



Enterprise Social Return on Investment Report

2022



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WELCOME

When you invest with Enterprise, you're really investing in people like Dennis Willard. After losing his home in 2015, the military veteran spent the next four years struggling for shelter. Fast forward to today: Dennis is a maintenance technician of a 60,000 square foot facility, has a good home, a living wage, and runs a profitable side business. What happened in between is a story of his resilience, the support of a housing and jobs training organization, and the fruition of impact investing.

In our annual Social Return on Investment Report, we explore Dennis' story in detail.

We also dig into our numbers: \$10.2 billion invested, 78,000 homes created/preserved in 2022. They tell their own story – that when you partner with Enterprise, you can trust your investment will help achieve the deepest possible impact.

As Dennis' story will reveal though, no statistic can capture the years of struggle on the streets. And while his story is unique, Dennis isn't alone. Our report portrays the perseverance of others who also found support in HopeWorks – one of Enterprise's partners and the spotlight of our case study. From their collective stories, an overarching narrative emerges: that anyone is a bad break or a tough choice away from losing everything, but it's possible to write a second chapter with the right help.



Enterprise is known for our 40+ years' work in the affordable housing space, and that won't change. But our work is really about people like Dennis – the ones who turn the handle and open the door, to home.

Thank you for making our work possible.



Lori Chatman
Co-Interim CEO,
Enterprise Community
Partners and President
of Enterprise's
Capital Division

WHO WE ARE

Enterprise Community Partners is a national nonprofit that exists to make a good home possible for the millions of families without one.

Our Vision:

A country where home and community are steppingstones to more.

Our Mission:

To make home and community places of pride, power and belonging, and platforms for resilience and upward mobility for all.

Enterprise

- 40+ years of affordable housing and community investment experience.
- Fixed-income, tax credit and equity products for every need across the risk-return spectrum.
- Among the largest nonprofit CDFIs, LIHTC, NMTC and Preservation Equity investors in the country.
- Offering a risk-mitigated commitment to double-bottom-line investing.

Our Goals:



Increase Housing Supply
to meet the urgent need.



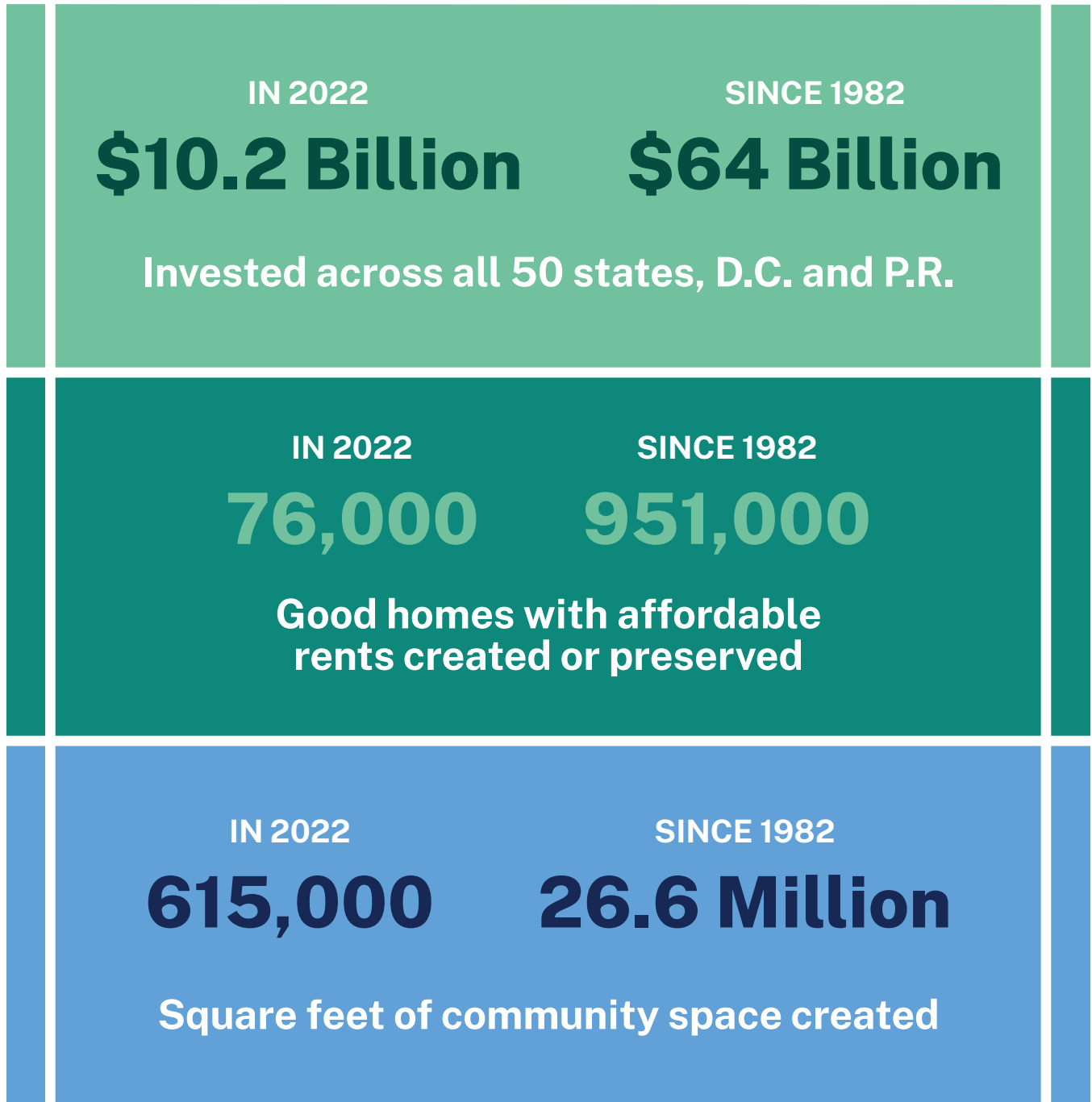
Advance Racial Equity
after decades of systemic racism in housing.



