



Genesis Community Loan Fund **FY 2026-2027**

# STRATEGIC PLAN

---

We bring capital to communities, financing  
solutions and creating opportunity.

**Genesis**



## Mission

Genesis brings together resources to create housing and other economic and social opportunities. We make flexible loans, deliver expert project guidance, and support policy solutions. We open channels for people and institutions to move resources toward community needs.

---

This strategic plan summary highlights Genesis priorities. Additional details of our goals and strategies are available. Email [liza@genesisfund.org](mailto:liza@genesisfund.org).



*A certified nonprofit Community Development Financial Institution (CDFI), Genesis works throughout Maine and northern New England. Our certification ensures that we are delivering community development impact.*

## Approach

**WE STRIVE TO DEMONSTRATE THESE COMPETENCIES IN ALL THAT WE DO:**

### Mission-driven Impact

We focus on concrete outcomes and solutions that deliver stability and generate opportunity for people and places.

### Kindness and Caring

We bring compassion to our work. We care for and respect people inside and outside of our organization. We meet people where they are.

### Focused, Effective Expertise

We stick with our areas of expertise, so that we can be effective partners. We know what we're good at and are thoughtful about the work we take on.

### Collaboration

We strive to be trusted partners, collaborating rather than competing, being flexible in our role, and celebrating local success stories.

### Creativity

We innovate to meet complex needs. By keeping our structure simple, we can be nimble, responsive, and flexible, and do hard things. We balance risk with financial stability.

## Dear Friends,

We are pleased to share the Genesis Community Loan Fund's FY 2026-2027 Strategic Plan, which builds on and carries forward the priorities articulated in our FY 2023-2025 plan.

As a Community Development Financial Institution, Genesis plays a vital role in mobilizing capital and sharing knowledge to expand and preserve affordable housing and community services to meet growing needs in our communities.

When it comes to our goals and strategies over the next two years, we are resolved to stay the course toward our longstanding vision of communities that are vibrant, resilient places of opportunity, where people can thrive, feel connected to each other, and enjoy shared assets that benefit all.

We will find possibilities and generate local solutions to the acute challenges that too many face—a shortage of affordable homes and apartments in rural and urban communities, chronic homelessness, and the lack of essential services that provide a boost up when needed.

Specifically, Genesis is committed to creating new affordable housing supply, preserving and improving the quality of existing affordable homes, and producing more supportive housing for people with disabilities and those in recovery.

We look forward to continuing our work with community leaders, organizations, investors, and contributors joining with us as we move closer to our vision with hope and **resolve**.

With best regards,

Liza Fleming-Ives  
Executive Director

Julie Wagoner  
President of the Board of Directors



*Liza Fleming-Ives*



*Julie Wagoner*

## Resolve

*A strong purpose  
or intent. (n)  
Firm, unyielding,  
determined. (adj)*



# Bridging the Housing Gap Across Maine

MAINE'S HOUSING MARKET HAS BEEN HEATING UP FOR YEARS.

A 2023 state study found that new housing is needed at all levels and in every community. Decades of underproduction have created a statewide crisis. To meet current and future demand, the state needs 84,000 new homes by 2030.

High demand and low supply—combined with elevated interest rates, rising materials costs, and labor shortages—have widened the gap between what Mainers earn and what housing costs. Moreover, in rural areas, development can't happen at the same pace it does in Maine's population centers. But we can build on recent momentum by expanding development capacity and directing more resources to where they're needed most.

Meanwhile, Maine's existing affordable housing stock is under pressure. Mobile home communities, long a critical source of affordable housing—

especially for older, disabled, and fixed-income residents—are rapidly changing. Once largely owned by local families, one in five mobile home communities in Maine is now owned by out-of-state investors, who often raise monthly lot rents to a point that it becomes unaffordable for the people who live in the community.

Another concern: many of Maine's rural affordable rental homes were financed decades ago through USDA Section 515 loans that required long-term affordability. But as these mortgages mature or properties exit the program early, the affordability protections and rental assistance expire. That puts families with lower and fixed incomes, often older Mainers, at risk of losing their homes, which are often in areas where affordable housing alternatives are especially scarce.



## BORROWERS AND CLIENTS

### Established Public/Nonprofit Housing & Community Service Providers

A small section of the affordable homes that are part of Bath Housing, one of the many housing agencies Genesis works with throughout Maine.

(Flax Studios)

*More on page 4.*

## THIS DATA INFORMS OUR PRIORITIES:

### Creating New Affordable Homes to Own and Rent

- Maine's median home price rose to a record \$390,000 in 2024.
- Three Maine counties have median prices above \$500,000.
- Households now must make over \$100,000/year to afford the median home price of \$390,000, but the annual median income is only \$71,700.
- Maine needs an estimated 84,000 new homes by 2030 to meet current and anticipated housing need.
- In no county in Maine can a full-time, minimum-wage earner afford to rent a two-bedroom apartment.

