

UNLOCKING OPPORTUNITY



2021 ANNUAL REPORT

FOCUSED COMMUNITY STRATEGIES

UNLOCKING OPPORTUNITY



ACROSS SOUTH ATLANTA

WE KNOW THAT THRIVING IS EMBEDDED IN THE HISTORY OF THIS PLACE; IT HAS FLOURISHED MIGHTILY BEFORE.

OVER TIME, SYSTEMS AND CIRCUMSTANCES BEGAN TO CLOSE OFF OPPORTUNITIES TO THE RESIDENTS HERE.

As we moved through 2021, we set our sights on re-opening those doors to opportunity. We were still weathering the Covid-19 pandemic, but after a year of tumult, we knew how resilient our neighborhood was. We were ready to start building on our resilience and laying the groundwork to unlock new heights of opportunity and flourishing.

Preparing to open new doors took many forms over the last year. Without a doubt, one of the most key initiatives we undertook was launching and completing the Campaign for a Stronger Southside, a multi-faceted strategic capital campaign intended to raise \$8 Million in for our work in South Atlanta.

This strategic campaign, alongside our ongoing efforts to sustain our work, secured a historic level of investment in our neighborhood's flourishing. The campaign itself also represented a step towards greater racial equity, working to undo the decades of systemic under-investment in neighborhoods like ours.

In this report, you will see how we have already unlocked opportunity and encounter a picture of the new doors we will be opening next. We invite you to celebrate what has been achieved and to anticipate with joy the even greater impact that is to come. ■



Recognizing that the factors that shape this community are complex and dynamic, we take a comprehensive approach organized around four pillars of community development:

- **MIXED-INCOME HOUSING**
 - **NEIGHBORHOOD ENGAGEMENT**
 - **ECONOMIC DEVELOPMENT**
 - **TRAINING & CONSULTING**
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THE PANDEMIC HIGHLIGHTED WHAT WE HAVE ALWAYS KNOWN AT FCS: WE ARE INTERCONNECTED.

We have also seen that interconnectedness does not mean that circumstances affect us equally. For many of our neighbors, the disruptions that we continue to feel during the pandemic have been exacerbated by inequity. Our economic system in the U.S. is an amazing thing! Yet, as amazing as it is, we would be wrong to say that it distributes opportunity equally for all.

Starting to rectify that is what we have in mind when we say we are Unlocking Opportunity, in our core work and in our expansive Capital Campaign for a Stronger Southside. Pursuing the Capital Campaign was one more way we were saying that pandemic or not, we were committed to South Atlanta's long-term flourishing.

Towards the end of 2020, we gathered experts, partners, and people who

love FCS to help us launch the Capital Campaign. We came up with the big goal of seeking \$8 Million in funds to grow long-term capacity to sustain and expand our work in Historic South Atlanta.

The approach was comprehensive. Many capital campaigns focus on one area - a building, a program. For us, it was critical to raise funds for a vision that was holistic. We wanted to invest in key areas that could all come together to build a lasting impact.

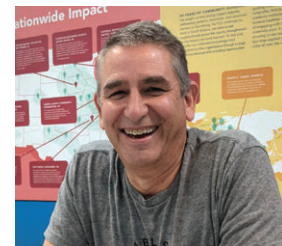
Board members, long-time supporters, and new partners formed a guiding Capital Campaign committee. Together, this committee and the FCS Board committed more than \$1 million of the funds. This group, in turn, gathered a dynamic group of civic and business leaders to lead the campaign which included both Atlanta-based and national funders.



We have been thrilled with the results of this relational, holistic approach! By December 2021, the campaign surpassed its goal and raised a total of \$8,590,000 in funding to strengthen and secure South Atlanta's future. Today, we have broader support and stronger capacity, despite the continued challenges we face. Our neighbors have broader support and stronger capacity, too.

Now, we are eager to create equity and unlock opportunity throughout South Atlanta. "FCS has given residents a way to influence the development process, and they have made sure that development happens in a way that strengthens the entire neighborhood," remarked Lisa Haygood, an FCS Board Member and historic resident and leader in South Atlanta.