Build Resilience & Upward Mobility
to support residents, strengthen communities to be resilient to the unpredictable and make upward mobility possible.

OUR RESULTS

Thanks to our partners, 2022 was a record year for Enterprise – despite an ongoing pandemic, soaring inflation and persistent supply shortages.





We were named one of Fast Company’s Most Innovative Companies for launching The Renter Wealth Creation Fund –which provides renters the wealth building opportunities traditionally limited to homeowners through 1) monthly cash back for on-time rent payments, 2) resident services, and 3) a chance to share in the appreciation of the property.



We were named to The ImpactAssets 50 as an Emeritus Impact Manager, which recognizes impact fund managers that have achieved IA 50 status for at least 5 years and consistently demonstrate a commitment to generating positive impact.



We completed an initial closing of the Equitable Upward Mobility Fund, a \$190M LIHTC fund to support economic mobility with a focus on racial equity –and a goal of creating more than 900 homes and supporting nearly 2,500 residents.



We committed \$254M to housing providers of color (of \$383M raised to date) through Equitable Path Forward, our \$3.5B, five-year nationwide initiative designed to help dismantle the legacy of racism in housing.



We were awarded a \$55M New Markets Tax Credit (NMTC) allocation from the U.S. Treasury Department’s CDFI Fund– marking our 15th award and over \$1.1B received since the start of the program.

OUR IMPACT

With unmatched breadth, scale and expertise, our investment products achieve industry-leading impact.

Fixed Income

Enterprise Community Loan Fund. One of the largest publicly rated Community Development Financial Institutions (CDFIs) in the country, Enterprise Community Loan Fund delivers high-impact capital to the people and places that need it most.

A+ Rated by
Standard & Poor's*

AAA Highly Rated
by Aeris*

Member of Opportunity
Finance Network

2022	Cumulative
\$261M Invested	\$2.6B Invested
\$484M AUM	\$26.3B Dollars Leveraged
\$2.4B Dollars Leveraged	138,000 Homes Created/Preserved
6,380 Homes Created/Preserved	576,000 Health Care Visits Facilitated
317,000 SF of Community and Commercial Real Estate Developed/Rehabbed	16,200 School Seats Created
	9.1M SF of Community and Commercial Real Estate Developed/Rehabbed

*Aeris is a CDFI rating agency and rates CDFIs for both financial strength and Impact. Standard & Poor's Global ratings provides ECLF a rating as an issuer of securities. S&P also rated ECLF's Series 2018A General Obligation Sustainability Bonds which were issued in 2018. S&P updates both ratings on an annual basis. Neither the Aeris nor the S&P ratings should be interpreted as a statement as to the risks or suitability of an investment in securities issued by Enterprise Community Loan Fund other than the Series 2018A Bonds. Past performance is not a guarantee of future results.