### Preserving the Affordable Housing We Have

- Out-of-state investors are eyeing Maine's 476 mobile home communities, comprising 20,000 home sites.
- Of Maine's 7,645 affordable rental homes assisted by Section 515, 65% are at the highest levels of risk for losing affordability.

### Building Supportive Housing for Those Who Need It

- While homelessness in Maine more than tripled from 2020-2023, there are currently only three site-based, permanent supportive housing properties in Maine, all in Portland and with a total of 85 apartments.
- More than half of rural residents with substance use disorders have been homeless in the past six months.
- Despite 6,000 individuals with intellectual and development disabilities and autism spectrum disorders receiving services from the state's Department of Health and Human Services, Maine has an inadequate number of community-based housing options.



## BORROWERS AND CLIENTS

### Emerging Organizations and Developers

Eve Ali, an affordable housing developer, in front of the first property she purchased, in Lewiston, Maine.

(Flax Studios)

*More on page 4.*

# Our Borrowers and Clients

	Emerging Organizations and Developers	Established Public/ Nonprofit Housing & Community Service Providers	Established For-profit Developers	Community Facilities
<b>BORROWER/ CLIENT EXAMPLES</b>	<ul style="list-style-type: none"> <li>• Community-based housing organizations and initiatives</li> <li>• Cooperative housing models</li> <li>• Mom and pop residential property owners</li> <li>• Small recovery residences</li> <li>• Emerging entrepreneurs motivated to develop affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• Larger nonprofit housing developers and service providers</li> <li>• Community Action Programs</li> <li>• Municipal housing authorities</li> </ul>	<ul style="list-style-type: none"> <li>• For-profit developers pursuing community housing projects. <i>Project examples include Low-Income Housing Tax Credit and historic preservation projects with affordable housing.</i></li> </ul>	<ul style="list-style-type: none"> <li>• Childcare &amp; youth centers</li> <li>• Food pantries</li> <li>• Health clinics</li> <li>• Other organizations providing community services</li> </ul>
<b>LENDING NEEDS</b>	Unable to access traditional financial products. Genesis Fund is filling a gap in the market.	Able to access traditional capital but look to Genesis to fill project financing gaps, bridge between other funders, and leverage additional funding.	Able to access traditional capital but look to Genesis to fill project financing gaps, bridge to other funders, and leverage additional funding.	May be unable to access traditional financing or may look to Genesis to fill project gaps and bridge to availability of other funds.
<b>GUIDANCE (TECHNICAL ASSISTANCE) NEEDS</b>	Run by volunteers or staff with limited real estate development experience. Genesis helps to assess project feasibility, access capital, manage development process, etc.	Have staff with development experience. Look to Genesis for supplemental capacity (such as project funding).	Generally, none, though occasionally look to Genesis to help secure historic preservation tax credits.	Run by volunteers or staff with limited real estate development experience. Genesis helps to assess project feasibility, access capital, manage development process, etc.
<b>IMPACT OPPORTUNITIES</b>	<ul style="list-style-type: none"> <li>• Find new approaches to local needs.</li> <li>• Build pathways to financial stability and ownership.</li> <li>• Revitalize neighborhoods and build community.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet urgent and longer-term needs to increase and preserve housing supply at a scale appropriate to communities and beneficiaries.</li> <li>• Provide housing with supportive services.</li> <li>• Improve existing properties to create housing in downtown areas, close to services.</li> <li>• Revitalize communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Opportunity for significant numbers of housing units in one project.</li> <li>• Mixed-income and multi-use development, with potential for innovative community-scale benefits.</li> <li>• Improve existing properties to create housing opportunities in downtown areas, close to services.</li> <li>• Revitalize communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase access to childcare and youth services.</li> <li>• Expand access to affordable, nutritious food.</li> <li>• Expand access to healthcare and other community services.</li> <li>• Revitalize communities and create locally led solutions.</li> </ul>



# Our Priorities: FY 2026-2027

With unwavering commitment to our mission and approach, Genesis will address the persistent challenges in our region and their consequences by concentrating on the five priorities outlined below.

## PRIORITY 1

### Deploy Capital to Fill Market Gaps, and Deliver High-Impact Technical Assistance

By leveraging our long track record and strong relationships, we can steer resources to the right places and projects, filling capital gaps with patient, flexible, risk-tolerant financing. Our technical assistance (hands-on guidance) builds local leadership and equips smaller organizations to develop projects successfully.

We plan to deploy at least \$26 million in loan capital to fill market and project gaps and deliver 4,000 hours of expert project guidance to a wide range of clients and borrowers. They include developers and owners of small-scale rental housing, those who create affordable homeownership opportunities, resident-owned mobile home communities, and projects that curtail chronic homelessness and/or support people with disabilities.