Because we are interconnected, we know that our neighbors' flourishing will reverberate far and wide for generations to come. ■



JIM WEHNER
President



CHRIS GRAY
Board Chair

2021 BY THE NUMBERS

Your support is key to unlocking opportunity in Historic South Atlanta! We continue to be blown away by the generosity of people like you, and it is your commitment that will open new doors to flourishing in years to come. We steward your gifts with utmost care. Thank you for being the key to unlocking transformation here!

During 2021 FCS successfully launched and completed a Capital Campaign for a total of **\$8,590,000**. The campaign included gifts and pledges from **140** foundations and individuals. Together the Capital Campaign Committee and FCS Board of Directors pledged **over \$1M** towards the Campaign. ■

REVENUE SOURCES

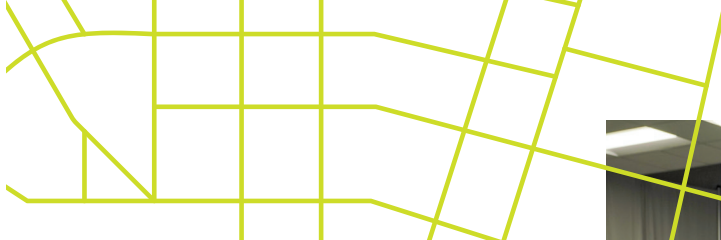


■ Capital Campaign:	<u>\$5,024,798</u>
■ Philanthropic:	<u>\$2,431,713</u>
■ Program Generated:	<u>\$2,345,245</u>

EXPENSES



■ Program:	<u>\$4,022,077</u>
■ Fundraising:	<u>\$555,582</u>
■ Administrative:	<u>\$352,000</u>





MIXED-INCOME HOUSING



HAVEN: BUILDING A LASTING, MIXED-INCOME COMMUNITY

On June 21st, we gathered with city officials, partners, FCS staff and board members, and neighbors to celebrate the groundbreaking of Haven at South Atlanta! In partnership with Pennrose, we began to build a multi-family development in our neighborhood for the first time.

Once completed, Haven will be an 84 unit residential community. Of the 84 units, 71 will be available to families at 50-60% of Area Median Income. The additional 13 units will be available at market rate rents. The Garden-Style apartments will feature one-bedroom, two-bedroom, and three-bedroom units for neighbors. As of January 2022, it is the biggest development in Historic South Atlanta.

"This is a 14-year vision for us," Jim Wehner shared at the groundbreaking, noting how the FCS Board and neighborhood organizations like the South Atlanta Civic League provided leadership, support, and vision to this project. ■

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UNLOCKING INNOVATION IN HOUSING: ACCESSORY DWELLING UNITS

We brought a new model of boosting housing density to Historic South Atlanta by building the first Accessory Dwelling Units (ADUs) in our neighborhood.

ADUs, or “backyard cottages” are permanent dwellings legally connected to a larger home. It’s usually on the same property as a main house, often in the backyard. In 2021, we teamed up with Backyard ATL, a place-based design and development practice, to begin constructing 6 of these in Historic South Atlanta. Our neighbor Tanisha Corporal decided she wanted the first two in her own backyard!

“I really appreciate the opportunity to be a homeowner, to build wealth, and to leave an asset for my son,” Tanisha says. ■



UNLOCKING OPPORTUNITY IN SINGLE FAMILY HOUSING

We are proud to say that as of 2022, we have rehabilitated or constructed 200 homes in Historic South Atlanta! Creating homes for neighbors at a variety of income levels remained essential to our work in 2021, and we know it will continue to grow.

Since 2018, we began acquiring 20 additional single-family rental units to serve low- to moderate- income families, bringing the total number of FCS single-family rental homes to 31 units by the end of 2025. Alongside these rental units, FCS will create another 45 single-family units for home ownership. At least 12 of these units will receive mortgages through FCS's own lending program and a portion will also be part of FCS's own neighborhood land trust—ensuring generational affordability on these investments. ■



**BY THE END OF 2025,
FCS WILL BRING 31
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OWNERSHIP.**



NEIGHBORHOOD ENGAGEMENT



UNLOCKING OPPORTUNITY WITH THE SOUTH ATLANTA FOOD CO-OP

When the pandemic first broke out, the South Atlanta Food Co-op changed its model. Instead of meeting at the FCS offices every other week, a small group of neighbors traveled to Urban Recipe's main facility to create boxes of food for 40 South Atlanta families.