Tax Credits

Low-Income Housing Tax Credits. Enterprise’s housing credit investments business is one of the most mature and largest Low-Income Housing Credit (LIHTC) syndicators in the country.

2022	Cumulative
\$1.7B Invested	\$19B Invested
\$14.7B AUM	193,000 Homes Created/Preserved
8,900 Homes Created/Preserved	2,700 Developments
23,000 People Housed	
15,000 Jobs Created	

New Markets Tax Credits. With more than \$1.1 billion of New Markets Tax Credit (NMTC) allocations under our belt, we are one of the most experienced investors in the country in partnering with investors and developers/project sponsors to strengthen neighborhoods and communities.

2022	Cumulative
\$50M Invested	\$1B+ Invested
\$205M Total Development Costs	\$4.9B Total Development Costs
316,144 Commercial sq feet developed/rehabbed	11.9M Commercial sq feet developed/rehabbed
8,200 Low-Income People Served	2M Low-Income People Served
1,305 School Seats Created	13,305 School Seats Created
1,700 Jobs Created	37,000 Jobs Created
15,000 Jobs Created	100 Developments Created

Equity

Preservation Equity. Our Preservation Funds preserve and improve affordable and workforce homes to keep rents affordable. We do it so that families aren't pushed out of their communities – from their schools, jobs and doctors – the very life they've built.

2022	Cumulative
\$84M Invested	\$527M Invested
\$1.4B AUM	\$1.9B Leveraged
1,300 Homes Preserved	17,000 Homes Preserved
9 Properties	113 Properties

Collective Social Impact

On average, homes that we financed are affordable to households earning 55% of area median income. Almost 70% of households have access to resident services. And more than half of the homes feature green enhancements.



Case Study

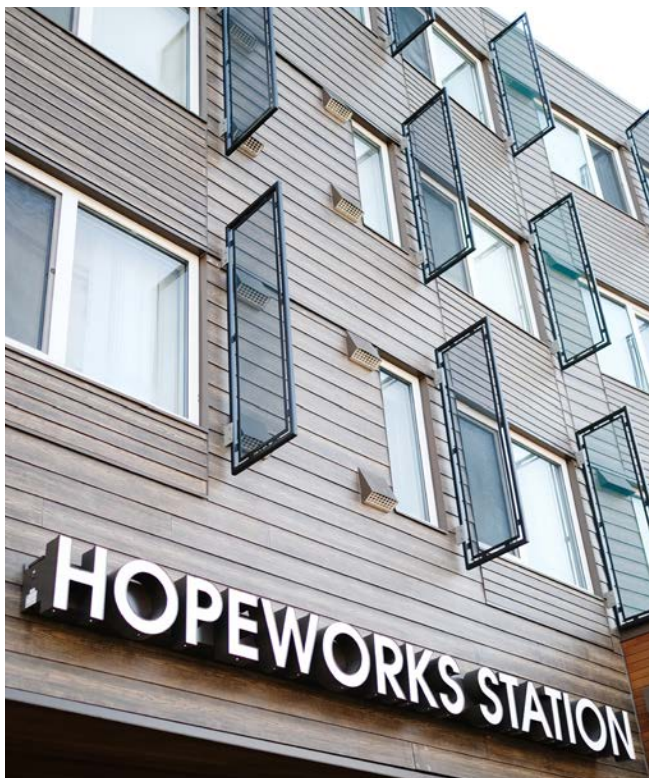
HOPEWORKS STATION



While our investment products achieve impact individually, together they help finance some of our country's most impactful projects.

Over multiple years, Enterprise – working in concert with our Pacific Northwest office – delivered over \$26M in a combination of CDFI, LIHTC, NMTC and Section 4 capital to make HopeWorks Station come to life.

