ONE DAY every person will have an affordable home in a vibrant community, filled with promise and the opportunity for a good life.

OUR MISSION is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.
LA HOUSING SHORTAGE

IN A REGION OF MAJORITY RENTERS, THERE IS A SHORTAGE OF MARKET RATE AND SUBSIDIZED HOMES

ACROSS THE REGION THERE ARE 1.3 MILLION HOUSEHOLDS THAT ARE HOUSING INSECURE, PAYING MORE THAN 30% OF THEIR INCOMES ON A PLACE TO LIVE.

1 ORANGE DOT = 5 HOUSING INSECURE HOUSEHOLDS
IT’S HARD TO MAKE A LIVING WITHOUT A PLACE TO MAKE A LIFE.
LET'S TALK

HOUSING + ECONOMIC MOBILITY

JUDY PARKS, EMPATH

OPPORTUNITY 360

NATIONAL CONTEXT + EMERGING APPROACH

EMERGING LOCAL APPROACH

COMMUNITY PLANNING SESSION + FEEDBACK
“WHEN YOU START WITH A NEIGHBORHOOD AS THE FOUNDATION FOR ECONOMIC MOBILITY YOU HELP INDIVIDUALS BUILD VITAL SOCIAL NETWORKS WITHIN THEIR COMMUNITY”

- JUDY PARKS
BRAIN SCIENCE + POVERTY
Intersections + Solutions
JUDY PARKS, EMPATH
OPPORTUNITY FRAMEWORK
Data, Tools, and Demonstration

ANDREW MASTERS, ENTERPRISE
HOUSING + ECONOMIC MOBILITY
A Community Partnership Model

ANNE GRIFFITH, ENTERPRISE
Advancing Economic Mobility

"Life should be better and richer and fuller for everyone, with opportunity for each according to ability or achievement" regardless of social class or circumstances of birth.

- James Truslow Adams, The American Dream (1931)
Growing Income Inequality
The past several decades have seen an explosion of economic inequality in the United States.

Since 1979, the incomes of the top 1% of the nation’s earners have increased at more than four times the rate of incomes of the lowest 20%.
Growing Racial Inequity

70% of Americans born in the lowest income quintile will never reach the middle.

African-American households are more likely than white peers to experience downward mobility, and already significant wealth gaps between white households and households of color are growing.
Dictated by Geography

Research shows that the zip code in which someone grows significantly determines their chances of “moving up” economically.

Each year a child spends in a high-poverty neighborhood – as opposed to a lower-poverty neighborhood with more opportunities – decreases her chances of going to college, increases her chances of becoming a single parent and decreases her expected earnings as an adult.*

*Raj Chetty, The effects of Exposure to Better Neighborhoods on Children
National Trends and Challenges

Race, Geography, and Gender

New Chetty research examining intergenerational mobility with data on 20 million children and their parents shows that effectively all of the black-white mobility gap is explained by differences in men’s, rather than women’s outcomes.

These disparities exist in all regions and neighborhoods. “Black boys have lower rates of upward mobility than white boys in 99 percent of Census tracks in the country.”

National Trends and Challenges

Rising Housing Insecurity

Nearly 39 million U.S. households live in housing they cannot afford.

Over 11 million renter households are severely cost burdened.

25% of black households paid more than half their incomes for housing in 2015 – nearly twice the 13% share of white households.

Assuming current trends – The number of severely cost burdened households would reach 14.8 million by 2025.
Enterprise’s Approach

Enterprise’s mission is to create opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities.

Since 1982, we’ve invested over $36 billion in communities across the country through public-private partnerships, resulting in:

- Hundreds of thousands of healthy, well-designed affordable homes
- Critical community assets like health care clinics and charter schools
- Over half a million jobs created
- Millions of lives touched
Enterprise’s Approach

What sets Enterprise apart is how we work.

We’re one of the only social enterprises in the U.S. with deep expertise in each of the **three catalysts for systems change**:

**Capital.**
At Enterprise, we direct public and private capital to the right places, having delivered more than $36 billion to low-income communities across the U.S.

**Policy.**
Enterprise is a crucial voice for America’s low-income communities with a strong presence in Washington, D.C., and city halls across the country.

