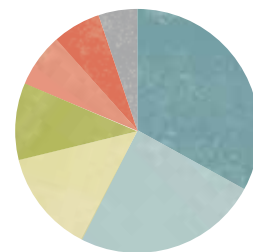
Change in Total Net Assets	(183,625)
Net Assets, beginning of the year	\$11,462,806
Net Assets, end of the year	\$11,279,181

### Revenue



- 38% Investment Income
- 33% Contributions and Grants
- 12% Rental Income
- 9% Property Development
- 8% Other

### Expenses



- 33% Affordable Housing
- 25% Management / General
- 14% Youth Education
- 10% Financial Services
- 7% Mission Education and Urban Church Support
- 6% Advocacy and Community Development
- 5% Fundraising

## 2014 STATEMENT OF FINANCIAL POSITION

### ASSETS

#### Current Assets

Cash	93,885
Accounts receivable	40,877
Mortgages and loans receivable, current	9,962
Development costs/properties for resale	261,108
Other current assets	9,261
<b>Total Current Assets</b>	<b>415,093</b>

#### Non-current Assets

Fixed assets, net	166,953
Land leases	4,377,863
Mortgages and loans receivable, long-term	256,694
Investments	6,318,913
<b>Total Non-current Assets</b>	<b>11,120,423</b>
<b>Total Assets</b>	<b>\$11,535,516</b>

### LIABILITIES AND NET ASSETS

#### Current Liabilities

Accounts payable and accrued liabilities	17,762
Line of credit	60,000
Land leases	178,573
<b>Total Current Liabilities</b>	<b>256,335</b>

#### Net Assets

Unrestricted	(245,214)
Temporarily restricted	3,242,959
Permanently restricted	8,281,436
<b>Total Net Assets</b>	<b>11,279,181</b>
<b>Total Liabilities and Net Assets</b>	<b>\$11,535,516</b>

2014 audit performed by Whittlesey & Hadley, P.C., is available upon request.

## CHURCH CONTRIBUTIONS



In 2014, as a UCC organization, CAC received financial contributions from a total of 19 UCC churches in the Greater Hartford area.

Avon Congregational Church \$874.76	Broadview Community Church \$250.00	Buckingham Congregational Church \$600.00	Congregational Church of East Hartford South \$990.00
Congregational Church of South Glastonbury \$2,500.00	East Granby Congregational Church \$2,750.00	Elmwood Community Church \$150.00	Faith Congregational Church \$200.00
Farmington Valley Association, UCC \$1,000.00	First Church in Windsor \$1,500.00	First Church of Christ, Hartford \$250.00	First Church of Christ, Simsbury \$250.00
First Congregational Church in Bloomfield \$250.00	First Congregational Church of Granby \$250.00	Flagg Road United Church of Christ \$1,000.00	Immanuel Congregational Church \$500.00
Rocky Hill Congregational Church \$3,500.00	Somers Congregational Church \$250.00	<b>TOTAL CHURCH CONTRIBUTIONS</b>	<b>\$22,064.76</b>

## ADDITIONAL CONTRIBUTIONS

### FOUNDATIONS, CORPORATE & PUBLIC SUPPORT

- Aetna Foundation, Inc.
- J. Walton Bissell Foundation
- Charles Nelson Robinson Foundation
- City of Hartford, Department of Housing
- Connecticut Health Insurance Exchange
- Edwin H. Bingham Estate
- Ellen Jeanne Goldfarb Memorial Trust
- Ensworth Charitable Foundation
- Fisher Foundation
- Hartford Foundation for Public Giving
- Irene Hills Estate
- Local Initiatives Support Corporation
- Long Foundation
- Salvation Army
- Schwab Foundation
- The Fund for Greater Hartford
- Travelers
- United Way of the Capital Area
- Universal Health Care Foundation of Connecticut
- Weston Estate