In our case study, we explore how this uniquely innovative project is helping formerly homeless people regain stability.



DENNIS WILLARD

On a clear day in Snohomish County, Mount Baker's snowy dome looms in the north; the Cascade range comes spilling down the east; Puget Sound spreads along the west; and Seattle lies an hour's drive south. You're close enough to the border that your mobile service might welcome you to Canada. Ice-cold waters, glaciated mountains and green pines for miles – the scenery can be breathtaking, and unforgiving – especially without shelter.

A few years ago, Dennis Willard built a cabin with a handsaw and a hatchet. It took months to extract the timber from a ravine with a makeshift pulley and then cut and stack the wood. The end product was a 12x12 foot cabin with a fireplace and functioning bathroom. It was warm and cozy when it iced or snowed, and it lasted less than one month – not due to any structural fault. The sheriff's office tore it down. The cabin was Dennis' only shelter.

After that, he made do with a tent – until one bracingly cold morning when he lit a propane tank. There was a burst of flames. The tent was engulfed. Dennis was nearly immolated – escaping with burns covering 80 percent of his body.



Was that his darkest moment? “No,” he says. That came later when he returned to a shed in which he'd stashed his belongings – and found all his possessions bulldozed. Everything was destroyed. “Everything,” he emphasizes – pictures, mementos, letters. “And at that point in my life, every little possession was important.”

A decorated military veteran, Dennis served for nearly 8 years in a Naval construction battalion, building everything from hospitals to airport runways. After the service, he bought a home.

The ensuing years brought relative stability until a situation with roommates spiraled out of control. He walked away from his house – and his former life. He was homeless.

To survive, he'd knock on restaurant doors or scavenge dumpsters for food. He stole a bag of rice once – the one and only time he stole – after going days without food. He camped where wild blackberries grew to painstakingly handpick and sell. His most trusted friend was (and remains) a cat named Sprick.

Turning Point

In June 2019, police were clearing out a homeless encampment under a bridge in downtown Everett. Dennis, one of the occupants, was referred to a counselor – who referred him to HopeWorks, a local housing and jobs training organization. Things accelerated from there – for the better.

By December 6 – he remembers the day – he had a key to his apartment.

“All I had were two blankets to my name.” The cabinets were stocked with cookware, towels, cleaning supplies. “I had stuff again.”

His home at HopeWorks Station provided stability which he parlayed into an internship with HopeWorks – which led to a full-time job – with Housing Hope. Dennis said that he didn't want to work for anyone else.



I believe in their philosophy – not just ending homelessness, but giving someone an opportunity to work. HopeWorks gives you all the tools to succeed.”

DENNIS WILLARD

Dennis is now the Maintenance Technician. He's responsible for all the heating, cooling, plumbing, lighting, and electrical across all of Housing Hope's South Everett properties.

“I'm the one who keeps things running around here.”

Then and Now

When he arrived at HopeWorks, Dennis had “verifiable zero income.” Now he pays full rent himself; recently bought a Ford Ranger (“my credit score is phenomenal”); has a woodshop where he makes everything from hope chests to bedframes to cutting boards – which he sells at Renew Home & Decor (part of HopeWorks’ social enterprise); and he plans to buy a house.

Asked to summarize his experience with HopeWorks, he uses one word.

“Beneficial.”



Chronic Homelessness and the Affordable Housing Shortage

Dennis was one of the **1,200 people** that are homeless on any given night in Snohomish County, Washington.

- Across the Evergreen State, more than **12,600 people** were living in unsheltered locations; Washington was one of four states accounting for more than half of our country’s homeless population.
- Washington needs to add **1.1 million homes** over the next 20 years to keep pace with its population growth, and more than 50% of homes need to be affordable to people at the lowest income levels.
- Washington **ranks 46th** among states in total affordability – including 44th and 46th in housing affordability and cost of living, respectively.
- Minimum wage earners would need to work **72 hours a week** to afford a modest 1 bedroom apartment at fair market rate (\$1,350/month).

HOPEWORKS + HOUSING HOPE

HopeWorks is the social enterprise partner of Housing Hope, an affordable housing organization in Snohomish County, Washington. While HopeWorks creates pathways to self-sufficiency through educational opportunities and job training, Housing Hope creates affordable housing and resident services to reduce homelessness and poverty.