**Solutions.**
We work with local partners to test and scale new solutions to some of the most pressing housing and economic problems facing low-income communities.
Enterprise’s Approach

**OPPORTUNITY360** is a comprehensive data platform to help identify pathways to greater opportunities in communities using cross-sector data, community engagement and measurement tools. The platform will:

- **Strengthen cross-sector partnerships** through shared, standardized data.
- **Better understand the results** achieved from community intervention strategies and investments and aid in resource allocation.
- **Engage community residents as co-creators** of community transformation.
- **Facilitate deep technical assistance** mapped back to community-and data-driven solutions.
Why Economic Mobility?

• Growing evidence, including Opportunity360 data, identifying an historic lack of housing and place-based initiatives measuring impact on economic mobility.

• Stagnating outcomes for low-income families striving to move up the economic ladder.

• Emerging partnerships ready to act but in need of support.

• Increasing need for locally-informed national policy voices to shape nonpartisan approaches that can make critical short- and long-term impact.
Why Economic Mobility?

Our Vision

Enterprise is committed to advancing economic mobility for low-income families – especially families of color and those geographically disconnected from opportunity – through a place- and people-conscious partnership model that changes policies, practices, capital flows and power dynamics.
Overview

• Networked approach integrating affordable housing, effective services and supports, and access to family-sustaining employment opportunities, while influencing the systems that have withheld opportunity.

• National partnership will support innovative local collaborations among:
  1. Affordable housing providers: with development capital and relationship with residents
  2. Service providers: that use evidence-based, human-centered practices
  3. Anchor institutions: as major employers and community investors
  4. Public sector partners: who control policies and processes in housing, workforce, and human services
Theory of Change
As described by the US Partnership on Mobility from Poverty, poverty is more than simply a lack of money. Therefore, measuring mobility from poverty must focus not only on economic success, but also on other elements of lived experience. In evaluating the success of the Economic Mobility Network, we will focus on:

- **Economic success**: employment, income and income adequacy, assets and wealth
- **Power and autonomy**: ability to influence and act according to one’s own decisions
- **Being valued in community**: sense of belonging and social capital

We will seek improvements in measures of economic success, power and autonomy, and being valued in a community among low-income individuals (people), communities (places), and evidence of systems changes (systems) supporting those improved outcomes.
### Economic Mobility Network

#### Desired Outcomes

<table>
<thead>
<tr>
<th>Short Term (years 1-3)</th>
<th>Medium Term (years 4-10)</th>
<th>Long Term (years 10+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Mobility Network is launched:</td>
<td>Begin to see people, place and systems changes, within the network:</td>
<td>People, place and systems changes, at scale:</td>
</tr>
<tr>
<td>a) Regional cross-sector collaborations established</td>
<td>a) People: Increase in number of families stably and affordably housed; Increase in number of families engaged with mobility mentoring or other services and supports; Increase in number of jobs and businesses created, etc.</td>
<td>a) People: population-level changes in measures of economic success, power and autonomy, and being valued in a community</td>
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<tr>
<td>b) Opportunity360 and other data tools to assess regional opportunity landscape launched</td>
<td>b) Place: evidence of a pipeline of opportunity-enhancing housing, community facilities and businesses invested in by partners</td>
<td>b) Place: more places adopting practices the network has tested</td>
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<tr>
<td>c) Plans to increase and strengthen opportunity pathways in neighborhoods across the region developed</td>
<td>c) Systems: policies passed such as increases in funding for affordable housing; use of mobility mentoring programs for housing and employment outcomes; use of outcomes based financing; passage of increased minimum wage legislation, etc.</td>
<td>c) Systems: investment taking place in regionally relevant but replicable manners to stabilize housing costs and increase access to livable wage employment; influence a federal systems reform platform informed by our regional experiences including changes to the housing, labor and human services systems</td>
</tr>
<tr>
<td>d) Capital deployed in support of projects identified by the regions</td>
<td></td>
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<tr>
<td>e) Long term evaluation approach developed</td>
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</table>
Economic Mobility Network

NATIONAL Strategy

• Develop partnerships to create and support authentic networks at all scales (expertise in collective impact, government innovation, resident services, workforce, affordable housing, data and evaluation).

