

LEARN

JOIN

LEAD



OCTOBER 14–17, 2014 • THE SHERATON DOWNTOWN DENVER, COLORADO

Amplifying Impact: CDFIs and the Community Quarterback Model

Thursday, October 16, 2014
4:15pm-5:30pm

Panelists

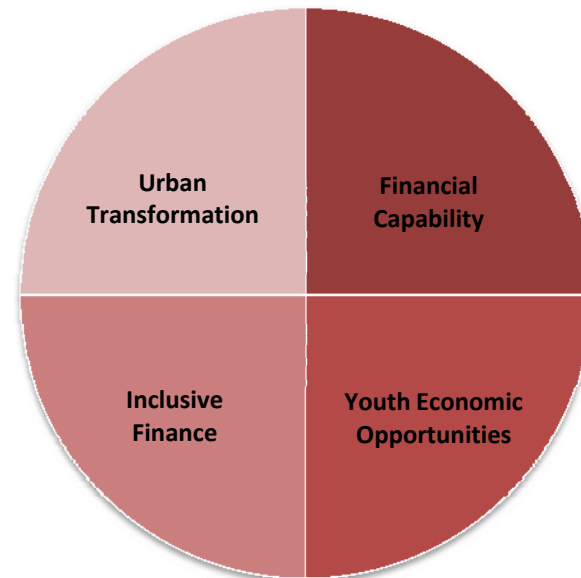
- Kristen Scheyder, Senior Program Officer, Citi Foundation
- Hannah Blitzler, Director, National Strategic Initiatives, Low Income Investment Fund (LIIF)
- Calvin Holmes, President, Chicago Community Loan Fund (CCLF)
- Elizabeth Van Benschoten, President, BRIDGE Impact Capital

Agenda

- 4:15-4:25 Intro/Overview by Citi Foundation
- 4:25-4:35 LIIF Role in Catalyzing QB Efforts
- 4:35-4:45 CCLF Role in Catalyzing QB Efforts
- 4:45-4:55 BRIDGE Role in Catalyzing QB Efforts
- 4:55-5:20 Structured Q&A
- 5:20-5:30 Open Q&A

Citi Foundation

- The Citi Foundation works to promote economic progress in cities and communities around the world, with a focus on initiatives that expand financial inclusion.



Citi Foundation Focus Areas

- Citi Foundation focuses resources on partners working in the following focus areas and seeking the following results:

In each focus area	We seek increases in...
Financial Capability	The number of low-income adults or youth who adopt positive financial behaviors and accumulate and preserve financial assets
Inclusive Finance	Financial products and capital to support financial inclusion and the growth of business enterprises that provide new income generation and/or employment opportunities for low-income individuals
Urban Transformation	Urban-focused initiatives that contribute to the economic progress and/or environmental sustainability of low-income individuals and communities
Youth Economic Opportunities	The number of low-income youth who complete postsecondary education, become employed or start their own income-generating business

Partners in Progress

Partners in Progress (PIP) is a direct outgrowth of the book *“Investing in What Works for America’s Communities,”* a collaborative effort between the Citi Foundation and the Low Income Investment Fund which was published by the Federal Reserve Bank of San Francisco in 2012.

Citi Foundation



+



=



→



30th
OFN
CONFERENCE
ANNIVERSARY

OPPORTUNITYFINANCE
NETWORK

The Community Quarterback Model

Collective Impact

- Traditionally collective impact approaches had not been applied to community development issues, specifically poverty reduction.
- With the theoretical framework of implementing a collective impact approach to Community Development initiatives laid out in the book, CF and LIIF took the next step by funding 14 QB organizations in 10 cities across the country.
- The Community Quarterback is an organization that is task with breaking down the silos of traditional community development to perpetuate collective impact.



Partners in Progress (PIP)

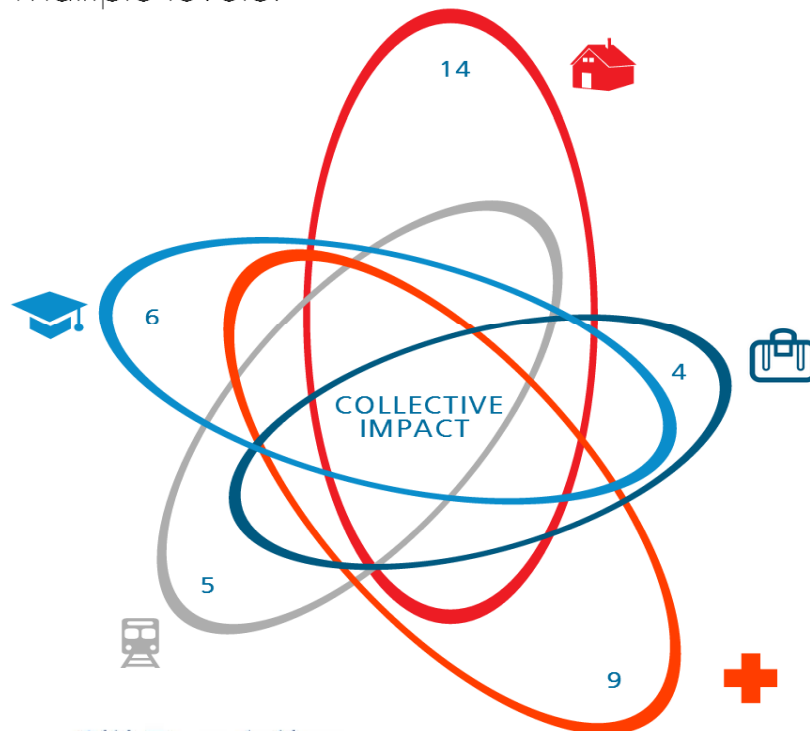
- In partnership with LIIF, Citi Foundation funded and launched PIP
- Seeding “community quarterback” efforts of 14 high performing organizations to integrate people- and place-based strategies
- One-year grants for building coalitions, planning & accelerating quarterback efforts and learning community