In 2013, leadership conceived a plan to bring both organizations (and their array of services) under one roof – literally. The ambitions for HopeWorks Station were lofty:

- Be a platform for stability and education for recently homeless people and/or households coming from a shelter.
- Provide the means and mechanisms for financial relief for their residents.
- Be a north star for their sustainability efforts.
- Become a demonstration project countering NIMBYism and the stigma of affordable housing.
- Be a shining light for everyone who does this work.



You can't keep a home for long without employment. And you can't stay employed for long without an affordable home."

RENATA MAYBRUCK
COO, HopeWorks and Housing Hope

With financial tools from Enterprise, construction on HopeWorks Station North began in April 2018 to replace a vacant parking lot in the heart of Everett with a highly innovative, functionally effective LEED Platinum, four-story nexus of transit-friendly affordable homes, a culinary training academy with a commercial kitchen, a catering business and community café, and office and community meeting space. Adjoining the extant HopeWorks Station South, HopeWorks Station North was to become a key component to the larger HopeWorks campus.

HOPEWORKS STATION



An interactive art exhibit stands outside of Kindred Kitchen, the café on the ground floor of HopeWorks Station. From one side of a metal beam, a bundle of rocks hangs; from the other, rings challenge passersby: try to lift the rocks! What anyone who tries discovers is that no matter how big and strong the individual, no one person can budge the boulders. It takes help.

It's a fitting metaphor for HopeWorks Station, which officially opened in 2019.



HopeWorks Station is a four-story, 67,312 square foot, mixed-use development:

- The first two floors consisting primarily of 13,000 square feet of commercial space, including Kindred Kitchen; additional workforce training facilities; incubator space for job-creating businesses; and office space for HopeWorks.
- The upper two floors include 65 low-income rental apartments:
 - 57 permanent, supportive homes for homeless individuals and families earning 30% of area median income
 - 8 permanent affordable homes for people with incomes at or below 50% of area median income
 - 15 homes dedicated to veterans
 - 15 homes dedicated to homeless youth
 - 10 homes set aside for homeless parents in a court-supervised treatment and parenting program and children in the child welfare system
- A parking garage with 62 parking spaces.



Affordable housing has always been our focus, but with HopeWorks Station we wanted to help our residents overcome the barriers of achieving financial prosperity – and that included educational and workforce training. HopeWorks was our push to provide services in-house.”

BOBBY THOMPSON
Chief Housing Officer, HopeWorks

One of the driving ideas behind its design was the elimination of barriers. For residents without cars, a train station is a couple blocks away, a bus line runs in front of HopeWorks Station, and the neighborhood has a very high transit frequency with 82 route-stops per hour. For residents reentering the workforce, there’s an added convenience of living, and training and/or working in the same place.

How it Works

1. It starts with home. Each of the 65 apartments comes equipped with a refrigerator, range, dishwasher, water saving faucets and shower heads and other amenities.
2. Dedicated social services staff helps each resident adapt to their new environment.
3. An employment specialist helps with pre-employment work – things like registering their new address, building a resume, even providing wardrobe assistance (like buying boots for a construction job).
4. Then a 10-week Training Academy begins.
 - a. Weeks 1-4: these weeks focus on soft skills and pre-employment readiness – things like hygiene, looking people in the eye, being on time.
 - b. Weeks 5-10: the “student” then chooses one of four pathways in which they receive six weeks of on-the-job training:

The carbon-neutral LEED Platinum facility encourages conservation by showing residents their individual energy consumption.



Kindred Kitchen	RENEW Home & Decor	Ground Works	Tomorrow's Hope
<p>Trainees get to learn the technical skills of food preparation along with the soft skills of workplace success, such as problem solving and customer service. By the end of the program participants have what it takes to pursue stable employment.</p>	<p>Through RENEW Home & Decor, residents of transitional and affordable housing enter the RENEW Internship Program to develop a variety of skills which enable them to find an entry-level job in an industry with a career pathway.</p>	<p>Through employment and training, this business provides pathways to professional careers in the landscaping and irrigation industry.</p>	<p>This program, which provides parents access to affordable childcare and child development services, serves as a model for helping children achieve on-target development and enter kindergarten academically and socially ready.</p>

- c. After the training is complete, trainees can apply for job training in their chosen pathway. In the event they want to pursue another option (or aren't hired), they can return to their employment or education specialist any time after leaving the program for job assistance and help with college enrollment.