In addition, we'll invest in creating and renovating affordable homes that are energy efficient in order to reduce costs, improve comfort, and contribute to the long-term strength of local communities.

#### GOALS

- Meet urgent needs for housing, shelter, childcare, food and nutrition, and social services, and provide access to opportunities to build wealth and assets.
- Maintain a well-balanced portfolio of borrowers that reflects community needs, manages risk and effort thoughtfully, and delivers meaningful outcomes.
- Provide our expert guidance for a range of community-driven projects, balancing effort with desired impacts, and prioritizing those that align with our expertise and wouldn't happen otherwise.
- Connect local partners with funding and support to build and retrofit affordable, energy-efficient homes. They can reduce energy use and costs for families with limited incomes and support long-term neighborhood resilience.



## BORROWERS AND CLIENTS

### Established For-profit Developers

"The Courthouse," redeveloped historic property with mixed-income housing featuring affordable apartments in Dover, New Hampshire.

(Flax Studios)

*More on page 4.*

## PRIORITY 2

### Sustain our Commitment to Ensuring that Communities have Access to Capital

Community Development Financial Institutions step in to fill financing gaps in communities that have been left out of conventional capital markets. We're committed to working with those who need support to access financing that can expand opportunity and help build lasting assets.

#### GOALS

- Strengthen and grow relationships across Maine to ensure our capital and expert guidance reach communities of every kind.
- Build awareness and responsiveness among our staff and board to better serve people from a wide range of backgrounds and experiences.
- Use our voice and partnerships where most needed to support changes that expand opportunities and build assets in historically underinvested communities.

## PRIORITY 3

### Influence Public Policy and Programs to Expand Opportunity Across Communities

As a community lender and technical assistance provider with extensive on-the-ground knowledge and experience, Genesis has a deep understanding of the policies, resource gaps, and roadblocks that can make projects work or prevent their success. We use that knowledge to help systems function better and ensure that all voices are heard.

#### GOALS

- Promote legislative policy solutions that expand resources for affordable housing and community development, particularly in rural towns and under-invested areas.
- Collaborate with state and federal agency partners to create new resources and programs, improve systems, and make existing resources easier to access.
- Invest in our strategic communications to increase the visibility and understanding of our work, demonstrate the importance of projects we support, and promote innovative models and solutions that can revitalize communities and help keep them strong.



## BORROWERS AND CLIENTS

### Community Facilities

Volunteers heading into Healthy Acadia's hub for multiple community programs, including healthy food and nutrition, in Ellsworth, Maine.

(Kevin Bennett Photo)

*More on page 4.*



#### PRIORITY 4

### Grow and Steward our Capital Resources

Genesis provides an investment opportunity that allows individuals and institutions to direct their financial resources toward addressing the hardships and challenges they observe and experience in their communities.

Our individual investment program is accessible and simple, which enables us to be flexible and responsive to the needs of our borrowers. We believe values-driven investments can reshape how people view the role of capital—fostering greater connection between investors and the communities they support.

#### GOALS

- Maintain a foundation of resilient and stable capital from a variety of sources to support our mission, financial stability, and growth objectives.
- Raise \$12.5 million in loan capital to meet the lending objectives of this plan.
- Promote the opportunity for individuals to support and be part of our work through our accessible individual investor program.
- Raise funds to carry out high-impact technical assistance that can't be funded by communities themselves.

#### PRIORITY 5

### Invest in our Team, Operations, and Infrastructure

We believe the collaborative and supportive Genesis culture is an asset that permeates the design and delivery of our products and services and contributes to organizational strength and effectiveness. Thoughtful investment in personnel and in our operating and financial management systems will be essential to maintaining the positive and flexible professional work environment we value.

