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**Enterprise Community Partners**

# 2018 Results Scorecard







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## — It All Starts With Opportunity —



At Enterprise, we strive to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.

At the heart of our mission is fostering and promoting equitable, inclusive, and sustainable communities. Our place-based strategies, coupled with the breadth of our expertise, allows us to do this by building the capacity of and providing technical assistance to local community development organizations; ensuring that our decisions are informed by data and evidence; developing innovative programs to address complex issues; advocating for systems change at all levels of government; and deploying capital in creative and impactful ways.

### WOVEN THROUGHOUT OUR WORK ARE FIVE KEY OPERATING IMPERATIVES:

- 1. Pursuing Outcomes:** From ground-breaking pilots to transformative policy, innovative capital solutions, scaled interventions, and systems change, we remain laser-focused on improving the outcomes of those living in low-income communities.
- 2. Informing Our Work with Data:** Using our Opportunity360 platform, we can better design strategies that build on the assets of communities.
- 3. Advancing Racial Equity:** This imperative must be both a practice and an outcome.
- 4. Integrating Green/Climate Resiliency/Cultural Resiliency in Our Work:** Today's solutions must recognize the challenges of tomorrow if our most vulnerable communities are to thrive.
- 5. Aligning, Deploying and Leveraging Our Primary Levers:** No other organization has the diverse platform that Enterprise offers to address the effects of structural barriers to equitable outcomes for all of our citizens.



## The Framework in Action

The Opportunity Framework serves as a lens to bring our mission from the aspirational to the operational. By focusing on specific outcomes—housing stability, economic security, health and well-being, education and mobility—we are able to narrow our focus and achieve the disruptive change necessary to build or strengthen the pathways that lead to positive outcomes. In 2018, we chose to further focus our efforts on three of those outcomes—housing stability, economic security, and health and well-being—which are central to the work we do at Enterprise.



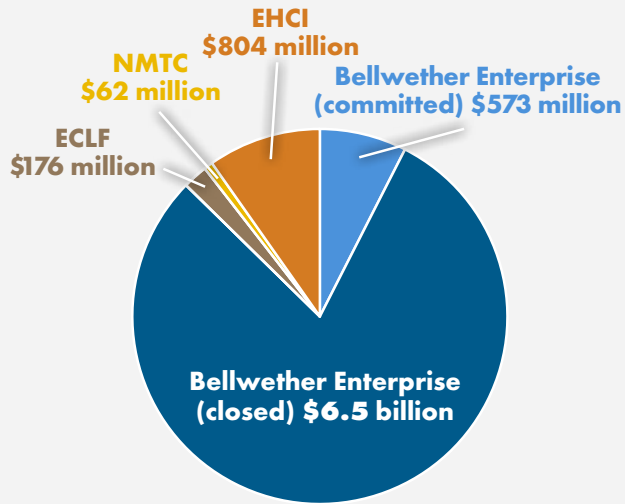
## At-A-Glance

The following pages represent a set of organizational performance measurement dashboards reflecting Enterprise's accomplishments in 2018. The dashboards are organized by our Capital, Solutions and Policy work, representing the key ways that we influence the industry and transform communities. The performance metrics included in these dashboards provide a snapshot of Enterprise's integrated efforts to achieve our mission.

## CAPITAL

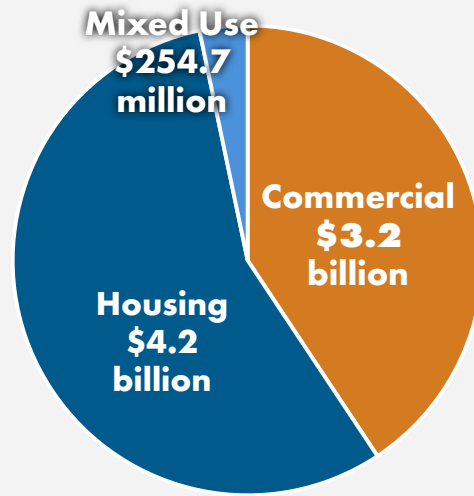
### \$8.2 BILLION TOTAL INVESTMENT

(\$7.6 billion closed in 2018)



Enterprise financed housing in **467 cities** across **44 states** and the District of Columbia.