1/2 of HopeWorks' staff are former trainees.



Goal

While the overriding goal is to solve generational poverty in the community, the more specific drive is to help formerly homeless residents gain stability through home and work.



Impact (Stats)

- Nearly 100 individuals or families with affordable homes
- 350+ participants in HopeWorks Training Academy
- 300+ participants in on-the-job training programs
- 93% average occupancy levels
- 87% of households coming out of homelessness stay with Housing Hope or secure stable housing in the community
- 60% job training completion rate
- 50% of job training participants gain employment after program completion
- \$1,490 average savings per household (from affordable rent)

Human Impact

While the numbers are impressive, the real success of HousingWorks Station is the people. What follows are the stories of Tina Rogert, Brandon Adkins and Carlhie Thompson – who, like Dennis, went from the streets to stable homes, stable employment – and success.

TINA ROGERT



Tina Rogert first started using drugs and alcohol when she was 12. Thirteen years later, at age 25, she had a daughter and entered rehab. “I started a family, got clean, and had a pretty normal life for a while,” she said. This period of stability did not last.

“I was clean for 12 years then some traumatic things happened, including the death of my kids’ dad and my little brother,” she said.

Tina, who had three kids at this point, relapsed into drug and alcohol use, bouncing around the Everett area, and becoming homeless. “My kids went to live with family for a year because I was extremely unwell – both mentally and physically – and not able to care for them,” Tina said.

“My family broke apart and I was broken – emotionally and financially,” she added. “I was carrying a lot of guilt and shame.”

Tina, who grew up in rural Snohomish County, eventually got back into treatment and lived in a mission in Everett for a year. At 43, she was able to get an apartment at Housing Hope and her three kids moved back in with her.



Turning Point

Tina got into the HopeWorks program to “stay busy and earn some money.”

“I was not interested in furniture, but I appreciated the support,” she said.

After graduating from the three-month training program, she started as a sales associate in the store. The position grew to full time and then she drove the delivery truck. She moved on to become assistant manager. Seven years later, she’s director of the Renew program and the store.

Then and Now

When Tina first started at HopeWorks, she was receiving childcare subsidy – all of the benefits she could qualify for. “Now, I’m moving toward the last piece of being 100% sufficient. Since beginning my journey here, I’ve been able to work my way out of subsidized housing and off of assistance, and we have since moved into a 4-bedroom house on an acre. HopeWorks offered me the support to land on my feet.”

Tina’s children are now 8, 20, and 24 and they will all be living with her there.

“For a person who’s never struggled with trauma, addiction, or poverty, it

may not seem like a big deal,” she said. “For me, it’s everything. The support here is incredible – they believed in me when I didn’t yet know how to believe in myself.”



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TINA ROBERT



BRANDON ADKINS



Brandon Adkins teaches kitchen skills to people who want to turn their lives around. He realizes, however, that the food these people are learning to chop, prepare, and cook, is useful but not the most important part of the program. “Food is a tool,” said Brandon, who is culinary trainer for the Kindred Kitchen job skills training program at HopeWorks. “What’s most important is that these individuals gain self-esteem and the ability to know they are capable of changing their lives for the better.”

Brandon, who is 38 and grew up in the nearby town of Mukilteo, has worked for the past 20 years in restaurants and food service for Boeing and other local large employers. In his position at Kindred Kitchen, he works with groups of four trainees over a period of three months to teach the basics of food service and the ability to trust they can learn new skills.

Like many of his trainees, Brandon has struggled with drug and alcohol addiction and has been homeless. “I’ve been in the exact same position as the demographic of the people who we serve here,” he said. “I’ve received a warm meal before. I’ve been outside and I know these struggles.”

Turning Point

Sober for the past four years, Brandon lives with his parents and 10-year-old daughter, Abigail. He knows from his own experience that it’s possible to recover and change, but he also understands it’s not easy.

