

2017 ANNUAL REPORT

# LET'S BUILD

THE COMMUNITY WE ALL WANT

[www.EnterpriseCommunity.org/annual-report](http://www.EnterpriseCommunity.org/annual-report)



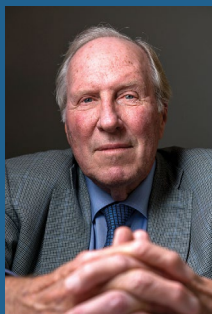
# A LETTER FROM LEADERSHIP

A MESSAGE FROM  
TERRI LUDWIG, CEO  
RON TERWILLIGER, BOARD CHAIRMAN

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**TERRI LUDWIG**  
CEO



**RON TERWILLIGER**  
BOARD CHAIRMAN

In our 2017 annual report, we're sharing stories highlighting people whose lives have been transformed by well-designed homes, made affordable and connected to opportunity. Enterprise staff, partners and funders offer insights into the programs and solutions that build opportunity and make it possible for people and communities to thrive.

At Enterprise, we believe the essential platform to opportunity is an affordable home connected to health care, good schools, jobs and transportation. Yet, too many families remain disconnected from these resources and chances to succeed. So, we continue to innovate, to build partnerships, to advocate for sound policies and to create pathways to opportunity for all people.

Last year, as we marked five years since Superstorm Sandy, communities across the country were hit by a series of weather-related disasters. Enterprise provided critical funding to organizations on the ground, urged lawmakers to support and sustain response and recovery efforts and shared expertise to help communities address short- and long-term consequences after the storms. We're committed to supporting our partners and their efforts to rebuild, and build back better.

Our challenges – lack of access to housing stability, quality education and health care, and economic security and mobility – are interconnected. So, our solutions must be interconnected, too. Opportunity360 quickly identifies assets and barriers by offering a 360-degree view of any neighborhood, leading to smart investments and policy decisions that help communities across the country.

For Enterprise, diversity is a moral and a business imperative. We're putting a major focus on diversity, equity and inclusion. And we won't stop until we've reached the important goals we've set to better serve our employees and our communities.

None of this would be possible without you – thank you for your partnership and support.

**Together, we're building the community we all want.**



Watch our full video message at  
**[www.EnterpriseCommunity.org/annual-report](http://www.EnterpriseCommunity.org/annual-report)**



# REBUILDING FUTURES TOGETHER

NATIONWIDE

**“HAVING OUR OWN HOME WILL MEAN STABILITY, STRUCTURE AND THE NORMALCY OF KNOWING NO ONE CAN KICK US OUT.”**

SCENACIA JONES  
HOUSTON RESIDENT & RAPIDO RECIPIENT



➡ Watch Scenacia's story and hear more from our partners and funders at:  
**[www.EnterpriseCommunity.org/annual-report](http://www.EnterpriseCommunity.org/annual-report)**



The fierce weather events in 2017 destroyed homes and devastated communities. Many low-income families had to flee their homes and were left without a place to live. Many more lost electricity and access to vital resources weeks and even months after the storms.

Enterprise brought heart and expertise in the wake of these disasters, getting capital to recovering communities and advocating for effective use of federal rebuilding dollars. Together with funders and local partners, we're driving smart, resilient design, like the RAPIDO temporary-to-permanent housing model, so families – especially families with low incomes, who are most at risk – are disaster-prepared and opportunity bound.

“Three out of five Americans in this country do not have more than \$500 in savings. An event like Hurricane Harvey will just wipe that out,” says Dana Bourland, vice president of Environment at **The JPB Foundation**, a major supporter of the Enterprise Hurricane Community Recovery Fund.

“We look to organizations like Enterprise that understand the complexity that's involved,” says Dana. “That's one of the things JPB has confidence in about Enterprise, that they're not just thinking about what happened in Houston, but they're thinking about the system of recovery in this country that needs attention and needs reform.”

We're taking what we learned from Hurricane Katrina and Superstorm Sandy and applying that expertise on the ground in California, Florida, Houston, Puerto Rico and the U.S. Virgin Islands. Together with partners, we're working to incorporate resilience into communities so they are stronger, safer, and able to withstand future disasters.

“Enterprise really looks at innovation,” says Chrishelle Palay, Houston co-director, Texas Low Income Housing Information Service, “while still making sure that vulnerable populations are served and respected at the same time.”

# EARLY START ON SUCCESS

SEATTLE

Enterprise supported the creation of Plaza Roberto Maestas apartments and bilingual early learning center in Seattle, and we're inspired to build more communities like it. Our innovative approach through the Home & Hope initiative will develop affordable homes alongside learning centers on underutilized public land.

"Enterprise has played a critical role in bringing together sectors that don't normally talk with one another," says Kollin Min, senior program officer at the **Bill & Melinda Gates Foundation**, who provided a generous three-year grant that supports Home & Hope. "We find their team here in Seattle to be among the most innovative thinkers in the community."

Developed by El Centro de la Raza, Plaza Roberto Maestas provides 112 affordable homes for residents in the community, and the recent seven-classroom expansion of El Centro's Jose Marti Child Development Center offers even more space for children to learn.

The community also includes a restaurant, café and credit union, as well as a multicultural community center. It's all just steps from the Beacon Hill light rail station.