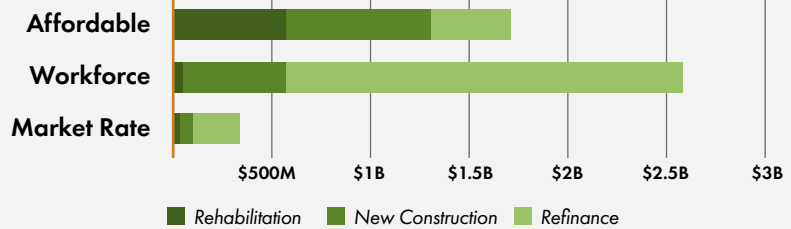
### CLOSED DEALS BY TYPE



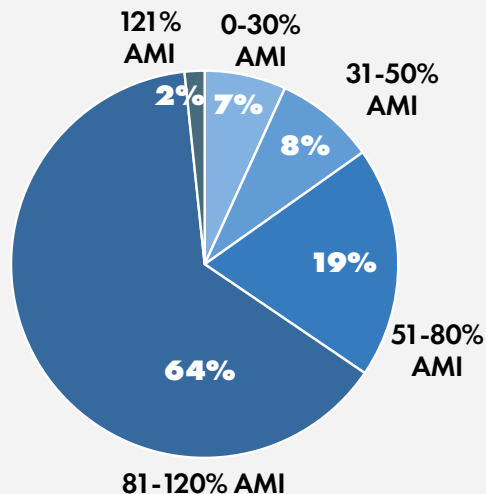
Includes Bellwether Enterprise, Enterprise Community Loan Fund, Enterprise Housing Credit Investments, and New Markets Tax Credit.

### HOUSING BY TYPE

The majority of our housing investment preserved affordable and workforce homes, with **26.9%** of total investment supporting new construction.



### HOUSING INVESTMENT (BY AMI RANGE)

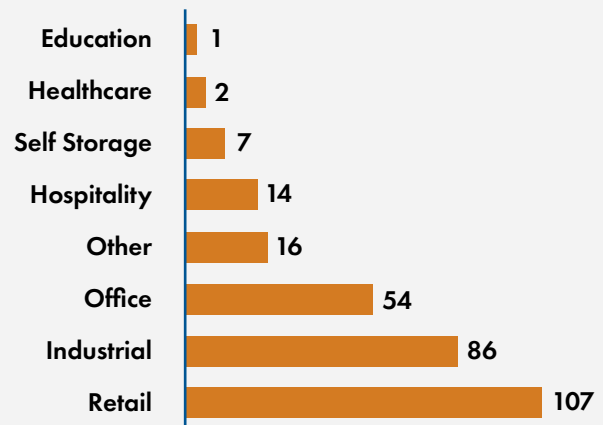


Includes investment from all business lines and Solutions grant funding.

### COMMERCIAL INVESTMENT

Enterprise catalyzed opportunity through investment in **287 commercial projects**.

#### NUMBER OF COMMERCIAL PROJECTS BY TYPE



Includes Bellwether Enterprise, Enterprise Community Loan Fund, and New Markets Tax Credit.

NOTES: Investment Totals: Total investment is not calculated for grant-supported properties (Section 4 and private funding sources). The Commercial Investment and Housing by Type charts exclude investment in mixed use properties.

## SOLUTIONS

### OPPORTUNITY PATHWAYS

Pathways to opportunity occur at four different levels. Enterprise provides grants, training and TA to organizations working at all four levels.



### GRANTS COMMITTED

**\$30.8M**  
— to —  
**252 organizations**

#### GRANT TOTALS AND PURPOSE

|                                                                       |
|-----------------------------------------------------------------------|
| <b>\$3.0M</b><br>Rose Fellowship, Policy, Advocacy                    |
| <b>\$8.8M</b><br>Land Banks, Evaluation & Neighborhood-Based Services |
| <b>\$16.1M</b><br>Predevelopment, Preservation, Production            |
| <b>\$2.8M</b><br>Homelessness, Disaster Recovery                      |

### TECHNICAL ASSISTANCE AND TRAINING

Enterprise markets provided TA to more than **150 organizations**. | **12,080 people** attended **188 trainings**.

