

JPMORGAN CHASE & Co.

PRO NEIGHBORHOODS

2021 Annual Progress Report



**BOLD
THINKERS
DRIVING
REAL-WORLD
IMPACT**



JPMorgan Chase and Abt Associates

JPMorgan Chase is one of the oldest financial institutions in the United States. JPMorgan Chase invests millions of dollars each year to enable more people to contribute to and share in the rewards of a growing economy. PRO Neighborhoods is a \$125 million initiative designed to support communities with the capital and tools they need to drive local solutions to address key drivers of inequality.

Abt Associates is an international policy and research organization with a 50 year history of conducting rigorous evaluations and supporting implementation of housing and community development initiatives. In 2018, JPMorgan Chase selected Abt Associates to be the national evaluator of PRO Neighborhoods.

Funding for this report was provided by JPMorgan Chase & Co.

Unless otherwise specifically stated, the views and opinions expressed in the report are solely those of Abt Associates and do not necessarily reflect the views and opinions of JPMorgan Chase & Co. or its affiliates.



Roadmap of the Report

Executive Summary

1

Program accomplishments

6

How collaboratives advance equitable development

14

Expanding access to affordable housing

16

Preventing displacement

20

Supporting local businesses owned by people of color

24

Improving environmental sustainability and resilience

28

Improving quality of life for long-time residents

30

Conclusion

34





Executive Summary

While some people and communities benefit from changing economic conditions, others are left behind, with residents bearing the hardships that result from disinvestment that can include lack of access to decent affordable housing, jobs, transportation, fresh food, health care, and other basic needs. JPMorgan Chase's PRO Neighborhoods competition aims to disrupt this dynamic and help distribute the benefits of a growing economy more evenly by supporting partnerships formed to meet the needs of communities. These partnerships—called collaboratives—aim to effect change by addressing inequality in a target area, often a neighborhood or corridor within a city.

Through the PRO Neighborhoods competition, JPMorgan Chase has invested more than \$153 million to support local action to tackle complex challenges in neighborhoods and cities across the country. This grant funding has been awarded to 36 collaboratives, consisting of 121 partner organizations in 28 states. Collaboratives conduct work in multiple focus areas, targeting their approaches to their communities' needs. Their initiatives span small business expansion, affordable housing, real estate development, financial health, jobs and skills, and other focus areas.

Collaboratives achieve these goals by employing the principles of equitable development. Although there is no widely agreed-upon definition of equitable development (see text box for one definition), effective equitable development efforts combine people-focused strategies with place-focused strategies to ensure all residents share in prosperity.

In each year since 2019, Abt Associates (Abt) has produced annual reports on behalf of JPMorgan Chase to document the collaboratives' progress. This report reviews the achievements of competition winners since the program's inception, with a focus on the activities and accomplishments of collaboratives active in 2020.

Equitable development

is an approach to creating healthy, vibrant, communities of opportunity for all, regardless of income and race, ethnicity, or gender. Equitable outcomes come about when smart, intentional strategies are put in place to ensure that everyone can participate in and benefit from decisions that shape their neighborhoods and regions.¹

¹ PolicyLink, Equitable Development Toolkit, 2018.

For More Information

A companion report, PRO Neighborhoods and AdvancingCities Collaboratives 2014-2020, provides a short overview of each grantee. Past years' reports document the work of earlier grantees. Both can be found at <https://www.abtassociates.com/projects/evaluating-jpmorgan-chase-cos-advancingcities-challenge>



Drawing on conversations Abt conducted with grantees and an analysis of the quantitative data and white papers prepared by the grantees' local evaluators, this year's report focuses on the variety of approaches collaboratives are taking to advance equitable development, highlighting five.

1. Collaboratives are expanding access to affordable housing

- Many collaboratives are using multiple strategies to support the production of new affordable housing, preserve affordability of existing housing units, and help residents secure affordable homes. Strategies include establishing loan pools, and community land trusts, providing homebuyer education and counseling, and supporting rapid re-housing for families experiencing homelessness or at risk of becoming homeless.
- Collaboratives are supporting a diverse range of housing options to help make communities more inclusive and economically vibrant. Housing types targeted by collaboratives' strategies include accessory dwelling units, small apartment buildings, owner-occupied 2-4 unit homes, and single-family homes.
- Collaboratives are working with neighborhood residents to help them build wealth through affordable homeownership and ensure that they can remain in the neighborhood long-term, offering homebuyer education, counseling, and affordable loan products.
- Collaboratives' efforts to support landlords both help neighborhood residents build wealth and provide affordable rental units. For example, collaboratives are providing home repair loans to landlords who agree to participate in the Housing Choice Voucher program and providing landlord training to owners of 2-4 unit homes.



2. Collaboratives are working to prevent displacement

- Efforts to ensure that private and public investment do not displace existing community residents and businesses are at the heart of many collaboratives' strategies.
- Supporting affordable housing production and preservation, providing support to local businesses including financing and technical assistance, and training local workers for employment in community businesses all help to ensure residents are not forced out of the neighborhood as investment increases property values.
- Other strategies to prevent displacement, include advocating for policy solutions to prevent small business displacement such as commercial rent control, and attracting companies committed to hiring neighborhood residents.

3. Collaboratives are supporting local businesses owned by people of color

- Many PRO Neighborhoods collaboratives are working to support businesses owned by people of color that often lack access to financing, technology, education, and other resources needed to thrive. This work expands wealth-building opportunities for business owners, helping to close the racial wealth gap.
- Strategies include targeting lending, technical assistance, training, business “accelerators,” and other investment in existing businesses in target areas and helping entrepreneurs of color to open new businesses.
- Collaboratives are responding to the unique needs of businesses owned by people of color by increasing the diversity of capital products available, including business loans, microloans, business grants, and even nano-loans. They are also offering flexible lending criteria and providing mentoring and technical assistance to ensure clients' success.