After a year-and-a-half of this model, neighbors began approaching our team asking to "come home." Our partners at Urban Recipe collaborated with us to create a pandemic-safe way to bring the co-op back home to Historic South Atlanta.

As soon as the co-op returned, neighbors traded air-hugs at each session, faces beaming beneath their masks. The Food Co-op has been in our space ever since, unlocking an opportunity to boost food security and access to a supportive community. ■

OPENING DOORS FOR MENTAL HEALTH SUPPORT

Our team responded to ongoing pandemic stress by partnering with neighbors and other organizations to bring mental health support to Historic South Atlanta.

Early in the year, we held a series of neighbor-led support sessions. Residents gathered at FCS' offices for a guided Healing Circle for several consecutive Tuesdays.

Shortly after, we partnered with Start:ME Southside Alumna Lorraine McCall to bring an evening of yoga and meditation to our neighbors. Adhering to Covid protocols, neighbors were able to care for their bodies and minds. ■

ADHERING TO COVID PROTOCOLS, NEIGHBORS WERE ABLE TO CARE FOR THEIR BODIES AND MINDS.





UNLOCKING OPPORTUNITY FOR JOY WITH PRIDE FOR PARENTS

Every year, Pride for Parents unlocks opportunity Historic South Atlanta families to shower their loved ones with generosity! This year, we were thrilled to host more than 500 Historic South Atlanta families in the affordable toy store. We sold more affordable toys than ever before, over 4000.

We were also grateful to welcome back more than 90 volunteers with Covid-safe protocols. ■

UNLOCKING OPPORTUNITY FOR YOUTH

In light of the ongoing stressors young people faced last year, our team continued to unlock opportunity for youth to flourish. One youth group member says youth can “show their true selves because everyone is very supportive.”

We partnered deeply with Purpose Built Schools Atlanta and other organizations that are transforming education in our neighborhood. Thanks to a strategic grant, we were able to distribute 431 devices such as chromebooks, laptops, and smartboards. ■



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UNLOCKING OPPORTUNITY FOR VACCINATION

We were thrilled to unlock opportunities for neighbors to receive protective equipment, reliable health information, and vaccines in 2021! Thanks to a strategic grant from the Harlem Children's Zone, we were able to share 15,764 masks to households in South Atlanta.

Then, on March 30th, we partnered with Piedmont Health Foundation and Mt. Pleasant Baptist Church to host a vaccine site in Historic South Atlanta. Over 400 neighbors came to receive their vaccines. ■



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UNLOCKING HISTORY

We cannot secure an equitable future for Historic South Atlanta if we do not take time to recognize and honor its past. That's why we took strides in 2021 to begin preserving Historic South Atlanta's rich legacy more intentionally. We collaborated on commemorative events and began partnerships to catalogue and preserve Historic South Atlanta's history. ■

HONORING RESILIENCE AND REMEMBERING BROWNSVILLE

As part of our initiative to acknowledge and affirm our community's history, we connected with the Fulton County Remembrance Coalition to hold an important event: Honoring Resilience and Remembering Brownsville.

The event was designed to recognize the pivotal role that our neighborhood played in ending the Atlanta Race Massacre. It sought to commemorate the event and honor the people who were affected, including those who lost their lives in the violence. On September 23rd, FCS staff gathered alongside 100 or so others to commemorate the 115th anniversary of the Massacre and honor the people who were affected, including those who lost their lives in the violence.