PIP Grantees		
Asian Americans for Equality New York, NY	Carrfour Supportive Housing Miami, FL	LINC Housing Long Beach, CA
*BRIDGE Housing Corporation Los Angeles and San Francisco, CA	East Bay Asian Local Development Corporation Oakland, CA	Little Tokyo Service Center CDC Los Angeles, CA
CASA de Maryland Hyattsville, MD	Fairfield County Community Foundation Norwalk, CT	*Neighborhood Housing Services of South Florida Miami, FL
*Chicago Community Loan Fund Chicago, IL	Frazier Revitalization, Inc. Dallas, TX	Youth Policy Institute Los Angeles, CA
Community Solutions New York, NY	Jubilee Housing, Inc. Washington, D.C.	

Partners in Progress (PIP)

- PIP organizations are building cross sector collaborations to implement projects in five major focus areas: housing, education, transit-orientated development, health, and enterprise development.

The work of PIP organizations overlap by focus areas on multiple levels.

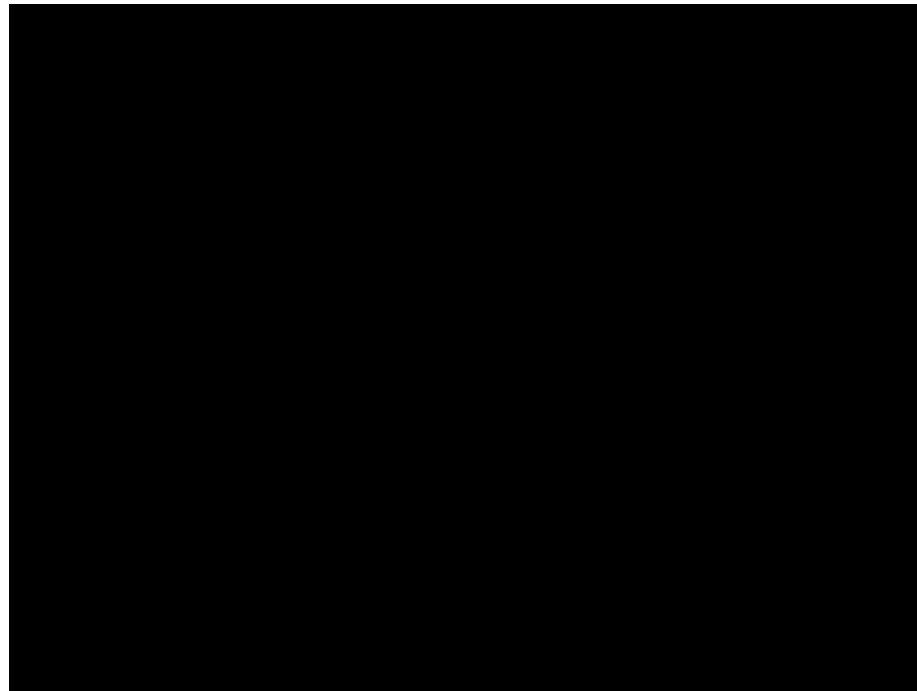


The Venn Diagram highlights the overlap in focus areas addressed by PIP grantees as they enact collective impact.

The bar graph represents the number of organizations working under the common themes.