4. Collaboratives are supporting local environmental sustainability and resilience

- Many communities, and particularly those that are home to low- and moderate-income people, are facing serious environmental threats related to climate change, from wildfires to rising sea levels.
- Low-income individuals may lack the resources to address the consequences of environmental hazards, leaving them particularly vulnerable to being displaced by disaster.
- Several collaboratives have integrated environmental resilience into their plans for equitable development to address these threats.



- Collaboratives are enhancing sustainability by investing in transit-oriented development which can help to reduce emissions from long and frequent car trips; supporting sustainable building practices; and developing climate-resilient housing and infrastructure.
- One collaborative is building affordable housing with used shipping containers. The approach both reduces the carbon footprint of development by reusing existing materials and results in housing that can withstand high winds and other environmental threats.

5. Collaboratives are improving quality of life for long-time neighborhood residents

- Building on the basics of safe, quality, and affordable housing and access to jobs, several collaboratives are also making efforts to improve a broad range of community amenities.
- Activities to strengthen the quality of life for neighborhood residents include efforts to improve local parks, improve the public health infrastructure, increase access to healthy foods, and support local arts and culture.





Program Accomplishments

To respond to inequities in neighborhood investment across the country, particularly in many communities of color, JPMorgan Chase created the Partnerships for Raising Opportunity in Neighborhoods (PRO Neighborhoods) Competition in 2014, to support cross-cutting collaborations that implement creative, sustainable solutions to local challenges.²

In the program, community development financial institutions (CDFIs) partner to form collaboratives and receive capital grants to provide targeted financing to meet the needs of underserved communities. Through the collaboratives, CDFIs align their talent, technology, and balance sheets to meet a common financing challenge – for example, developing or preserving affordable housing, providing affordable and accessible loans

to minority and woman-owned businesses, or supporting community services such as clinics and childcare centers in distressed neighborhoods.

JPMorgan Chase has allocated over \$153 million through the PRO Neighborhoods Competition since 2014. These grants, which provide up to \$5 million over three years, have supported the work of 36 collaboratives, consisting of 136 partner organizations in 28 states. As shown in Exhibit 1, the 2014-2020 collaboratives have leveraged JPMorgan Chase's investment at a ratio of 8:1 to provide more than \$569 million of financing in their communities through loans and other investments. These efforts have supported 15,210 jobs.

² In 2020 the PRO Neighborhoods Initiative was combined with JPMorgan Chase's *AdvancingCities* Challenge. Grants were made through the *AdvancingCities* Challenge "place-based" track.

Exhibit 1. Cumulative Accomplishments of PRO Neighborhoods Grantees, 2014-20

Total JPMorgan Chase investment (committed)	\$ 153,042,000
Total JPMorgan Chase investment (deployed to date)	\$ 120,826,999
Number of collaboratives	36
Number of partners	132
Additional capital raised by collaboratives	\$ 977,861,738
Leverage ratio*	8.09
Total loans + other investments made (#)	36,228
Total loans + other investments made (\$)	\$ 568,639,144
Total jobs created or preserved	15,210
Total housing units created or preserved	4,425

* Leverage ratio calculated as additional capital raised by collaboratives divided by the total JPMorgan Chase investment deployed to date.

Each PRO Neighborhoods collaborative identifies local needs and designs a capital strategy to address the needs. Their investments can address small business expansion, affordable housing, real estate development, financial health, jobs and skills, and other focus areas. Nineteen of the 36 collaboratives that have received PRO Neighborhoods funding were actively investing or received grants in 2020. The remainder of this report summarizes data on the investments, outcomes, and impacts of those collaboratives.³






As shown in Exhibit 2, the PRO Neighborhoods collaboratives are addressing local capital needs in a range of important areas, most commonly, affordable housing (fourteen collaboratives). Small business expansion and real estate development are also common areas of focus (ten and nine collaboratives respectively), followed by jobs and skills development (three collaboratives). Most collaboratives (eleven) are addressing more than one focus area – for example, by investing to support the development of affordable housing and to support existing small businesses in a neighborhood facing overall disinvestment or development pressure.

Beginning in 2018, JPMorgan Chase selected collaboratives with an explicit focus on equitable development for PRO Neighborhoods awards and, in 2020, JPMorgan Chase focused on capital strategies to support housing-driven equitable development plans.⁴

³ Abt gathered data from quantitative and qualitative reporting and interviews with collaborative partners for collaboratives that had active grants in 2020 for this report.

⁴ In 2020, JPMorgan Chase funded collaboratives to implement “a capital strategy to advance a housing-driven equitable neighborhood plan that addresses documented challenges within neighborhoods,” as articulated in the 2020 AdvancingCities Challenge RFP available at: <https://www.cybergrants.com/jpmc/s/2020AdvancingCitiesRequestForProposals10.08.2019.pdf>

Exhibit 2. 2017-2020 PRO Neighborhoods Collaboratives, by Focus Area

Collaborative	 Financial Health	 Jobs and Skills	 Real Estate Development	 Affordable Housing	 Small Business Expansion
2017					
Equitable Development at the 11th Street Bridge Park		●		●	●
Rental Housing Innovations in Crisis Areas of Orlando MSA				●	
San Francisco Entrepreneurs of Color Fund					●
Small Housing, Big Impact				●	
2018					
Brew City Match			●		●
Claiborne Corridor Community Development Plan			●	●	
Fresno Community Capital Collaborative for Economic Mobility			●		●
Kensington Lending Partnership			●	●	●
2019					
The 614 Linden		●		●	●
Dallas Collaborative for Equitable Development		●	●	●	●
Equitable Wilmington			●	●	●
Memphis CDFI Network			●	●	●
Opportunity CLE Neighborhoods			●	●	
Purple Line Equitable Transit-Oriented Development			●	●	●
South Florida Housing Link Collaborative				●	
2020					
Block by Block				●	
Building Neighborhood Equity with Small Multifamily Ownership	●			●	
Collaborative and Equitable Capital Strategies that Deliver Commercial and Residential Affordability and Neighborhood Stabilization in Rapidly Gentrifying Portland, Oregon				●	
Plank Road Masterplan Implementation					●



