

ANNUAL REPORT

2025

Supporting Native Communities



FOUR DIRECTIONS
DEVELOPMENT CORPORATION



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A Note From
Matthew Lewis
Executive Director

As we reflect on the accomplishments of 2025, we are inspired by the resilience of the communities we serve and the partnerships that make our work possible. Despite the challenges facing Native communities, we expanded access to critical financial resources, strengthened civic engagement, and created opportunities that support self-determination and long-term well-being. These achievements are a testament to the dedication of our staff, Board of Directors, partners, supporters, and community members who share our vision of prosperity in Native communities. While challenges remain, we are encouraged by the progress we have made together and remain committed to our mission. We are proud to share the results of this year's work and look forward to building on this momentum in the years ahead.

Meet the Team

Executive Director

**Matthew
Lewis**



Residential Loan Officer

**Stephani
Bruni**



Community Development
Program Manager

**Jacques
Delli Paoli**



Financial Capabilities
Program

**Rebecca
Maynard**



Office Manager

**Kim
Miller**



Loan Administrator

**Tarryn
Newell**



Staff Accountant

**Jude
Perry**



Credit Operations Officer

**Simon
Perry**



Deputy Director

**Sarah
Woog**



Business Advisor &
Marketing Strategist

**Jonathan
Warren**



Vision & Mission

Four Directions Development Corporation is a nonprofit Community Development Corporation and Native Community Development Financial Institution (CDC/CDFI) certified by the US Department of Treasury. Established in 2001, Four Directions was created by the Penobscot Indian Nation. It was the first Native CDFI in Northern New England and is the only Native CDFI in Maine.

Our Mission

To improve the social and economic conditions of the Native American tribes in Maine – the Penobscot, Maliseet, Mi'kmaq, and Passamaquoddy – through education and investment in affordable housing, tribal business ventures, and Native entrepreneurship.



Our Goals

- Increase homeownership among tribal members
- Improve the quality of housing for Native American people
- Increase the number of Native-owned businesses
- Raise the levels of financial literacy among tribal members
- Build the business skills of Native American entrepreneurs
- Attract and leverage capital to Indian Country

Program Goals

Introduction

Four Directions creates impact by strengthening Native communities in Maine through housing, business support, and entrepreneurship. Our work helps build opportunity, expand access to resources, and support long term economic growth for Wabanaki people and communities.



Program Goals

Residential Lending

- **Program Goal 1:**

Help eligible families and individuals overcome upfront homebuyer costs by providing down payment assistance for safe and affordable homeownership.

- **Program Goal 2:**

Expand access to homeownership opportunities while supporting long term housing stability and stronger community wealth.

Financial Capabilities

- **Program Goal 1:**

Increase financial knowledge and confidence through practical education on budgeting, credit, savings, and money management.

- **Program Goal 2**

Help individuals and families build stronger financial habits that support long term stability and future asset building.

Small Business

- **Program Goal 1:**

Support entrepreneurs and small businesses with the tools, guidance, and resources needed to start, grow, and sustain their businesses.

- **Program Goal 2:**

Promote economic opportunity by helping small business owners build capacity, increase stability, and create long term success.

Community Development

- **Program Goal 1:**

Support community led projects that strengthen local capacity, expand opportunity, and address long term community needs.

- **Program Goal 2:**

Promote sustainable community growth by investing in partnerships, planning, and initiatives that improve quality of life.