#### TRAININGS

|                                               |
|-----------------------------------------------|
| <b>7,312 attendees</b><br><b>65 trainings</b> |
| <b>1,171 attendees</b><br><b>29 trainings</b> |
| <b>2,994 attendees</b><br><b>72 trainings</b> |
| <b>603 attendees</b><br><b>22 trainings</b>   |

#### NUMBER OF ATTENDEES BY TRAINING TOPIC\*

|                               |       |
|-------------------------------|-------|
| Public Housing/RAD            | 321   |
| Policy/Advocacy               | 582   |
| Organizational Capacity       | 2,921 |
| Opportunity Zones             | 2,877 |
| Education                     | 245   |
| Regional Collaboration        | 775   |
| Neighborhood Planning         | 548   |
| Financing Real Estate         | 697   |
| Resiliency/Green Building     | 998   |
| Production/Preservation       | 1,224 |
| Resident Services/TOD Support | 199   |
| Homelessness/PSH              | 463   |

\* Smaller trainings were not included in attendee count.



## — SOLUTIONS —



### OPPORTUNITY360

- **More than 60,000 downloads** of Opportunity360 materials
- **Almost 1,500 attendees** at Opportunity360 webinars
- **More than 99,000** views of the **Opportunity Zones** Explorer Tool
- **Launched** Opportunity360 **Housing Stability Profiles**

## ADVANCING THE FIELD THROUGH THOUGHT LEADERSHIP

More than **56,000 downloads** from the Enterprise Resource Center (ERC), with 157 new resources posted to ERC in 2018.

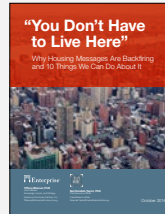
Enterprise had over **137,000 blog views** and **14,000 social media brand mentions** in 2018.

### — TOP REPORTS DOWNLOADED —



1

Policy Focus:  
Opportunity Zones  
Program



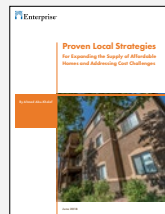
2

You Don't Have  
to Live Here



3

Opportunity  
Zones Data  
Justification Tool



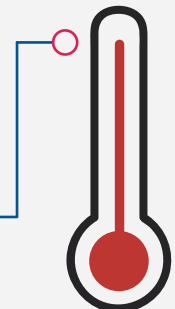
4

Proven Local  
Strategies for  
Expanding the  
Supply of  
Affordable Homes

## EXCEEDED ANNUAL FUNDRAISING GOAL



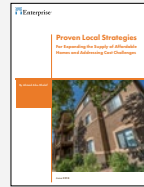
**Enterprise raised \$25.58 million in 2018** to support our work to build access to opportunity, exceeding the **\$25 million fundraising goal**.



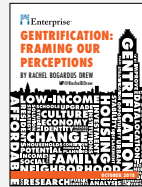
## POLICY

### DEVELOPING POLICY SOLUTIONS

4 New Research Reports Released



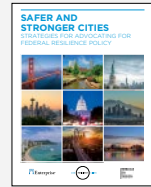
PROVEN LOAN STRATEGIES



GENTRIFICATION: FRAMING OUR PERCEPTIONS



PROMOTING OPPORTUNITY THROUGH eTOD



SAFER AND STRONGER CITIES

### CONGRESSIONAL ADVOCACY THAT WORKS

**Enterprise's federal policy efforts, including 276 congressional visits,** supported significant funding increases for many affordable and community development programs in the fiscal year 2018 omnibus spending package, including:

- **\$1.36 billion in funding for HOME and \$3.3 billion for CDBG,** the highest level of funding either program has seen in seven years.
- **12.5% increase in LIHTC allocation authorized for 2018-2021** with a new option for income averaging in Housing Credit developments.
- \$35 million in Section 4 funding.
- \$29.6 billion for long-term disaster recovery.