Spotlight: Grantees take a comprehensive approach to equitable development

Many PRO Neighborhoods collaboratives provide investments, training, and technical assistance in multiple focus areas to advance equitable development. For example, the **Dallas Collaborative for Equitable Development** (2019 grantee, Dallas, TX) is investing in four focus areas: affordable housing, small business expansion, real estate development, and jobs and skills. The collaborative's investments support priorities identified in an equitable development plan developed for three low-income neighborhoods located in Southern Dallas.⁵ The 2018 plan, developed with community input and supported by funding from JPMorgan Chase, identified community needs in housing, jobs, wealth creation, community ownership and leadership development. The collaborative's investment strategy reflects the need for a comprehensive approach and brings together organizations that can provide different resources to address multifaceted community needs. Some of the collaborative's activities include:

- Developing a small business loan that offers flexible lending criteria, including no minimum credit score requirement, 6-month payment deferment, and technical assistance provided after the loan is funded to support clients' success.
- Providing entrepreneurship and job training on business development topics such as personal credit and the relationship between personal finance and business financing for entrepreneurs.
- Creating an affordable housing loan fund to provide funding for land acquisition, new home construction, and housing rehabilitation projects to both non-profit and for-profit developers.
- Increasing the capacity of neighborhood community organizations to engage in real estate development and management by providing trainings such as "Real Estate 101" and "Real Estate Bootcamp."

5 Community Driven Growth: Dallas' Roadmap to Equitable Development, available at: <https://recouncil.com/community-fund/community-driven-growth/>

The PRO Neighborhoods collaboratives address local needs through different types of investments and by providing training and technical assistance to residents and businesses. Their investments generate wealth for low- and moderate-income individuals and people of color, promote the development of safe and affordable housing options, and develop and test innovative financing approaches. Examples of collaboratives' efforts include:

- Developing and piloting a mortgage product to support the construction of accessory dwelling units and pairing this financing with training for property owners interested in developing these units as affordable housing.
- Lending to landlords and small-scale housing developers to support the construction and rehabilitation of affordable rental units.

- Combining financing of various types with tailored technical assistance to small businesses owned by people of color to support the development of new businesses, adaptations and continuing operations of existing businesses, and expansions.

Through June 30, 2021, the 19 active PRO Neighborhoods collaboratives made 1,135 loans and other investments totaling \$147,119,998. As shown in Exhibit 3, these investments took various forms. The largest share of these investments, \$73,396,438 or 50% of the total investments, supported small businesses and included microloans as well as larger loans to established businesses. The next largest share supported housing development (\$41,123,246 or 28% of the total investments) followed by housing equity investments (\$12,374,000 or 8% of the total investments).

Exhibit 3. Loans and Other Investments

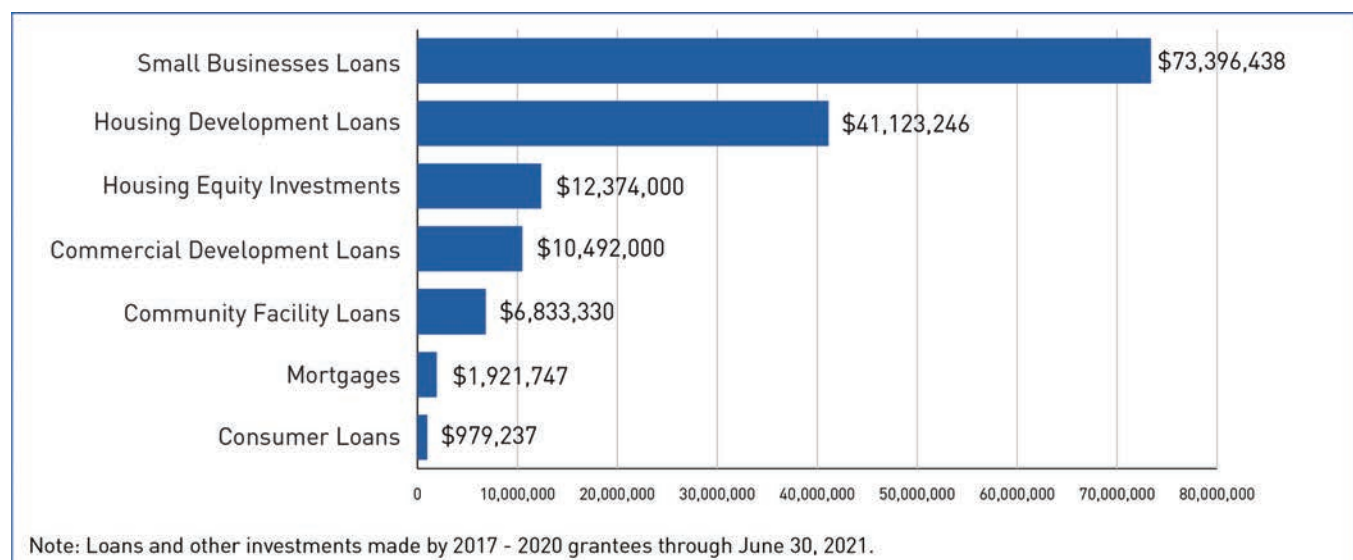
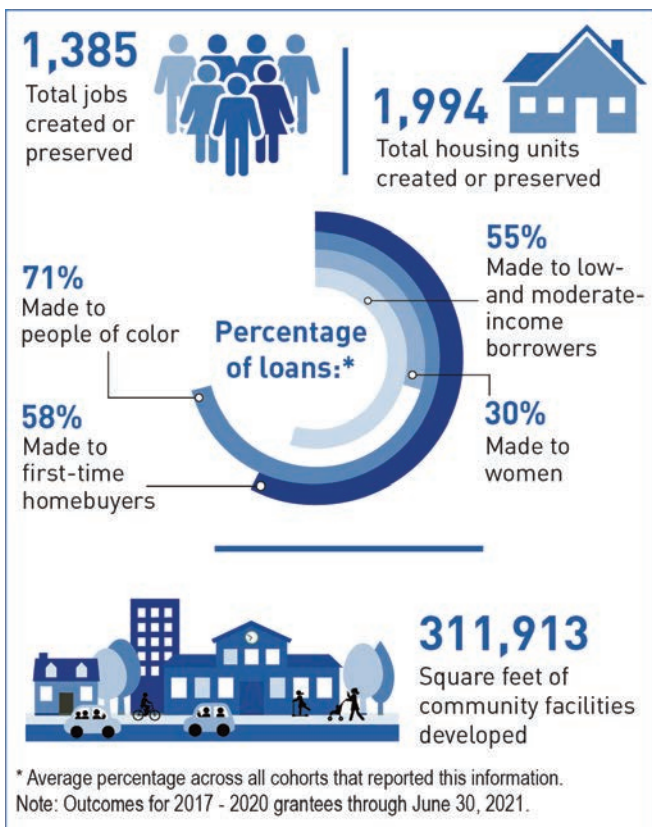