"Enterprise was the first entity that was in support of the concept of a mixed-use development here," says Estela Ortega, co-founder and executive director of El Centro de la Raza.

Says Miguel Maestas, housing and economic development director at El Centro de la Raza: "When you combine the elements of a child development program, affordable housing and access to public transportation, those are things that help stabilize families economically, and help families to plan for the future."

**"I THINK IT WILL HELP SEATTLE TO HAVE MORE PLACES LIKE THIS, BECAUSE THEN PEOPLE WHO NEED TO WORK IN SEATTLE, CAN LIVE IN SEATTLE, AND THAT MAKES SENSE."**

XOCHITL ROJAS  
PLAZA ROBERTO MAESTAS RESIDENT



➡ Watch Xochitl's story and hear more from our partners and funders at: [www.EnterpriseCommunity.org/annual-report](http://www.EnterpriseCommunity.org/annual-report)

# PRESCRIPTION FOR HEALTHY NEIGHBORHOODS

BALTIMORE

In one West Baltimore neighborhood, the average life expectancy is just 65 years old – but in surrounding communities, that number jumps to 85 years. Enterprise is working with Bon Secours Baltimore Health System to build a healthier community with better access to resources and opportunity.

“We really do see housing as key to health,” says Samuel Ross, MD, CEO of Bon Secours Baltimore Health System. “It’s as important as me giving a prescription for hypertension medications or diabetes medications – people don’t tend to think of it that way, but that’s how critical it is.”

**Bank of America** and other donors and investors supporting our work in Baltimore help target the knowledge and resources where they are needed to make an impact. Their contributions help Enterprise play a role in much of the community development and improvement currently taking place in Baltimore and its surrounding communities.



**“MY PARENTS  
STRUGGLED, I’M  
STRUGGLING – I’M  
TRYING TO GET OUT  
OF THE STRUGGLE.  
THAT’S MY MAIN  
GOAL IN LIFE,  
TO KEEP MOVING  
FORWARD, NEVER  
GOING BACKWARD.”**



Watch Melanie’s story and hear more from our partners and funders at:  
**[www.EnterpriseCommunity.org/annual-report](http://www.EnterpriseCommunity.org/annual-report)**

Enterprise’s partnership with Bon Secours has created over 800 affordable homes connected to health care services at the nearby hospital, as well as job training, child care and more resources at Bon Secours Community Works, its neighborhood center. Its popular free training program teaches local residents to become certified nursing assistants and offers important career-readiness skills.

Says Talib Horne, executive director, Bon Secours Community Works: “In order to address a community, you do have to have a holistic framework. Access is important, but so is linking West Baltimore residents to opportunity.”



MELANIE MATTHEWS-BASS  
BON SECOURS NURSING TRAINEE



# STATEMENT OF IMPACT



In 2017, Enterprise helped create or preserve more than 61,000 homes in 343 cities — and our programs were key drivers of these results. By piloting and scaling our solutions and innovations, we transform communities and link them to critical services and resources for the families who live there. In markets across the country, we tackle local challenges for low- and moderate-income people.

Working with state and local governments, developers, advocates and community organizations, our programs focus on fostering community improvement from the ground up, addressing the lack of affordable homes and housing stability, limited access to transportation and good schools, barriers to economic mobility and more.

Across our national programs and initiatives, we support communities after they have been devastated by disasters, advocate to protect proven programs and promote fair housing, racial equity and inclusion.

Enterprise also works to build the capacity of our partners in affordable housing and community development by offering training and technical assistance. Now, through our suite of tools in Opportunity360, we're gathering and sharing data on the power of connecting homes and communities to opportunity — and using it to link families to the resources and services that make success possible.

## BOARD MEMBERS

Our board members help set Enterprise's vision while serving as visionary leaders across a broad range of industries and policy and strategic initiatives throughout the United States. We are grateful for our board members' guidance and commitment to our mission.

See a full list of our board members at:  
[www.EnterpriseCommunity.org/about/leadership-and-structure/partners-board-of-trustees](http://www.EnterpriseCommunity.org/about/leadership-and-structure/partners-board-of-trustees)

## FINANCIALS

As one of the first social enterprises, we recycle every dollar we earn back into our mission to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.

See our 2017 financials at:  
[www.EnterpriseCommunity.org/about/results-and-financials](http://www.EnterpriseCommunity.org/about/results-and-financials)

## OUR DONORS

Thank you to every individual and organization who generously made a contribution to Enterprise in 2017. Your giving spirit made a difference and helped us create more well-designed homes that are affordable and connected to opportunity.

See our 2017 donor list at:  
[www.EnterpriseCommunity.org/2017-donors](http://www.EnterpriseCommunity.org/2017-donors)

To make a donation, visit:  
[www.EnterpriseCommunity.org/donate](http://www.EnterpriseCommunity.org/donate)

Enterprise is a proven and powerful nonprofit that improves communities and people's lives by making well-designed homes affordable. We bring together the nationwide know-how, partners, policy leadership and investments to multiply the impact of local affordable housing development. Over more than 35 years, Enterprise has created 529,000 homes, invested \$36 billion and touched millions of lives.

Join us at  
[www.EnterpriseCommunity.org](http://www.EnterpriseCommunity.org).