2025

FDDC BY THE NUMBERS



LOANED
\$24.7M

SINCE INCEPTION



COMMUNITY DEVELOPMENT



\$250K

RESIDENTIAL LENDING

Downpayment Assistance



\$85K

Home Loans



\$1.6M

VITA



210

Tax Returns



EITC = Earned Income Tax Credit
CTC = Child Tax Credit

EITC: \$41,620

CTC: \$14,065

FINANCIAL CAPABILITIES



177

Financial Capabilities Clients

73

Financial Counseling Clients

SMALL BUSINESS



149

Small Business Clients

WABANAKI LEVEL FORMAL OUTREACH PROGRAMS



WABANAKI HOUSING CIRCLE
Semi-Annual



WABANAKI CONSORTIUM
Annual



WABANAKI CULTURAL TOURISM SUMMITS
Annual

Financial Position

As of 9/30/25

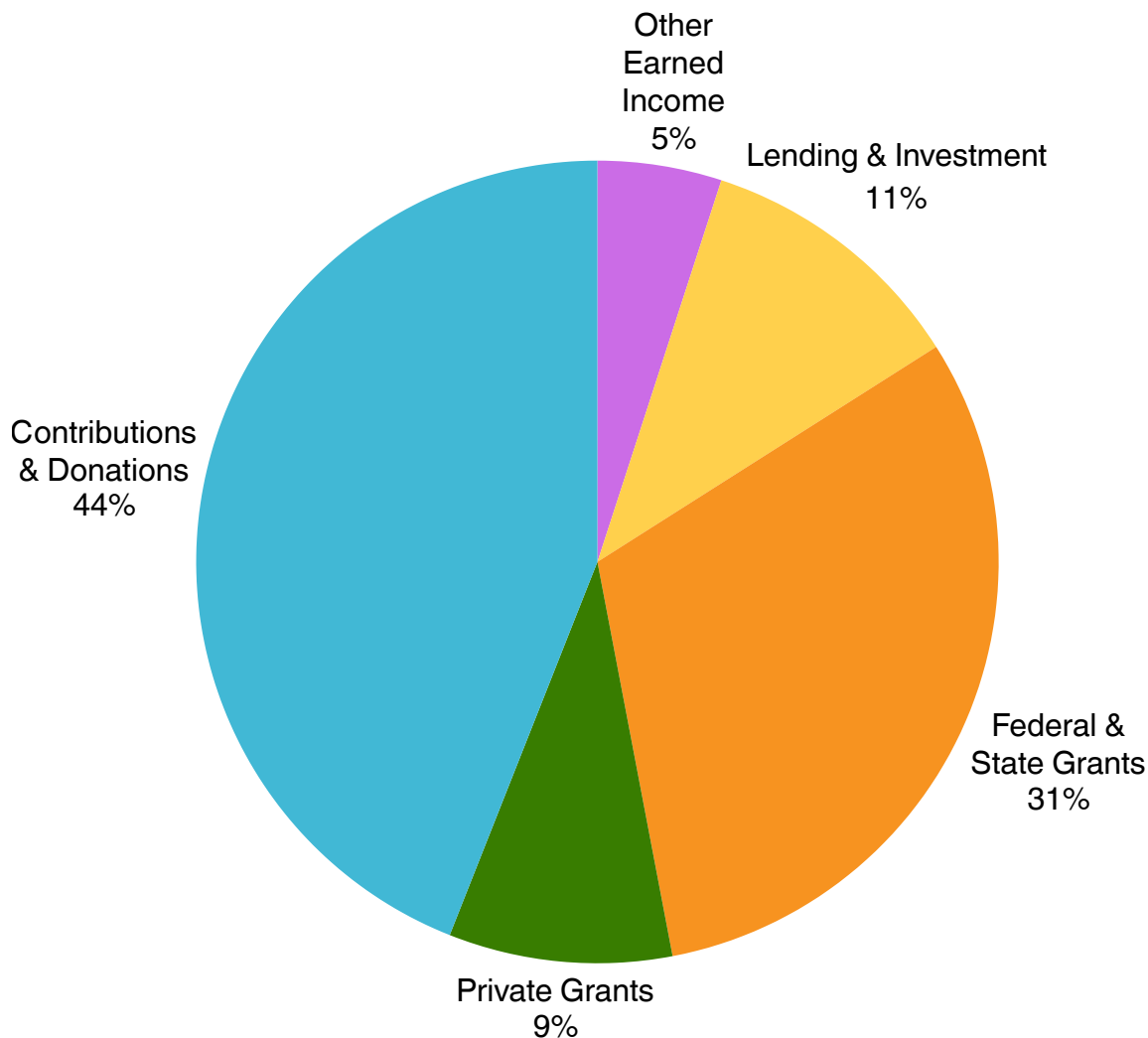
Assets	Amount
Cash & Cash Equivalent \$	7,383,220
Loans Receivable (Net of Allowance for Loan Loss)	\$9,875,311
Restricted Cash - Lending	\$2,121,462
Other Assets	\$557,052
Total Assets	\$19,937,045
Liabilities	Amount
Notes Payable	\$6,359,225
Other Liabilities	\$276,489
Total Liabilities	\$6,635,714
Net Assets	Amount
Net Assets, without restrictions	\$12,628,418
Net Assets, with restrictions	\$672,913
Total Net Assets	\$13,301,331
Total Liabilities and Net Assets	\$19,937,045