### PROGRESS AT THE STATE AND LOCAL POLICY LEVEL

**Washington:** Increased real estate document recording fee to fund homeless services, expected to generate \$26 million in new funds.

**Michigan:** Incorporated Opportunity360 into the State's QAP scoring criteria.

**Cleveland:** Advocated for and received an additional \$9 million in the State QAP allocated to the 3 biggest cities.

**New York:** Leading policy campaigns/coalitions for: Fair Housing, source of income discrimination, family homelessness, rent regulation.

**Washington DC:** Dedicated \$40 million per year for the next two years to the new Preservation Fund.

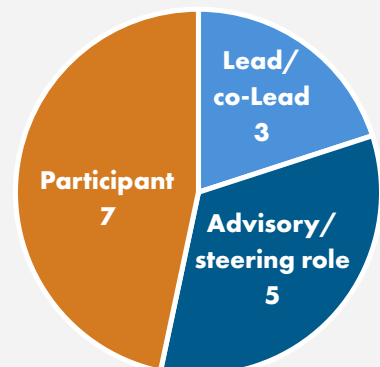
**Los Angeles:** City Council increased highest residential fee in the Affordable Housing Linkage Fee Structure, raising the estimated total revenue to \$111 million per year.

**Denver:** City Council added source of income protection to the city's anti-discrimination ordinance.

**New Orleans:** City Council approved New Orleans Master plan, including provisions to increase density along major transit corridors.

### LEADING THE INDUSTRY

Enterprise continues to lead, advise or participate in **15 national policy coalitions.**



### COMMUNICATING THE NEED

**4.9K** Enterprise Community Developments Newsletter subscribers

**7.9K** Enterprise Capitol Express Newsletter subscribers

**18.7K** EnterpriseNow Twitter followers

**ACTION Campaign** membership has grown to include **2,200+ organizations.**











## SECTION I: Achieving Our Goals Through the Opportunity Framework



### HOUSING STABILITY

Housing stability is the cornerstone of Enterprise's work to expand access to opportunity, including both the production and preservation of affordable housing in communities across the country. In 2018, we further developed a strategy for our work on housing stability through a series of Strategic Roundtables focused on 5 key topics: preservation; homelessness; land use, tax-exempt land and zoning; public housing; fair housing and a both/and approach to community development. These roundtables brought together disparate pieces of work that will lead to a comprehensive strategy for increasing housing stability in 2019.

### Enterprise aligned technical assistance and industry expertise with capital resources to produce and preserve affordable housing.

- Invested more than \$4 billion in housing in 2018, including both capital investment and grantmaking support.
- Supported more than 19,000 homes that are affordable to low-income families (earning up to 80% of AMI) through our housing investments and 36,000 workforce homes that are affordable to people making 80-120% of AMI.
- Aggregated capital to deploy across Enterprise markets and strengthen opportunity outcomes, including:
  - *Loan Fund CDFI Fund: \$4.125 million*
  - *Opportunity Fund: \$3.85 million*
  - *Capital Markets: \$797.7 million*
  - *Housing for Health Fund: \$15 million*
- Organized a peer exchange for 33 leaders from Atlanta to visit Seattle and learn about achievable solutions to affordable housing challenges that can be scaled to other cities.
- Developed a JV playbook, as well as four trainings, to assist CDCs, supportive housing nonprofits, minority or woman-owned business enterprises and faith-based developers interested in partnering.
- Launched the Rural Rental Housing Preservation Academy, which will be scaled to new locations after a successful start in Texas.
- Aligned our expertise and capital resources to respond quickly to disastrous fires in California and shape a strategy for recovery.

## Successful advocacy efforts shaped policy at the national, state and local level to create new resources for affordable housing.