### FRIENDS

- Advanced Benefits Strategies
- Joyce H. Allen
- Rev. Edwin O. Ayala
- Bank of America
- Sara J. Batchelder
- Kim Batterson-Bigelow
- Deveria Berry
- Carole Boehner
- Carabetta Management Group
- Robert Cushman
- Edwin M. Dahill
- Thomas Dean
- Eugene and Diane DeJoannis
- John and Karen Dugan
- Phil Duke
- E-Benefits Group
- Neal B. Freuden
- Jim & Linda Funderburk
- Ernest Gardow
- Kathleen P. Gourlie
- Robert D. Hafner
- John & Donna Kidwell
- Arthur B. Locke
- Mayo Crowe, LLC
- Susan McCue
- George & Judith Merrick
- David Owens

- Richard Pawlich-Pagliccio
- Kenneth A. Poppe
- James M. Scaramozza
- Charmaine Simpson
- Linda M. Sinapi
- Esther Spafard
- Donald R. Steinle
- John Stevens
- Anne P. Streecher
- Tyrone Walker
- David Weaver
- Rev. Carmen J Wooster
- Douglas Wootten
- Steven Zwerling

### MEMORIUM DONORS

*In memory of Linda Funderburk*

- Sara J. Batchelder
- David & Mary Bice
- Carolyn Brooks-Burton
- Richard & Catherine Clark
- Robert Cushman
- Gwendolyn Lewis
- Jean Partridge
- David Robinson
- Richard Sherman
- Tallwod Women's Club
- Jason & Carmen Verdone
- Douglas Wootten

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Phil Duke  
*Chair, Long Range Planning Committee*

Shirley Fulton  
*Chair, Nominating Committee*

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Bebe Dudley  
Tyrone Walker  
Patricia Williams  
Gwendolyn Lewis

**COUNCIL MEMBERS AT LARGE**

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Rev. Mark Diters  
Marilyn Risi  
Francisco Rosa  
Lyle Fulton  
Kelsey Roberts

*Class of 2016*  
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Dr. David Roozen  
Phil Duke  
Patricia Williams  
Bebe Dudley  
Thomas Dean

*Class of 2017*  
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Gwendolyn Lewis  
James Funderburk  
Joy Monroe  
Shirley Fulton

**CHURCH DELEGATES**

Bebe Dudley  
*Buckingham Congregational Church*

James and Linda\* Funderburk  
*Congregational Church of South Glastonbury*

Paul Fraleigh  
*First Church of Christ, Congregational*

Tyrone Walker  
*Amistad UCC*

Led and Nancy Baxter  
*First Church of Christ in Hartford (Center Church)*

Richard Pawlich-Pagliccio  
*Rocky Hill Congregational Church*

Sara Batchelder  
*First Church of Christ, Simsbury*

George Merrick  
*First Church in Windsor*

**LIFE MEMBERS**

Rev. Dr. Robert O. Decker  
Helen Lansberg  
Douglas H. Wootten

**URBAN SUBURBAN AFFORDABLES BOARD OF DIRECTORS**

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*President*

Adrian Walton  
*Vice President*

Althea Cordner  
Helen Lansberg  
Michelle McFarland  
Roberto Pena  
Kathleen Service

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*\* Deceased*

**STAFF**

Cori Mackey  
*Executive Director*

Michelle Roberts  
*Office Manager*

Deysha Colon  
*Administrative Assistant*

Rev. Ashley (AJ) Johnson  
*Organizer*

Pat Speer  
*Mentor Organizer*

Stacey Lopez  
*Adventures in the City Program Co-Director*

Roxanne Chukwurah  
*Adventures in the City Program Co-Director*

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**STAFF WHO SERVED CAC IN 2014**

Rev. Edwin O. Ayala  
*Executive Director through July 2014*

Charmaine Simpson  
*Coordinator of Educational Initiatives*

Patricia Johnson  
*Community Leadership Development Consultant*

Edgar Dreyer  
*Construction Manager*



The Christian Activities Council is an urban mission organization founded in 1851. We are supported and sponsored by the congregations of the United Church of Christ in the 32-town Greater Hartford region.



*We are located in  
The Mack Center*

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