Statement of Activities

10/01/2024 - 09/30/2025

Revenue	Amount	Expenses	Amount
Lending and Investment	\$799,309	Salaries and Fringe Benefits	\$875,415
Grant and Donations	\$5,907,247	Residential Lending	\$224,365
<i>Federal and State Grants</i>	\$2,196,240	Community Development	\$760,032
<i>Private Grants</i>	\$639,491	Financial Capabilities	\$19,418
<i>Contributions and Donations</i>	\$3,071,516	Small Business Development	\$70,476
Other Earned Income	\$329,171	Management and General	\$462,838
Total Revenue	\$7,035,727	Total Expenses	\$2,412,544

One Year Review



Four Directions maintained a diverse and balanced revenue profile in Fiscal Year 2025, reflecting the strength of our partnerships and the sustainability of our mission-driven work. Donations accounted for 44% of total revenue, demonstrating strong support from individual and organizational contributors. Federal grants represented 31% of revenue, while private grants provided an additional 9%, highlighting continued investment in our programs and impact. Lending income contributed 11% of total revenue, underscoring the importance of our financial services activities, while 5% came from other income sources. This diverse funding base enables Four Directions to expand opportunity, strengthen Native communities, and advance economic self-determination throughout the region.

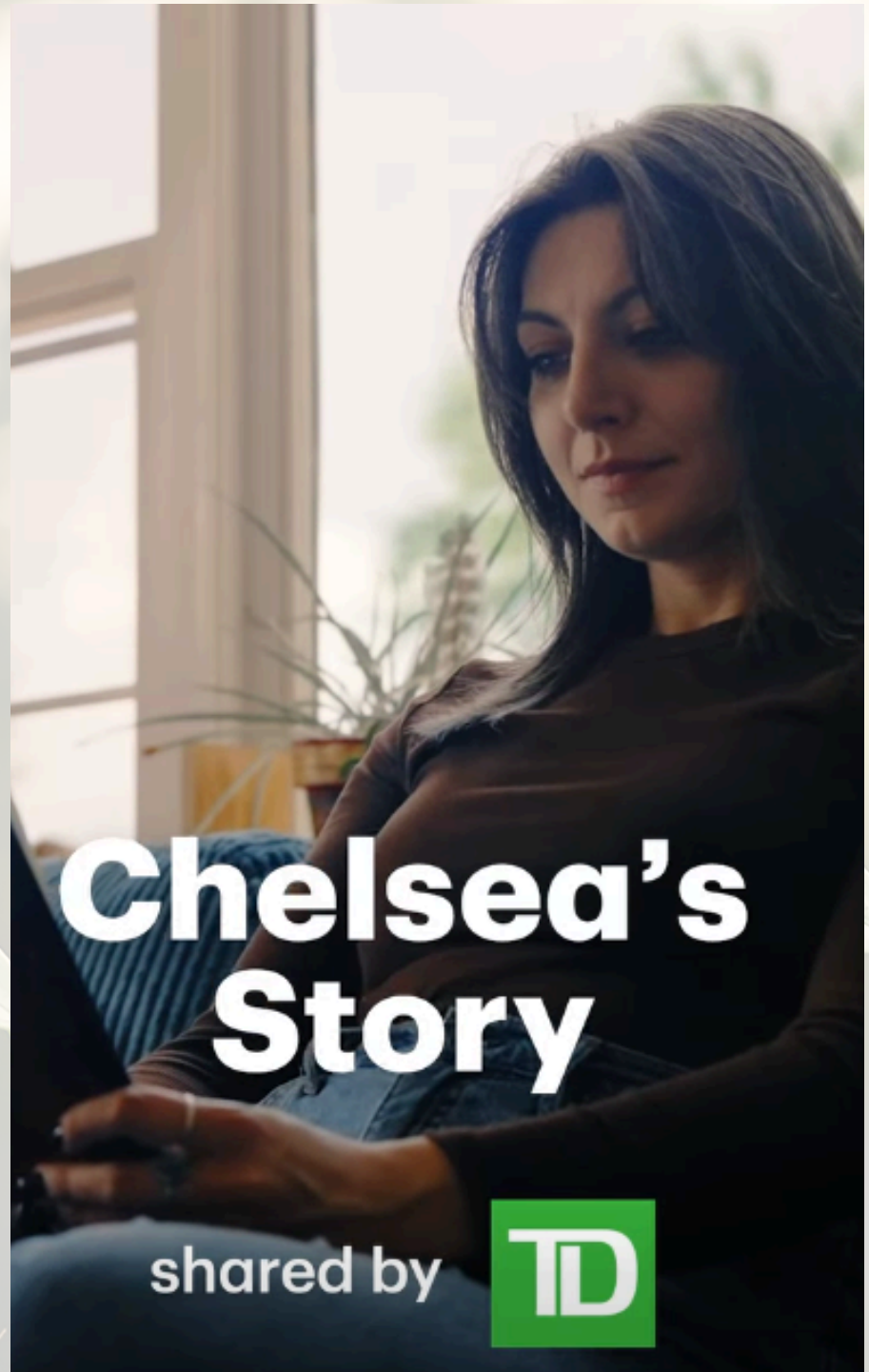
Success Stories

For many Indigenous families, barriers to homeownership extend beyond income and credit. Limited housing stock, systemic inequities, and historical mistrust of financial institutions continue to restrict access to mortgage financing. Four Directions Development Corporation (FDDC), a Native-led Community Development Financial Institution (CDFI), addresses these challenges by working directly within Tribal communities to provide culturally grounded financial education, mortgage readiness support, and down payment assistance (DPA).

Like many Native CDFIs, FDDC initially capitalized its DPA program through an Oweesta-led initiative with Wells Fargo. The program's success demonstrated clear demand and impact, creating a strong case for expansion. A subsequent partnership with TD Bank enabled Four Directions to scale this critical support and reach more Indigenous homebuyers. As part of this collaboration, TD and Four Directions worked with borrower Chelsea Chevaree to share her homeownership story.

This session will explore FDDC's DPA expansion and the TD-supported programs that have sustained it over several years. It will also feature Chelsea Chevaree's home-buying experience, including a screening of a video advertisement developed by TD and Four Directions that highlights her journey. The advertisement illustrates how down payment assistance delivered through a trusted, community-based CDFI can foster stability, reconnection to place, and long-term family well-being in Tribal communities.