- Together with our partners, Enterprise successfully advocated for the first expansion of the Housing Credit in 10 years, including a 12.5 percent increase in Housing Credit allocation for four years (2018-2021) and a new option for income averaging in Housing Credit developments.
- Strong advocacy from Enterprise and our partners helped to protect key programs in both 2018 and 2019. The FY18 omnibus significantly increased affordable housing resources, including several key programs:
  - *HOME was funded at \$1.36 billion for FY18, a 43 percent increase from FY17 and the highest level the program has seen in seven years.*
  - *CDBG saw a 10 percent increase, going from \$3 billion to \$3.3 billion in FY18.*
  - *Section 4 received level funding at \$35 million.*
- Enterprise worked with lawmakers, officials, and a broad coalition of stakeholders to advocate for a more equitable federal disaster recovery process and greater disaster resilience, including \$29.6 billion for long-term disaster recovery and the passage of a landmark bipartisan bill to permanently authorize HUD's disaster recovery program out of the House Financial Services Committee.
- Enterprise provided critical, time-sensitive information to guide states in nominating qualified Opportunity Zones, engaged deeply in the regulatory process at the federal level, advocated for an open and transparent process that takes community needs into consideration, and developed a strategy for Enterprise's own Opportunity Funds.
- The 2018 Washington legislative session ended with a substantial increase in resources for affordable housing, including—
  - *\$106.8 million in the Biennial Capital Budget for the Housing Trust Fund, which is expected to create 3,000 additional units of affordable housing.*
  - *\$112.5 million for affordable housing and brownfields redevelopment, weatherization, community behavioral health facilities and predevelopment and feasibility work on innovative housing projects that use alternative materials, structures or parcels.*
  - *\$26 million for homeless services funded by an increase in real estate recording fees.*
- The District of Columbia dedicated \$40 million per year, including private investment leverage, for the next two years to the new Preservation Fund.
- The City of Baltimore created a new local housing trust fund, including a dedicated revenue source, which will ultimately yield \$20 million annually for housing projects.



## **Fostering strong partnerships helped us to advance our mission.**

- Enterprise announced a combination with the Community Preservation and Development Corporation (CPDC) that will strengthen communities and preserve the affordability of more than 5,100 homes for seniors and families.
- In partnership with the Texas State Affordable Housing Coalition, we jointly awarded \$1 million to 27 nonprofits engaged in recovery and rebuilding following Hurricane Harvey and participated in five technical assistance webinars to support the recovery efforts.
- An innovative community resilience program in Los Angeles will channel new and existing capital into low-income communities of color to prepare them for natural disasters without triggering displacement. This ground-breaking partnership with the Mayor's Office, California Office of Planning and Research brought together over 100 multisector stakeholders to co-design solutions to build more socially resilient communities.
- In partnership with the Fair Housing Justice Center, Enterprise convened a Regional Affordable and Fair Housing Roundtable, comprised of nearly 30 housing organizations across the New York region. This effort established a policy platform entitled "Closing the Divide: Creating Equitable, Inclusive, And Affordable Communities," which culminated in a one-day summit with nearly 400 attendees.

## **Building capacity and providing best-in-class technical assistance helped to strengthen and support our affordable housing partners.**

- Enterprise Advisors created housing plans in Charlotte, Denver and Tacoma as part of our larger effort to support local strategic planning efforts around affordable housing, help to align federal, state and local policies and bring new funding and financing tools to communities.
- Ongoing success of the National Resource Network included the launch of a second State Resource Network in New Jersey to build on the pilot in Massachusetts, and multiyear financial plans and implementation activities in five cities.
- The Climate Strong Islands Initiative was successfully launched, with initial funding from the New York Community Trust, the Miami Foundation, and National Fish and Wildlife Foundation, to leverage the expertise, partnerships and resources of the public and private sectors at the local level to identify and develop solutions that make communities in Puerto Rico and the US Virgin Islands more resilient to climate and non-climate challenges.



## HEALTH AND WELL-BEING

In 2018, Enterprise leaned in on its commitment to healthy and affordable housing. With the hiring of a new vice president for health and housing, we deepened our partnerships with the health sector, building on our belief that homes are an essential tool for improving resident and community health. The work this year yielded significant dividends in early 2019, including a \$100 million commitment from Kaiser Permanente to bring affordable homes to the communities they serve. Our Health Begins with Home initiative, launched in January 2019, has the bold goal of putting \$250 million to work to promote health as a top priority in the development and preservation of affordable homes. This increased focus on improving the health and well-being of residents of low-income communities will help to address the documented health inequities experienced by people of color.