Exhibit 4. Outcomes of 2017-2020 Grantee Activities



The 19 active collaboratives' investments supported their communities in important ways (Exhibit 4). Collectively, loans and investments through the end of June 2021 created or preserved more than 1,385 jobs and more than 1,994 housing units. The loans led to the development of 49,626 square feet of community facility space and 262,287 of commercial space, a combined total of 311,913 square feet. On average, the collaboratives made 30 percent of their loans to women, 71 percent to people of color, and 55 percent to low- and moderate-income borrowers. The majority (58 percent) of mortgages were made to first-time homebuyers.





Spotlight: Addressing the COVID-19 pandemic

The pandemic slowed many of the collaboratives' planned lending activities, particularly for collaboratives that received funds in 2019 or 2020 and whose projects were just getting started when the pandemic began. One collaborative found that the small businesses and real estate developers they intended to lend to were hesitant to take on additional debt given economic uncertainties. Others found that responding to immediate needs limited their capacity to develop and deploy new products as anticipated. Despite these setbacks, the collaboratives adjusted and deployed capital in other ways. Some quickly developed new products to support struggling small businesses or helped small businesses access Federal or local relief funds. Others provided funds and in-kind supports to help residents meet immediate needs (such as providing rental assistance, diapers, and food).

Despite the challenges posed by the pandemic, many collaboratives strengthened their partnerships and their relationships in the community. One noted that the transition to virtual meetings facilitated greater communication between the collaborative partners. Another observed that the need to respond to a broader scope of community needs prompted increased sharing of information between collaborative partners. Another found that the relationships they built to help distribute Federal relief funds helped them build stronger ties with community partners.

In June 2021, Abt released four [briefs](#) that describe the challenges the collaboratives observed in their communities and adaptations they put in place in response to the pandemic and the increased focus on racial equity in the wake of well-documented police killings of Black residents. The collaboratives adjusted their programs to:

- Support small businesses through additional technical assistance and lending;
- Promote housing security, affordability, and equity through assistance and advocacy;
- Shift to virtual settings for outreach, communication, and service delivery; and
- Extend long-standing commitments to racial equity in their work and communities.





How Collaboratives Advance Equitable Development

Through PRO Neighborhoods, collaboratives implement strategies to meet the needs of underserved communities and achieve equitable development. Equitable development prioritizes the needs of existing residents to foster the vitality, livability, and sustainability of communities that have not benefited from recent economic growth. JPMC declined to define equitable development for its grant applicants, but suggested several principles of equitable development that grantees should consider in their activities (see text box on page 15). Often building on a community planning process (see text box on page 16), these collaboratives are pursuing a variety of activities to advance equitable development in their communities, including expanding access to affordable housing, preventing displacement, creating and supporting opportunity for entrepreneurs of color, improving physical sustainability and resilience, and improving quality of life for long-time residents of disinvested communities.

JPMC's grantees have all made community input a cornerstone of their design strategies to achieve equitable development. Building on locally driven planning, the structure of PRO Neighborhoods seeks to ensure that collaboratives' approaches are strengthening the infrastructure of the neighborhoods, not just temporarily introducing new investment. For example, the collaborative nature of PRO Neighborhoods means that local partnerships are being formed and strengthened. Even if these do not persist in a formal structure past the grant term, many relationships and informal networks will. These relationships can help future community challenges to be addressed more quickly and more effectively by organizations prompted to cooperate rather than compete by the JPMC grant funds. For example, due to the collaborative nature of the grant, **Fresno Community Capital Collaborative for Economic Mobility** (2018 grantee, Fresno, CA) partners developed an expanded network of agencies to which partners can refer clients



Equitable Development:⁶

- Promotes opportunity-rich, healthy communities where all residents can thrive across a range of quality-of-life outcomes
- Creates a transparent, data-driven approach to fostering inclusive neighborhoods and local economies, reducing racial, ethnic and income segregation and directly addressing local disparities and barriers to opportunity
- Maximizes resident participation throughout the entire process, from planning to implementation
- Actively prevents and works against displacement of low-income individuals, families, and small businesses
- Improves and continuously measures outcomes critical to an individual and community's ability to progress socially and economically, including in the areas of health, education, employment, safety and financial security
- Plans for the needs of the neighborhood/city/region's most vulnerable residents, such as people of color, the elderly, single parents, very low-income households or non-English speakers
- Respects local culture, history and diversity throughout the process
- Connects to other planning efforts, such as housing and economic development planning, and utilizes a multi-sector approach to improve coordination of resources and reduce duplication
- Responds to changes that occur in the local community and evolves over time ensuring goals are met; and
- Ensures that the execution and delivery of the solution's intended impact builds local capacity and has longevity that can be sustained over time

for better suited products. The collaborative partners hope this ability to offer clients better solutions through partnership will persist beyond the term of the grant.