Today, Chelsea is a homeowner on Indian Island, providing stability and security for her family. Her story demonstrates how partnerships rooted in trust and respect can transform individual lives while strengthening entire communities.



Success Stories



Cedar Falls Residents' Coop

Bangor, Maine

CDFI Partners:

The Genesis Fund – Four Directions Development Corporation – Cooperative Fund of the Northeast



126

HOMES PRESERVED



\$8.8M

PROJECT



\$250,000

**FDDC Participatory
Loan**



**Resident-Owned
Community
February 2025**



The Challenge:

In Maine, many manufactured home parks are being sold to corporate entities who drastically increase property rental prices, driving Mainers from their homes and into housing insecurity or worse.



The Solution:

CDFI's in Maine worked together to support the residents of Cedar Falls to purchase their park and become cooperative owners.



The Result:

Bangor's Cedar Falls Mobile Home Park is now officially owned by those who live there.

With 126 homes in the park, residents say they can now wake up feeling safe and secure in where they are living, a luxury they didn't have before.

BOARD OF DIRECTORS

NICHOLE FRANCIS | PRESIDENT

- Aroostook Band of Micmacs
- Term began March 2019

SUSAN HAMMOND | VICE PRESIDENT

- Penobscot Nation
- Term began September 2005

CATHERINE ST. JOHN | SECRETARY

- Houlton Band of Maliseets
- Term began August 2019

ERIC NICOLAR

- Penobscot Nation
- Term began August 2019

CHRISTOPHER PHILLIPS | TREASURER

- Houlton Band of Maliseets
- Term began April 2022

GABE PAUL

- Penobscot Nation
- Term began May 2016

AT-LARGE MEMBERS

MARTHA BENTLEY

- Osher Map Library Foundation
- Term began April 2022

JACOB PELKEY

- Northern Maine Development Commission
- Term began April 2022

ELIZABETH HAYWARD

- Machias Savings Bank
- Term began September 2025

VICKI RUSBULT

- Town of Lincoln
- Term began April 2022

AMY WINSTON

- Coastal Enterprises, Inc.
- Term began August 2025

ADVISORY BOARD

Our Advisory Board serves as a mentoring resource to the Four Directions management team, providing guidance and helping connect the organization with funding opportunities, strategic partnerships, and networks that support our continued growth and success.

POS BASSETT | TRIBAL CHIEF

- Passamaquoddy Tribe at Pleasant Point

SHEILA MCCORMACK | TRIBAL CHIEF

- Aroostook Band of Micmacs

KIRK FRANCIS | TRIBAL CHIEF

- Penobscot Nation

CLARISSA SABATTIS | TRIBAL CHIEF

- Houlton Band of Maliseet Indians

WILLIAM NICHOLAS | TRIBAL CHIEF

- Passamaquoddy Tribe at Indian Township

WILLIAM LUCY | EXECUTIVE VICE PRESIDENT, COMMERCIAL SERVICES

- Katahdin Trust Company

Contact Us



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