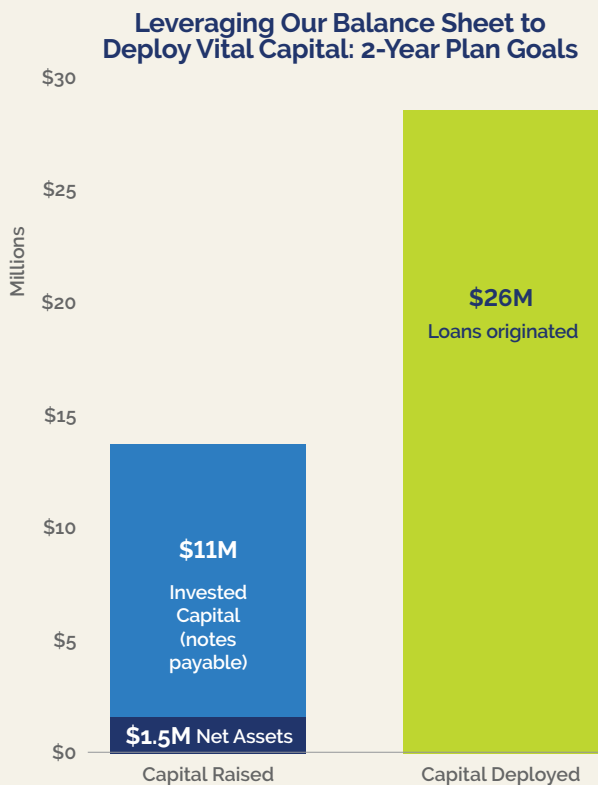
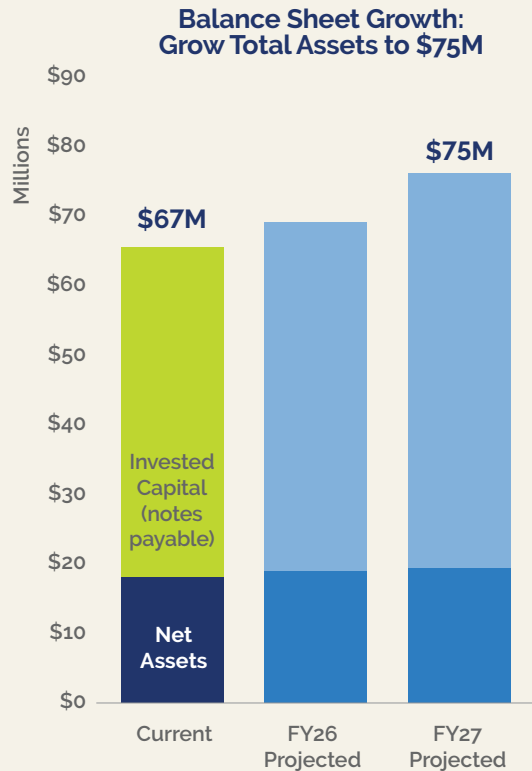
#### GOALS

- Recruit and retain a highly talented and productive staff team with the skills and competencies to carry out our mission and meet our strategic goals.
- Invest in the systems and technology that support the organization's growth and success and allow staff to work effectively and efficiently.
- Recruit and retain a board of directors that provides good governance and strategic oversight for the organization.
- Seek and incorporate feedback on a regular basis from external stakeholders, to ensure our strategic priorities stay responsive and relevant.



Genesis will continue to work alongside local leaders and partners to make projects happen that wouldn't otherwise move forward, especially among communities that have seen a history of limited investment.

# Financial and Performance Targets



## By Fiscal Year 2027

Deliver **4,000**  
hours of expert guidance  
(technical assistance)

Deploy **\$26 million**  
in lending capital

Maintain an **83%**  
deployment ratio

Achieve a **60%**  
self-sufficiency ratio

Raise **\$12.5 million**  
in new capital

Contributed capital  
**\$1.5 million**

Invested capital  
**\$11 million**

Grow total assets to  
**\$75 million**

Grow net assets to  
**\$19.5 million**

Maintain a **26%**  
net asset ratio

# Genesis advances community-led solutions.

## LENDING

We partner with grassroots groups, community-based nonprofits, public housing authorities, and developers. Our flexible loans help fill financing gaps or bridge between funders. We finance predevelopment, acquisition, construction, permanent loans, and working capital to keep essential projects moving forward. Often, our clients have faced challenges accessing traditional financing.

## PROJECT GUIDANCE (TECHNICAL ASSISTANCE)

We provide low- or no-cost expert guidance to organizations developing housing and community facilities across Maine and in northern New England. This includes feasibility assessments, fund and project development, and development consulting—so that promising projects have the tools and expertise to succeed over the long term.

## KNOWLEDGE SHARING

We leverage our experience to inform policy decisions and strengthen programs that affect community development. By sharing knowledge from our on-the-ground work, we help decision-makers understand where resources are needed and how those resources can be most effective. We also elevate stories of success and innovation from our partners to highlight what works in communities.

## IMPACT INVESTING

We offer individuals and institutions a way to invest in alignment with their values and earn a return. Our investment program is easy to access, open to all, and offers a low minimum investment amount with a variety of term options. This simplicity helps us stay flexible and responsive to borrower needs and gives more people a role in building stronger communities.

## Genesis works with our community partners on projects that:

- Provide a safety net for people facing urgent challenges such as housing needs, substance use disorder, domestic violence, hunger, or limited healthcare access.
- Provide supportive housing for individuals with ongoing needs related to persistent mental illness or intellectual, developmental, or physical disabilities.
- Increase and preserve the supply of quality housing, childcare, healthcare, and other essential infrastructure that supports community well-being.
- Create opportunities for people to grow wealth, have a say in their futures, and have greater control over community assets, especially in rural areas and among groups that don't have a history of investment.
- Support vibrant, resilient, rural and urban communities where people can thrive and feel connected to one another.