In addition, the process of developing and implementing equitable development plans has built the capacity of both the CDFIs that form the backbone of the collaboratives and their local partners to serve and be responsive to the needs of the community. The collaboratives hope that this added capacity—which may include new loan products, improved technology platforms, and new technical assistance and training resources—will generate lasting changes to the community ecosystem. For example, the **Memphis CDFI Network** (2019 grantee, Memphis, TN) collaborative hopes to use JPMC PRO Neighborhoods activities to strengthen Memphis' CDFI ecosystem. They see their collaborative's activities as a valuable opportunity to elevate the work of CDFIs among stakeholders, strengthen the Network's website and brand, and ultimately support efforts to share data and best practices across CDFIs.

6 JPMC, 2019 PRO Neighborhoods Competition Request For Proposals.



Equitable Development Planning

Planning is an essential component of advancing equity in communities experiencing disinvestment and neglect. Successful equitable development planning efforts are community-driven, involving extensive community engagement and input. The process can include basing the plan on the community's history and cultural identity, reflecting the experiences, needs, and preferences of community members and organizations, and using the planning process to help develop community leadership.

One of JPMC's grantees, **Equitable Development at the 11th Street Bridge Park** (2017 grantee, Washington, DC), developed an equity toolkit for other communities based on the seven-step process they followed in creating the 11th Street Bridge Park's equitable development plan. The first of these steps – and the one most critical in building trust in the equitable development plan – is to engage a range of residents in the community.

Expanding Access to Affordable Housing

Affordable housing is a critical part of equitable community development. In neighborhoods subject to gentrification pressures, affordable housing helps existing residents avoid displacement. In neighborhoods that are struggling economically, quality affordable homes ensure that families have a decent and safe living environment. Affordable homeownership helps residents build wealth. A diverse range of housing options – with a mix of home sizes, types, and price points – can make communities more inclusive and economically vibrant. Many PRO Neighborhoods collaboratives have prioritized affordable housing as part of their approach to equitable development and are deploying capital to address housing needs in their communities. Collaboratives are expanding affordable housing opportunities for residents by investing in renovating or repairing existing affordable housing units, providing financing for or developing new affordable units, and helping residents buy or rent quality, affordable homes.

Collaboratives often combine strategies to preserve existing affordable units with strategies to create a broader range of affordable housing options for low- and moderate-income families. For example, one of **The 614 Linden's** (2019 grantee, Columbus, OH) goals is to establish a \$20 million loan pool to finance the preservation and production of affordable housing units. Through 2020, the loan pool has provided \$1 million in financing which has been used to preserve Rosewind Estates, a complex with 230 affordable housing units. To serve the most vulnerable neighborhood residents, the collaborative is also working to connect families



with safe, quality, affordable housing; they aim to provide rapid re-housing services to up to 200 families who experiencing or at risk of experiencing homelessness. **Rental Housing Innovations in Crisis Areas of Orlando MSA** (2017 grantee, Orlando, FL) has financed one loan and made 11 equity investments totaling \$13.64 million to preserve existing affordable housing units and develop new affordable properties. The collaborative has also preserved 125 affordable housing units and created another 120 by purchasing non-performing single-family mortgages and vacant foreclosed properties to create affordable rental and homeownership housing units, and preserving distressed multifamily buildings.

Rental Housing Innovations in Crisis Areas of Orlando MSA has made 9 loan and equity investments in affordable housing totaling \$13.694 million.

Other collaboratives are helping low- and moderate-income families buy their first homes through providing homeowner education, counseling, and lending. Homeownership gives families an opportunity to build wealth over time and increases their residential stability by giving them greater control over whether and when to move from their current neighborhood. For example, to help address the long-term impacts



Spotlight: Claiborne Corridor, New Orleans

Collaborative Overview: The Claiborne Corridor Community Development Plan (2018 grantee, New Orleans, LA) aims to reduce displacement and build wealth among residents and business owners in the Claiborne Corridor, a historically African American neighborhood in New Orleans. The collaborative partners are undertaking initiatives to create new affordable housing, promote homeownership, and support small “mom-and-pop” landlords.

Goals: The Housing Choice Voucher program is one of the US government’s key affordable housing programs, providing rental subsidies for millions of low- and moderate-income families. But in many cities, including New Orleans, renters with vouchers are often unable to find an affordable apartment that meets the program’s housing quality standards. In 2020, the Claiborne Corridor collaborative began working with the Housing Authority of New Orleans to help secure more apartments for families with vouchers.

Approach: The collaborative determined that investment in housing units owned by many local “mom-and-pop” landlords– ranging from \$20,000 to \$60,000 per unit – could bring their rental units into compliance with HUD’s quality standards. The collaborative began offering home repair loans to landlords who agree to participate in the Housing Choice Voucher program. The Housing Authority of New Orleans helps connect landlords with prospective tenants once the repairs are completed. This innovative program helps expand housing options for families with vouchers, while also helping landlords to increase their property values and generate rental income. As of December 2020, there were 32 renovation projects in the pipeline.



of the 2008 foreclosure crisis, the **Memphis CDFI Network** (2019 grantee, Memphis, TN) aims to increase homeownership in the Whitehaven and Frayer neighborhoods. In 2020 the collaborative originated 17 home purchase loans in these two neighborhoods, including 10 loans for first-time homebuyers, and delivered homebuyer education to 38 neighborhood residents.