### Addressing homelessness, securing funding for health initiatives and advancing the field through gatherings and papers were all part of our efforts toward greater health in communities.

- Enterprise collaborated with county and city housing authorities and the Los Angeles Homeless Service Authority to deliver training and knowledge sharing to homeless service providers, building stronger capacity to navigate homeless populations into service-enriched housing.
- In Chicago, we secured funding to support the development of a \$50 million Health and Housing Fund and hosted a roundtable discussion focused on design for health with more than 30 industry leaders representing government, nonprofit institutions and health sector partners.
- We supported 20 housing and community development organizations in conducting health outcome evaluations through the Health Outcomes Demonstration Project, a three-year capacity building initiative designed to strengthen the connection between health and housing and foster cross-sector collaborations.
- Enterprise released a white paper entitled, "Preserving Permanent Supportive Housing in Los Angeles: What Will it Take?" which serves as a call to action for local government and other stakeholders about the unique barriers associated with preserving the city's 1,300 at-risk supportive housing units.
- We continued our commitment to energy efficient, climate resilient housing by kicking off the development of the 2020 Enterprise Green Communities Criteria and revamping our online certification portal.



## ECONOMIC SECURITY

Economic security continues to be a fundamental part of how Enterprise increases access to opportunity, primarily through stable, affordable housing. In 2018, we launched an Economic Mobility initiative to focus on integrating innovative economic mobility strategies with stable housing and other housing-based solutions. With a significant financial investment from the J. Ronald Terwilliger Foundation for Housing America's Families, the initiative is developing a robust strategy and implementing pilot initiatives in five Enterprise markets: Cleveland, Detroit, Los Angeles, New Orleans and New York City. This work laid the foundation for a \$1 million grant from the Ballmer Group and strategic research initiatives with the Urban Institute and other national partners.

### **Enterprise markets worked to ensure that low-income people have greater access to earned income and supported protections for renters faced with displacement and discrimination.**

- The Housing Authority of New Orleans received a Jobs Plus grant from HUD, enabling 150 public housing residents to increase their income over the next four years without experiencing any associated rent increases. Enterprise and our partner, Providence Community Housing, are providing resume writing and job referral services to help residents take advantage of this program.
- In New York, we launched a "rent as a credit builder" pilot to allow residents to build credit through rent payment, which has been adopted by numerous landlords. The NYC Controller has become a partner in this effort and the governor has mandated that all rental housing with state funds offer this tool.
- Enterprise's representation on the Los Angeles County's Tenant Protection Working Group resulted in the county adopting important policies that address the risk of displacement caused by rapidly escalating rents. These policies include a motion to temporarily stabilize rents for 200,000 residents living in Unincorporated LA County.
- The Denver market team successfully advocated for the inclusion of Source of Income in the anti-discrimination ordinance for the City of Denver.





## EDUCATION

While education is not typically a focus area for our work, it is a key driver for economic mobility. Work in 2018 was responsive to community initiatives around the connection between housing and education, particularly in the Pacific Northwest, Gulf Coast and Mid-Atlantic markets. In 2019, we will further explore this connection through a partnership with StriveTogether, a national nonprofit network dedicated to achieving better outcomes for children.

### **Supporting early learning, after-school care, and the evaluation of education + community development efforts helped us to make the case for aligning housing development with education.**

- The Pacific Northwest market published a report, “Home & Hope: Creating Early Learning and Affordable Housing Together,” that guides users through the process of developing affordable housing with early learning centers - from site selection to finance, design and, finally, operation. This report also includes policy recommendations aimed at improving the delivery of this type of mixed-use development.
- Enterprise was selected by the State of Washington to lead the creation of a CDFI Early Learning Fund in the state.
- Almost 100 children living in New Orleans’ Faubourg Lafitte development benefited from educational programming through an after-school program and summer camp, which Enterprise supported through fundraising efforts and coordination with service providers.
- Through Enterprise’s leadership and involvement, the Association of Baltimore Area Grantmakers funders agreed to support an analysis of outcomes related to 21st Century Schools and community development in Baltimore.