Brandon describes himself as “just completely lost” during his late teens and 20s, even though he was able to continue working and cooking. He went through treatment several times, but each time he would sink back into addiction. “Once I realized I was in the driver’s seat and could do this for myself, something clicked,” he said.

Brandon left his group of friends in the nearby town of Marysville one day and took a bus to Everett, where he checked into a motel on his own. Alone in his motel room for 10 days, “I detoxed myself,” he said. “I chose to go into an impatient treatment program. I had to



put in the legwork and call more than 10 different treatment centers until I found one that would take me. To me, it’s very important that people who are struggling with addiction know that they can’t do it alone. Treatment gave me the strength and the tools to save my own life.”

Once back in touch with his family, he was able to get the continued support that he needed – the kind of support that he knows many of his trainees don’t have. “I was grateful to have my family there,” he said. “I’m not willing to sacrifice that now.”

Then and Now

Brandon sees big changes in trainees as they make their way through the Kindred Kitchen program. He follows the “tell, show, do method” with them and sees how their initial timidity gives way to confidence as they progress. “They learn that making a mistake is not always bad,” he said.

Brandon also shares with trainees that he’s been in their position before. “I know how scary the road can be,” he said.

“

It’s amazing to be alive. The epidemic of drugs is horrible and terrifying, but this program is an alternative if people are willing to take that step.”

BRANDON ADKINS



CARLHIE THOMPSON



Growing up in an orphanage in Haiti, Carlhie Thompson remembers feeling lonely and isolated. She had never met her own parents – her father died when she was two months old, and she lost her mother when she was four.

By the time she was 25 years old, Carlhie had four children of her own and was living with her family in Kissimmee, Florida, near Miami, just a

short plane ride but worlds away from her native country. She had met her husband-to-be, an American 18 years her senior, while still in Haiti. Once they were married and living in the U.S., she remembers feeling isolated again – this time as a young mother. “I was overwhelmed and feeling lost and uncertain,” Carlhie said. “I was feeling defeated by life, so I started drinking behind closed doors.”

What followed was a spiral into alcoholism fueled by what she describes as emotional and physical abuse. She was soon divorced, struggling with alcohol addiction, homeless, and falling prey to human trafficking.

Throughout this dark period of her life, Carlhie traveled between states from New York to Wisconsin. Amid the chaos of her life, she met “someone trying to help me,” who bought her a ticket to Seattle in 2018. She felt an immediate connection to Washington state, but was still struggling with alcohol addiction, and she bounced between several temporary housing locations, ultimately finding a spot in Station Place in Everett.

Turning Point

Even with housing, Carlhie struggled to find the stability she hoped for. “I met my caseworker here, Janet, and I cried. I told her ‘I don’t want alcohol to define me.’” That caseworker secured a place in an inpatient detox program at nearby Providence Hospital. “That was just in time,” she said.

Carlhie was able to enroll in the Kindred Kitchen program at HopeWorks, an experience she said transformed her life. “I wanted to prove that I could start something and finish it.” She completed the program in September of 2021. “I felt empowered. It gave me hope, where before I felt that I had vanished.”



Then and Now

Carlhie now proudly shows off her plant-filled apartment at Station Place, with a tidy kitchen and walls decorated with colorful artwork. “When you have the key, you can go in and you really feel at home. It is something people should not take for granted,” she said.

After completing the job training program at HopeWorks, Carlhie is now enrolled in a nursing school program at a nearby community college and plans to build a career in health care. This past summer, she traveled to Florida to visit her children, now aged 18, 14, 13 and 10. “This was the first summer in a long time that I felt the sun’s warmth,” she said. “My kids are doing great. My youngest son said, ‘I’m so proud of you, Mom.’ That was the best feeling ever.”