In some communities, collaboratives are investing in small-scale housing like accessory dwelling units (ADUs) and small multifamily properties to increase affordable rental units. These housing types are not usually accompanied by subsidies or income restrictions, but they are often more affordable than units in larger multifamily properties due to their small size. Small-scale housing helps to expand and diversify the neighborhood's housing stock, while also providing rental income to owner-occupants.

For example, **Small Housing, Big Impact** (2017 grantee, Los Angeles and San Jose, CA) aims to expand affordable housing in the LA and San Francisco metro areas through innovative financing tools and support for landlords.

The collaborative is piloting new loan products to help homeowners build ADUs that will serve low-income renters. They have also delivered technical assistance to over 500 homeowners to help them navigate the ADU development process. The **Minneapolis Family Housing Fund** (2020 grantee, Minneapolis, MN) aims to help residents, especially residents of color, become owner-occupants of small multifamily properties in their neighborhoods. The collaborative is establishing a revolving fund to finance development and rehabilitation of 2-4 unit properties and will offer pre- and post-purchase support to help buyers become successful homeowners and landlords.

Preventing Displacement

Many PRO collaboratives are working to ensure that private and public investments do not displace existing community residents and businesses. In some cases, efforts to avoid displacement are in response to a specific new infrastructure project that is likely to spur investment in the community, such as development of a new transit station or line; in other cases, collaboratives are responding to more general concerns that community improvement will lead to displacement.

Among other strategies to help residents avoid displacement, collaborates are investing in affordable housing, supporting existing local businesses, and training local workers for employment in community businesses to help them increase their incomes.

For example, the **Equitable Development at the 11th Street Bridge Park** collaborative is working to ensure that the 11th Street Bridge Park, which will physically connect neighborhoods on both sides of the Anacostia River, enhances inclusive economic opportunity east of the river, while also preventing the displacement of current residents as property prices respond to market forces. In addition to protecting residents' housing options and preventing small business displacement with loans and technical assistance, the collaborative is providing job training to neighborhood residents. Collaborative partner Skyland has conducted 12 job training events that included 197 attendees, 154 of which became OSHA certified for jobs related to



construction. Overall, 54 graduates have been placed in full-time jobs.

In the Kensington neighborhood of north Philadelphia, external investment – and the corresponding threat of gentrification – is coming gradually. Nearby areas including the Fishtown neighborhood to the south have experienced considerable gentrification in the past 10 years, and investors have begun to focus on opportunities in the southern part of Kensington. Property values in the community are appreciating and building permit activity has

Through 2020, the Kensington Lending Partnership provided \$15.6 million in loans for small businesses, affordable housing and mixed-use developments, and homebuyers. Eighty percent of individual borrowers were people of color.



increased. The **Kensington Lending Partnership** collaborative (2018 grantee, Philadelphia, PA) aims to channel this investment in ways that benefit residents and provide jobs and affordable housing for residents who want to stay in the neighborhood. The collaborative is focusing on attracting companies committed to hiring residents, investing in affordable housing by providing loans to develop multifamily and single-family housing, commercial real estate, community facilities, and mixed-use developments, and providing financing for businesses and residents all targeted toward the neighborhood's Latinx community.

Supporting Local Businesses Owned by People of Color

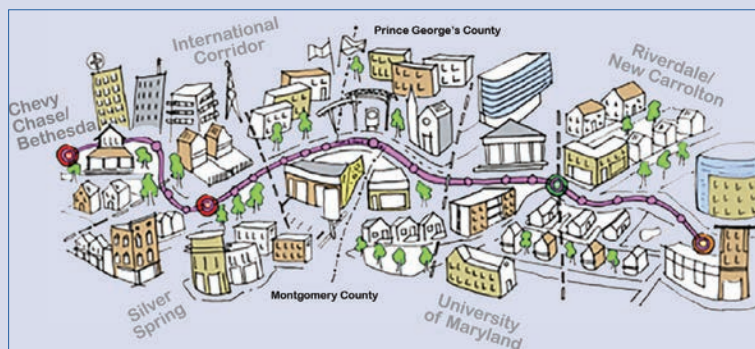
Locally owned businesses contribute to thriving neighborhoods in several ways: they enhance quality of life for residents, provide jobs with more stability and higher wages, and help keep money in the community. But many businesses, particularly those owned by people of color, have limited access to the capital and resources they need to succeed. PRO collaboratives are working to support local businesses through targeted lending and grants, investments in technology, and training and technical assistance. Many collaboratives are also helping launch new businesses by providing start-up capital, business “accelerators,” and training programs for new entrepreneurs.





Spotlight: Purple Line Equitable Transit-Oriented Development

Collaborative Overview: The Purple Line Equitable Transit-Oriented Development (Purple Line) (2019 grantee, Montgomery and Prince George's Counties, MD) collaborative partners are lending to develop and preserve affordable housing and small businesses along the Purple Line light rail line being built to connect communities in Prince George's and Montgomery Counties in the suburbs of Washington, DC.



Goals: The collaborative is working to prevent the possible displacement of both neighborhood residents and local business resulting from the transit expansion.

Approach: The collaborative is taking three central approaches to meeting its goal: preserving and developing affordable housing (including naturally occurring affordable housing (NOAH), providing loans and technical assistance to small businesses, and developing and expanding partnerships and community engagement in these neighborhoods. It also supports policy changes that include eviction prevention and commercial rent control. In addition, the Purple Line collaborative is developing and expanding partnerships and community engagement in the transit corridor to influence policies and local funding priorities.