## MOBILITY

Enterprise increases mobility for low-income people by investing in affordable housing located near public transportation options, engaging in placed-based collaborations and advocating for policies and programs. Expanded mobility better positions low-income people to access opportunity, leading to better health, economic security, educational attainment and overall stability. While not one of the primary focus areas of Enterprise's work, mobility is intricately tied to all that we do and is an important part of ensuring that low-income people can benefit equitably from our investments.

### **Enterprise continued to expand mobility through our advocacy and financial support of transit-oriented development.**

- The New Orleans City Council approved a Master Plan that includes Enterprise-supported provisions to increase density along major transit corridors.
- Enterprise's advocacy efforts in Denver resulted in passage of the affordable fares program, providing a 40% discount on transit fares to low-income individuals at 185% of the poverty level and a 70% discount for students. Enterprise prepared outreach and advocacy materials, cultivated support among community leaders, testified at public meetings, created outreach materials and participated in drafting program parameters.
- In the Southeast market, Enterprise created a fund to finance developments that will include affordable housing for residents who make below-median wages and who are located near public transit.





## SECTION II: Toward a Stronger Enterprise



Enterprise's strength comes from our people, our innovation and our commitment to our mission and core values. As we grow in size and in the scale and reach of our work, we will take on new challenges and seek new ways to expand access to opportunity for vulnerable people and communities across the country.

### **We ensured financial sustainability through targeted fundraising, grants and contracts to support strategic opportunity-building initiatives across the country.**

- Enterprise received six gifts of more than \$1 million each, totaling over \$10.5 million. Givers included the Barr Foundation, Citi, The JPMorgan Chase Foundation and Capital Corporation, and UBS Americas.
- We built new funder relationships and strengthened existing partnerships through 23 multiyear funder commitments, building new funder relationships and strengthening existing ones.
- Enterprise expanded its reach by securing contributions from 489 new donors, with a dozen contributing \$100,000 or more.
- Enterprise committed \$30.8 million in grants to 250+ organizations in 120 cities or towns in 39 states, Washington DC and Puerto Rico
- Enterprise secured over \$16 million in outside opportunities.
- Enterprise received a \$600,000 3-year grant from the Ballmer Group to expand staff capacity in Detroit, strengthening our local efforts to build access to opportunity.
- Also in Detroit, a \$50,000 economic mobility grant enabled us to launch the Detroit economic mobility pilot with Sinai Grace hospital.

## Improving, supporting and streamlining internal processes and procedures enabled us to keep the focus where it belongs—on our mission.

- Solutions Operations Management was created in July 2018 to support the Solutions team by leveraging existing and new resources; driving process and technology initiatives; and optimizing the operational capacity and accountability of Enterprise. In addition, key expertise was added in the areas of grants and contracts, monitoring and compliance, and business and technology improvement.
- Partners Legal provided advice, counsel and documentation to the Enterprise family in a manner that was compliant with state or other requirements, protected the company from future liability or obligations, and provided good customer service. Notable activity included the transfer of the Open Doors program to a new entity (Open Doors, Inc.), the reorganization of ECLF under ECI, the wind-down of ImpactUs and Make Room, Inc., and the dissolution of Enterprise Louisiana Loan Fund LLC.
- Enterprise continues to develop a shared understanding of the core concepts of diversity, equity, and inclusion (DEI) and how we can embrace these concepts in our work. The DEI Council and Working Groups moved forward on a number of issues this year and Enterprise hired our first Director of Diversity, Equity & Inclusion, Carmen Phelps. Work was begun on developing the first-ever DEI strategic plan for the organization.
- A new video annual report increased Enterprise's engagement with more than 65,000 stakeholders, a 5,500% increase over the previous annual report. Additionally, Enterprise's Facebook views increased to over 50,000, the largest social media audience for any Enterprise annual report.







PREPARED BY:

**KNOWLEDGE ✦ IMPACT ✦ STRATEGY**