• Develop a nationally adoptable and scalable theory of change.

• Aggregate funding to staff and sustain local and national networks.

• Use technology-driven approaches to share knowledge and guide program development and implementation, and understand the results achieved.

• Leverage financing solutions supporting and linking housing, services, workforce, and anchor institution employers.

• Focus on removing policy barriers in the short term and systemic change in the long term.
Economic Mobility Network

LOCAL and REGIONAL Strategy

- Develop or adapt networks, each with the four core partners: affordable housing providers, service providers, anchor institutions, public sector partners.

- Adapt and utilize data and tools to consistently evaluate indicators related to economic mobility.

- Support policy and systems change at local levels.

- Leverage capital tools and innovations via approaches such as outcomes-based approaches for service provision, housing development, businesses and community facilities.
Economic Mobility Network

Timeline (Next 2 years)

**National**
- Identify national partners (*underway*)
- Create a staffing model (*underway*)
- Undertake best practice research analysis (*underway*)
- Develop criteria and approach for interested regions
- Pilot in 5 markets (*underway*), plan for scaling up in years 2-3
- Share learnings through convenings, tools and resources, etc.
- Increase program and funding partners

**Local pilots**
- Identify partners across all stakeholder groups
- Conduct scan/analysis of local market
- Develop business plans
- Create a model to deploy capital
- Identify and advocate for policy and resource changes

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**2018**
Reach and provide focused support to markets, Host open convening to announce and invite participants to the initiative

**2019**
Go to scale with locations with the political will to embrace and carry out the initiative

**2020**
Get to goal: additional locations with networks organically emerging
SUSTAINABLE CONNECTED COMMUNITIES
An Anti-Displacement, Preservation, and Resilience Initiative

COMMUNITY DRIVEN
EQUITABLE
PLANNING + DEVELOPMENT + PRESERVATION

Preserving and providing economically vulnerable residents of our community with affordable housing and better access to opportunity.

Integrating this housing with community assets (parks, green infrastructure, community centers, libraries, small businesses, transit, health care, workforce development, capital and lending.)
Resident Services Roundtable

Peer Knowledge Exchange for Resident Services Professionals in Affordable Housing

- Enterprise convenes 15 affordable housing development organizations bimonthly across metro Los Angeles

- Serves as a unique and candid space for resident services directors to share challenges and successes with resident services delivery
OUR APPROACH TO HEALTH AND HOUSING

Bringing Health into Housing Development
- Health in Affordable Housing Design
- Health in Housing Services

Target: Housing Developers and Providers

Bringing Housing into Healthcare
- Capital Fund Development
- Community Benefit
- CHNA & Opportunity360
- Defining Operational Savings

Target: Hospitals and Insurance Providers

Building the Evidence Base
- Healthy Homes, Happy Kids Study
- Jonathan Rose Study
- Flex Funds Pilot
- SuccessMeasures

Target: Hospitals, Insurance Providers, Developers, & PH Organizations

Supporting Policy Change at the Federal, State, and Local Levels
Our Approach to Health + Housing
Building the Case for Investment
VALUES + INTERSECTING GOALS

Protect, Preserve, and Accelerate Production of Affordable Housing connected to opportunity to reduce cost burden and improve health + stability of families and vulnerable populations

Increase health, physical, + social resilience of vulnerable community members + their neighborhoods

Sustain + grow cultural fabric + social capital of existing communities

Strengthen continuity of local workforce, commercial, + economic activity

Build capacity of partners to meaningfully engage communities
ADVANCE ECONOMIC MOBILITY OF

Low-income families + small businesses of color geographically disconnected from opportunity

THROUGH A PLACE- AND PEOPLE-CONCIOUS PARTNERSHIP MODEL THAT CHANGES POLICIES, PRACTICES, CAPITAL FLOWS, AND POWER DYNAMICS TO INCREASE AND PRESERVE

Equitable, inclusive, opportunity-rich communities.
ECONOMIC MOBILITY

Stability through affordable housing that is connected to parks and green infrastructure, opportunity, innovative services, + wealth building

↑ family, microentrepreneur, and small / legacy businesses access to livable wages, capital and services + community wealth building through proven strategies

Multi-sector Integration, Community Driven Systems Change + Mobility Pathways
CORE PARTNERS

Affordable housing providers
with development capital and relationship
with residents to help engage residents and support AH strategy

CBO
partners with deep ties to local residents and community to lead community engagement and strengthen social capital + resilience

Public Sector
partners that control policies + processes in housing, workforce, community planning, and human services

Innovative Service providers
that use evidence-based, human centered practices and work with targeted residents to provide the health + economic mobility support.