“

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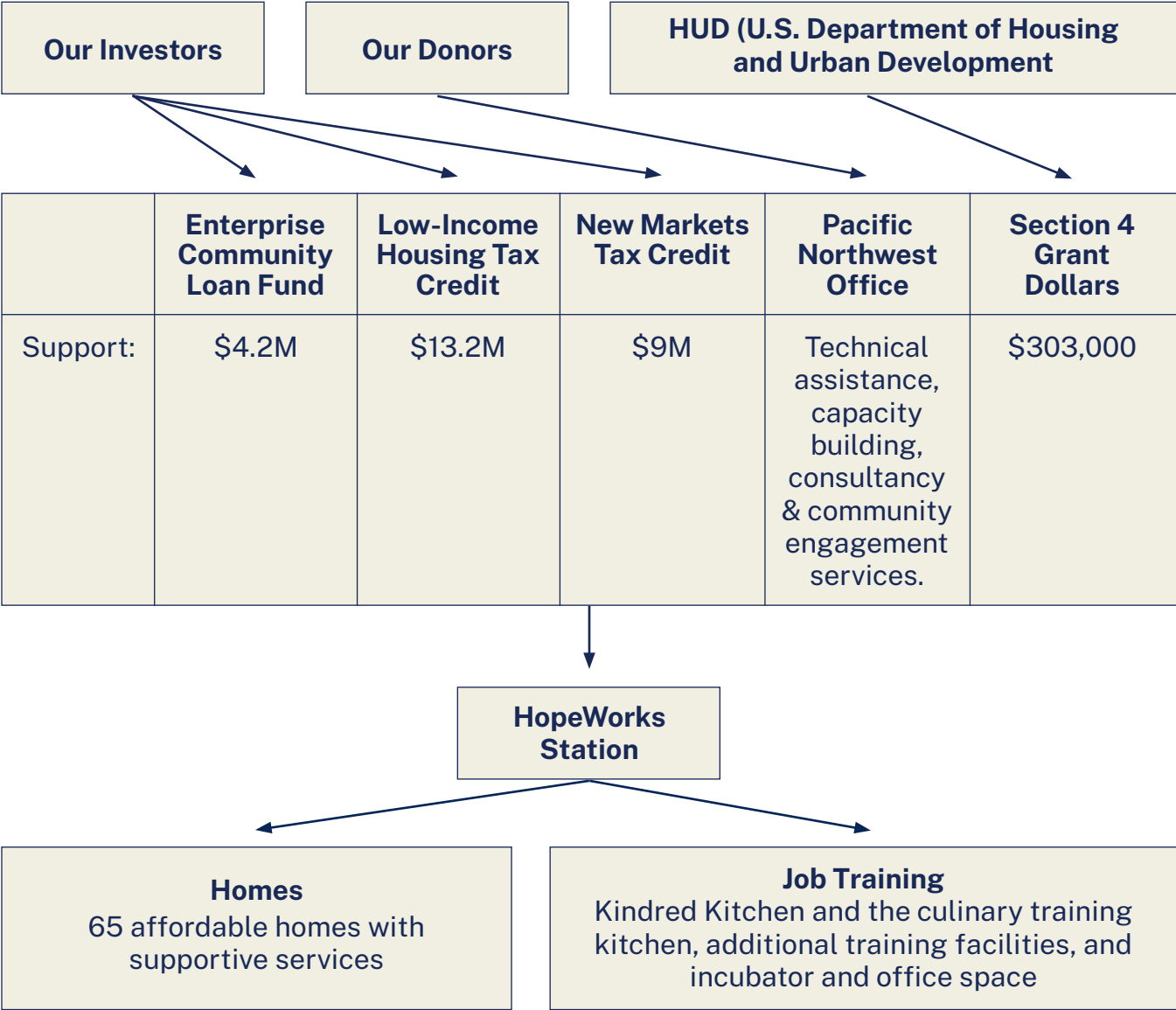
CARLHI THOMPSON



LEVERAGING YOUR SUPPORT

Supporting a development like HopeWorks Station is only possible because of the trust of our investors, donors and public agencies like the U.S. Department of Housing and Urban Development (HUD) and the CDFI Fund.

In HopeWorks Station, here’s how we put that trust to work.





About Enterprise Community Partners

Enterprise is a national nonprofit that exists to make a good home possible for the millions of families without one. We support community development organizations on the ground, aggregate and invest capital for impact, advance housing policy at every level of government, and build and manage communities ourselves. Since 1982, we have invested \$64 billion and created 951,000 homes across all 50 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands – all to make home and community places of pride, power and belonging. Join us at [enterprisecommunity.org](https://www.enterprisecommunity.org).