We are humbled to have the chance to unlock the history of South Atlanta. ■

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ECONOMIC DEVELOPMENT



UNLOCKING FRESH FOOD AND EMPLOYMENT

Over the summer, we renovated both Carver Market and Community Grounds to unlock more opportunities for our neighbors. At Carver Market, the expansion created 1,200 sq. ft of new retail space, tripled refrigerated capacity, added a much-needed loading dock, expanded and improved kitchen capacity, and upgraded 20-year-old building systems. Carver Market and Community Grounds can now serve 100 more families per day, and increase sales by 33%. The stores have added four new staff positions and now sustain 17 local jobs for Historic South Atlanta neighbors.

“Community Grounds is a safe space within the neighborhood and I absolutely love how it’s walking distance from where I live,” says Matt, a staff member. ■

THANKS TO THE
RENOVATION AND
EXPANSION:



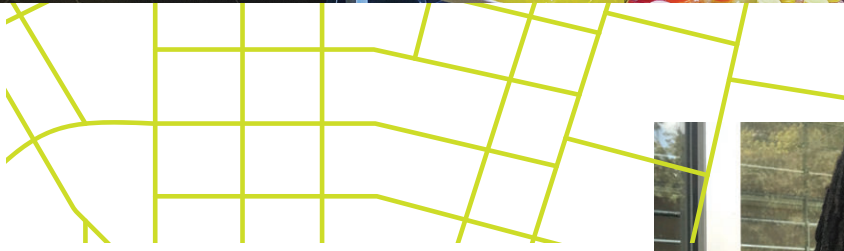
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UNLOCKING A THRIVING BUSINESS DISTRICT

In early 2017, FCS acquired the former Harold's BBQ property at the corner of McDonough Boulevard and Lakewood Avenue. We will be working with a development firm to create a projected 17 new micro-commercial spaces on this property.

When Johnson's Service Center became vacant in 2018, FCS purchased this property as well. This property provides a perfect opportunity for a small mixed-use development that provides space for a sit-down restaurant as well as affordable multifamily units. ■

UNLOCKING OPPORTUNITY FOR LOCAL ENTREPRENEURS WITH START:ME

Local business and entrepreneurship is key to unlocking opportunity. Start:ME is a 14-week intensive training program for aspiring local entrepreneurs, presented in partnership with Emory University. The Start:ME 2021 Cohort launched 45 ventures, including more than a dozen on the Southside. Combined, Start:ME 2021 cohort businesses created 36 jobs and generated \$427,000 in revenue. ■



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TRAINING & CONSULTING



UNLOCKING OPPORTUNITY FOR HOLISTIC DEVELOPMENT

We unlocked exciting new opportunities to share our insights with other organizations through the Lupton Center's work. As of December 2021, the Lupton Center was providing access to 19 in-depth online courses designed to teach others about FCS' model, and had consulted with more than 35 organizations to share best practices in neighborhood development. ■



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UNLOCKING OPPORTUNITY AND LAUNCHING TWO NEW CITY SHAPERS COHORTS

In 2021, the Lupton Center launched two new City Shapers cohorts in Alton, Illinois and Holland, Michigan who will participate in a two-year intensive training program designed to foster lasting community impact. Over the next four years, 10 more City Shapers cohorts will be established in communities across the country.

“City Shapers felt perfect for us because we were saying ‘let’s build a coalition.’ City Shapers gives us a chance to do that,” said Peter, one of the lead City Shapers contacts from Alton. ■

UNLOCKING OPPORTUNITY WITH THE FLOURISHING NEIGHBORHOOD INDEX

In autumn, we launched our bi-annual assessment of our work’s impact using the Flourishing Neighborhood Index. The index, or FNI, lets neighbors speak into our priorities as an organization and helps to set our long-term plans. It’s a chance for us to live out all three of our values — neighboring, dignity, and development — at once!

Thanks to the Capital Campaign, the Lupton Center will be seeking to partner with new organizations to bring the FNI process to six new neighborhoods by 2025. ■

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AFTERWORD

WE ARE DEDICATED TO CONTINUING TO PARTNER WITH LONGTIME NEIGHBORHOOD RESIDENTS TO UNLOCK OPPORTUNITY IN HISTORIC SOUTH ATLANTA.

These partnerships, along with the generous support of people like you, are key to ensuring that Historic South Atlanta thrives. ■







FCSMINISTRIES.ORG
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