Park Expert
with capacity to support community-driven plan for greening + leverage funds for projects

Anchor + Financial Institutions
as major employers and community investors to support financing needs beyond public financing tools
LOCAL STRATEGY + ACTIVITIES

Assess. Conduct scan and analysis of local market; support partners in community assessment and in developing or adapting existing networks with core partners and components, based on local needs, opportunities, and priorities.

Strengthen Capacity. Provide technical support + develop tools with partners to develop land use strategies, policies, and projects that respond to equity and need; enhance + scale services with health and economic mobility coaching that increase income + health + resiliency.

Systems Change + Data. Support systems change efforts aligned with vision + community-driven priorities; adapt measurement and evaluation for economic mobility indicators.
MEANINGFUL COMMUNITY ENGAGEMENT

Citizen Control
- Delegation
- Partnership & Collaboration

Tokenism
- Placation
- Consultation
- Informing
- Therapy
- Manipulation

Nonparticipation

ARNSTEIN’S LADDER (1969)
Degrees of Citizen Participation
COMMUNITY PLANNING
NEIGHBORHOOD-BASED APPROACH

ANNE GRIFFITH, ENTERPRISE
COMMUNITY PLANNING

STEP ONE

INTRODUCE YOURSELF + DESCRIBE WHAT YOUR COMMUNITY LOOKS LIKE IF YOUR CURRENT LOW-INCOME RESIDENTS HAVE ACHIEVED THE THREE OUTCOMES:

• ECONOMIC SUCCESS

• BEING VALUED IN THE COMMUNITY

• AND HAVING GAINED POWER AND AUTONOMY
STEP TWO

WHAT ASSETS AND STRENGTHS DOES YOUR ORGANIZATION HAVE THAT COULD LEND SUPPORT TO THOSE THREE OUTCOMES?

WHAT OTHER ASSETS ALREADY EXIST IN YOUR COMMUNITY

• ORGANIZATIONS: HOUSING PROVIDERS, SERVICE PROVIDERS, ANCHOR INSTITUTIONS, COMMUNITY-BASED ORGANIZATIONS, LOCAL GOVERNMENTS, PARK DEVELOPERS?

• PROJECTS, PROGRAMS, COALITIONS, PLACES, OTHERS?

• WHERE ARE THERE GAPS, IF ANY?
STEP THREE

WHAT WOULD EACH OF YOUR ORGANIZATIONS + ANY OTHER PARTNERS HAVE TO DO DIFFERENTLY TO REALIZE THAT END STATE?

• WHICH ARE LONG TERM ADJUSTMENTS?

• WHICH ARE SHORTER TERM ADJUSTMENTS?
STEP FOUR

WHAT ARE THE INDIVIDUAL ACTIVITIES, AND THE OUTPUTS GENERATED BY THOSE ACTIVITIES, FOR EACH OF THE ORGANIZATIONS THAT WOULD LEAD TO THOSE ORGANIZATIONAL ADJUSTMENTS?

• WHICH ARE LONG TERM ADJUSTMENTS?

• WHICH ARE SHORTER TERM ADJUSTMENTS?
STEP FIVE

WHAT FEEDBACK DO YOU HAVE FOR ENTERPRISE?

• WHAT KIND OF SUPPORT WOULD YOU NEED IN ORDER TO INTEGRATE THIS APPROACH IN YOUR NEIGHBORHOOD MORE?

• WHAT ROLE DOES ENTERPRISE (OR OTHERS) HAVE TO PLAY IN THIS WORK TO HELP ENSURE YOUR SUCCESS?
We believe, because it is true, that people are affected by their environment, by space and scale, by color and texture, by nature and beauty, that they can be uplifted, made to feel important.

JIM ROUSE | FOUNDER

THANK YOU