As part of this multisector approach, the collaborative held 135 engagements with key nonprofit and public agency partners in the Purple Line corridor to advance equitable development near the light rail development in the first year of the grant.

The collaborative aims to effect larger system change by establishing lines of policy influence and community engagement to help ensure that the benefits of new investment in the area are realized by existing residents and businesses. In addition to policies including eviction prevention and commercial rent control, the collaborative is advocating for affordable housing preservation, small business inclusion, and a significant increase in resources in the transit corridor. For example, the Purple Line collaborative has held nine different advocacy events to encourage city and county council members and state legislators to support additional resources for small businesses and affordable housing.



Brew City Match has awarded 50 entrepreneurs and 9 property owners funding through an open competition. Over 90 percent of winners have been people of color.

Collaboratives are mainly targeting their efforts toward businesses owned by people of color, helping owners build wealth and ensuring that the diversity of the community is reflected in its small businesses. For example, **Brew City Match** (2018 grantee, Milwaukee, WI) held an open competition for grants and loans for small businesses that plan to expand or start up in target neighborhoods in Milwaukee. Through the end of, 50 entrepreneurs and 9 property owners have been awarded funding, and over 90% of winners have been people of color. The collaborative is making efforts to frame the funding in the neighborhood's

historical context and acknowledge ways racism has affected investment in the community. One way it did so was by including a panel discussion about the legacy of discrimination toward Black businesses in Milwaukee during the competition kick-off event.

Collaboratives are also developing services and products that are responsive to the distinct needs of borrowers of color. For example, the **San Francisco Entrepreneurs of Color Fund** (SFEOCF) (2017 grantee, San Francisco, CA) recognized that businessowners of color tend to have fewer employees, less collateral, and smaller revenues than their White counterparts; this can make it difficult for them to meet minimum thresholds for traditional business lending services. SFEOCF members updated the criteria for their loan products and consulting services to facilitate lending to entrepreneurs of color, for example, by eliminating firm size requirements.





In Philadelphia, the **Kensington Lending Partnership** (2018 grantee, Philadelphia, PA) recognized that some Latinx businessowners were struggling to access state and federal COVID-19 relief funds because of language and technology barriers. The collaborative worked with community partners to develop a coordinated response to help businessowners access critical emergency resources. Collaborative members participated in the Paycheck Protection Program, administered state and local CARES Act funding, and provided technical assistance to businessowners to help them navigate these programs.

Improving Environmental Sustainability and Resilience

Many communities throughout the country are facing serious environmental threats related to climate change, from wildfires to sea level rise. These events have important implications for communities' well-being. This is especially true for low-income neighborhoods, which are often located closer to environmental hazards and may have inadequate infrastructure to handle environmental challenges. Additionally, low-income individuals may lack the resources to address the consequences of environmental hazards, leaving them at greater risk of being displaced by a disaster.



Some collaboratives have made environmental sustainability and resilience a priority, especially collaboratives that are working in areas vulnerable to the impacts of climate change. One such collaborative is **South Florida Housing Link** (2019 grantee, Miami, FL) which aims to locate affordable housing away from flood-prone areas and to reduce carbon emissions by promoting transit-oriented development in the Miami area. Using a community land trust model, partners will secure sites located near existing and planned mass transit stations so that they can be used for affordable housing development. **Baton Rouge** (2020 grantee, Baton Rouge, LA) is also focused on transit-oriented development in the

Plank Road neighborhood. The collaborative plans to develop affordable housing, commercial space, and community services on a future bus rapid transit line. The collaborative will also invest in the Plank Road “EcoPark,” which will provide much-needed green space for residents while also reducing the risk of flooding in the area.

The South Florida Housing Link plans to deploy \$2 million for 200 single-family rehabs to improve the housing units' ability to withstand hurricanes and reduce energy costs.





Spotlight: Fresno Community Capital for Economic Mobility

Collaborative Overview: Fresno Community Capital Collaborative for Economic Mobility (2018 grantee, Fresno, CA) is deploying capital to catalyze development in the neighborhoods south of Shields Avenue – some of the city’s most economically distressed areas. The collaborative is committed to addressing longstanding barriers to capital for communities of color, and their activities are aligned with Fresno’s initiative to advance racial equity, known as DRIVE (Developing the Region’s Inclusive and Vibrant Economy).



Goals: Through 2020, the collaborative has made 63 loans to small businesses, non-profit housing developers, and other community-based organizations in Fresno. In addition to lending activities, the collaborative also provides training and technical assistance to non-profit developers and small businesses. A key goal is to build CDFI capacity and create an enduring source of capital that can continue to facilitate community-focused investment in Fresno.

Approach: Fresno Community Capital Collaborative for Economic Development is undertaking a comprehensive suite of community development activities, investing in single- and multifamily housing, commercial real estate development, community facilities, and small businesses. To support these efforts, the collaborative has adopted a ‘tiered’ partnership approach that leverages the specific strengths and resources of each participating agency. The first tier includes four CDFIs who work together to deploy financing; the second tier includes four marketing and outreach partners; and the third tier includes five technical assistance providers. This partnership structure has made it easier for members to connect clients to the services and resources that they need.

Many of the partners are deeply embedded in Fresno’s racial and cultural communities, such as the Fresno Metro Black Chamber of Commerce, the Fresno Area Hispanic Foundation, and A Hopeful Encounter. These connections have made it easier for the collaborative to reach diverse residents and business owners, especially in the context of the pandemic. For example, collaborative partners were able to help businessowners apply for Paycheck Protection Program funds and other COVID-19 emergency relief. As of year-end 2020, over 70% of the collaborative’s loans were made to borrowers of color.



Improving Quality of Life for Long-time Residents of Disinvested Communities

While some PRO collaboratives are applying a laser-like focus to a specific neighborhood problem, others are taking a more comprehensive approach to equitable development, building on their investments in affordable housing and business development by including efforts to improve quality of life for existing residents. These collaboratives' efforts to improve a broad range of community amenities are an essential component of their approaches to equitable development. These include efforts to improve local parks, finance community facilities that house arts and culture organizations, improve the public health infrastructure, preserve a neighborhood's culture, and increase access to healthy foods. While quality affordable housing and access to



jobs are essential to residents' financial health, a broader focus on quality of life is intended to maintain and strengthen the social fabric of the neighborhood.





Spotlight: Rental Housing Innovations in Crisis Areas of Orlando MSA

Overview: Rental Housing Innovations in Crisis Areas of Orlando MSA (2017 grantee, Orlando, FL), a partnership between the Florida Community Loan Fund and New Jersey Community Capital, is working to reduce cost burdens for Orlando families while also making affordable homes more resilient and sustainable.

Goals: The collaborative is exploring strategies to create affordable housing that is financially viable without significant ongoing public subsidies. Their goal is to identify replicable, scalable financing and building approaches that can lower the cost of development. The collaborative is also finding ways to build environmentally sustainable homes that can withstand severe weather.

Approach: The collaborative recently invested in the Arts on Broadway project, a 52-unit rental development built using repurposed shipping containers. Re-using existing materials helps to reduce the environmental footprint of construction while also bringing down construction costs. In addition, shipping containers are highly durable and can withstand the high winds that are common along Florida's hurricane-prone coast. Although shipping containers have been repurposed for housing in several western European nations, this model has not yet been adopted widely in the United States. With successful completion of the Arts on Broadway project, the collaborative hopes that other jurisdictions will consider using shipping containers to help address housing needs.





Several collaboratives are financing community amenities and institutions that enhance quality of life for neighborhood residents. For example, one of **Equitable Wilmington's** (2019 grantee, Wilmington, DE) activities is financing community space that includes childcare facilities, event space, and space for nonprofit organizations that provide education, and employment and social programs for residents. In addition, the collaborative combined capital from PRO Neighborhoods with funds from Trinity Health/St. Francis Healthcare to address health-related needs. Likewise, many recipients of **Brew City Match's** (2018 grantee, Milwaukee, WI) investments provide important community services. Three of the collaborative's early real estate projects supported a Jamaican restaurant, an art and wellness gathering space, and the buildout of a business incubator space and headquarters for the African American Chamber of Commerce of Wisconsin.

Opportunity CLE Neighborhoods (2019 grantee, Cleveland, OH) is also financing several community spaces intended to improve quality of life in the neighborhood. For example, the

collaborative provided funds for Pivot: Center for Art, Dance, and Expression, a building that will house tenants including the Cleveland Museum of Art, Inlet Dance Theater, and ICA-Art Conservation, among others. It is also providing funding for Providence House, which will serve children at risk of going into foster care or experiencing domestic violence.

The Pivot: Center for Art, Dance, and Expression project will redevelop 80,000 square feet of vacant or blighted space in Cleveland and eventually provide capacity for 11,600 annual visitors.

Newer collaboratives are taking a comprehensive approach to improving quality of life as well. For example, Baton Rouge plans to finance a grocery store.





Spotlight: The 614 Linden

Collaborative Overview: **The 614 Linden** (2019 grantee, Columbus, OH) is a partnership that includes four CDFIs: Ohio Capital Finance Corporation, Affordable Housing Trust of Columbus and Franklin County; Finance Fund Capital Corporation; and the Economic Community Development Institute.

Goals: The 614 Linden collaborative partners are developing affordable housing, financing new commercial and residential development, providing access to technical assistance and capital to small businesses, and supporting rapid rehousing programs. The collaborative is also driving health outcomes by supporting access to healthy food and wrap-around health services within the neighborhood.

Approach: Led by a designated Health and Wellness working group, The 614 Linden is providing resources to support community health in a variety of ways. For example, it is providing funding for prenatal and maternal services and seeking to fund a business that would provide access to healthy food options. The collaborative conducted a feasibility study to explore establishing a grocery store in Linden and is working to identify an experienced owner or operator. The collaborative is addressing residents' food needs in other ways as well. It quickly pivoted during the pandemic to provide resources to help address both food insecurity and housing instability. A total of \$50,000 helped partners St. Stephen's Community House and the Community of Caring Development Foundation purchase fresh food and refrigeration equipment for food pantries and provided emergency rent and utility assistance for Linden residents.

The 614 Linden also includes a collaborative partner, Nationwide Children's Hospital, that is exclusively focused on community health. Nationwide Children's Hospital is conducting health education sessions in Linden in a variety of formats; providing school-based asthma therapy (shifting to care coordination with the outbreak of the pandemic); and offering school-based health centers and mobile care centers to provide annual check-ups, vaccines, primary care mental health, and other services. In addition, Nationwide Children's Hospital created Columbus Cares Kids Kits to provide age-appropriate at-home learning activities and toys to promote child development and literature to support parents during the pandemic.





Conclusion

Advancing equitable development requires tools, resources, and insights combined with deep local knowledge, commitment, and hard work. Through JPMC's PRO Neighborhoods, collaboratives in communities across the country are receiving support to implement innovative multifaceted initiatives that address the unique nature—the challenges and strengths—of each place.

Equitable development looks different in each community, but in every case, the process opts for inclusion over exclusion, broadly distributed benefits over concentrated advantage, and prioritizing the resilience and vibrance of communities.

The collaboratives are using basic building blocks of equitable development—including affordable housing, support for local businesses and especially those owned by people of color, and active efforts to prevent displacement of people and businesses--and combining them with local expertise, supports, and partnerships to address the specific needs of the communities where they are situated. Most collaboratives are advancing equitable development with a comprehensive approach, creating sustainable opportunities for broadly shared growth and prosperity.