The Community Quarterback Model



Low Income Investment Fund (LIIF)

- Founded in 1984
- National footprint
- \$800 million CDFI
- Headquartered in San Francisco, with offices in Los Angeles, New York and Washington, D.C.
- Array of activities: Financing, fund structuring, policy, technical assistance and programming

LIIF Impact

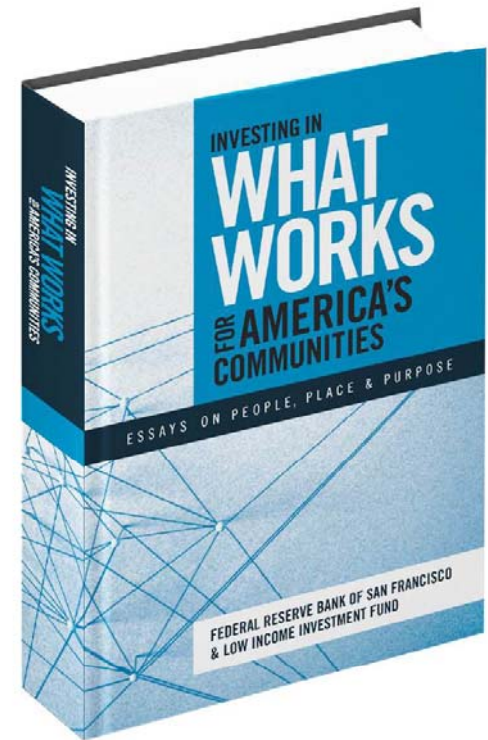
- \$1.5 billion invested
- 1.7 million people served
- \$30 billion in social impact from projects supported

LIIF Impact Pathways



Investing in What Works

- 20,000 distributed, 6 convenings
- Co-published with the Federal Reserve Bank of San Francisco and supported by the Citi Foundation
- Recommends supporting “community quarterbacks” to work across sectors and silos to create vibrant, healthy and dynamic communities



Goals of PIP

Transforming the field & building local capacity

- Spur quarterbacks to get to the next level or launch new initiatives
- Create a national network and learning community
- Establish a laboratory for innovation and share lessons and resources with the broader sector
- Systems change tool within CDFI Sector



PIP Learning Community

- Community for grantees for shared learning and support
 - Convenings and online trainings
 - Access to pool of expert technical assistance providers
 - Individualized learning plans
 - Online tools for information sharing



Next Steps for LIIF and QB Model

- Serve as Program Administrator for Year 2 of funding
- Promote Community QB model externally
- Develop financial products that incentivize and support integrated, outcomes-oriented projects
- Explore new tools and strategies for measuring impact (e.g. LIIF's Social Impact Calculator)

New Tool: LIIF's Social Impact Calculator

- Why measure impact?
 - **Self-assessment:** Determine how well we are achieving our mission
 - **Communication:** Develop better ways to express the value of our work
 - **Capacity building/Innovation:** Stay current with latest work and research on outcomes/impact

New Tool: LIIF's Social Impact Calculator (cont.)

- Impact by proxy approach
- 10 metrics across LIIF program areas
- Open source online platform

The screenshot displays the LIIF Social Impact Calculator interface, which is organized into several sections with tabs for different program areas: Affordable Housing, Equitable TOD, Early Childhood, Education, and Health Centers. The 'Affordable Housing' tab is active, showing input fields for 'Increased food expenditures' (Family Units: 50, Non-Family Units: 15, Housing Restriction Term: 25 years) and 'Permanent Supportive Housing as a Vaccine' (Housing Restriction Term: 25 years, Units: 65). The calculated totals are \$2,241,000 and \$36,153,000 respectively. Below this, the 'Early Childhood' tab is active, showing input fields for 'Improvements in Adult Health' (Capital Terms: 7 years, Slots Count: 100) and 'Societal Benefits' (Annual Operating Expenses: \$100,000, Capital Terms: 7 years). The calculated totals are \$336,000 and \$4,900,000 respectively. The 'EARLY CHILDHOOD SUBTOTAL' is \$5,236,000. The interface also includes a 'Methodology' dropdown menu and a 'Methodology: Societal Benefits' dropdown menu. The URL liifund.org/calculator is displayed at the bottom.

liifund.org/calculator

West Chicago Avenue Rebuild



WCAR Overview

- Challenges
- Context
- Vision
- PIP Accomplishments
- Quarterback Business Rationale

WCAR Challenges

- 3.6 square mile community on Chicago's Northwest Side
- 31,841 population @ 2012, down 19.35% from 2000
- 49.7 % African American, 44.3 % Latino, 5.9% White
- 31.7 % high school education, 7.6% college, 3.7% graduate school
- AMI = \$16,232 - \$28,194 vs. City AMI @ \$43,628
- Unemployment rate = 18.4% 2007-11, Opportunity Youth unemployment rate= range 30% - 40%
- 25 % of population ex offender

WCAR Challenges (continued)

- Crime statistics = top crimes Narcotics, battery and loitering; community views it as a top impediment; high amount of opportunity youth/adults loitering
- Home foreclosure rate = 15%
- Level of property abandonment on primary commercial corridor = 12.5%
- 20 % commercial property located within plan area is in poor condition
- Except stores in 10,000 square feet community shopping center, most corridor business are estimated to be marginally profitable
- Food desert: 1 sit down restaurant, no other healthy food restaurant; no hardware store
- West Chicago Avenue as high speed raceway

WCAR Context

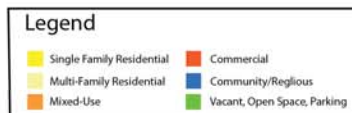
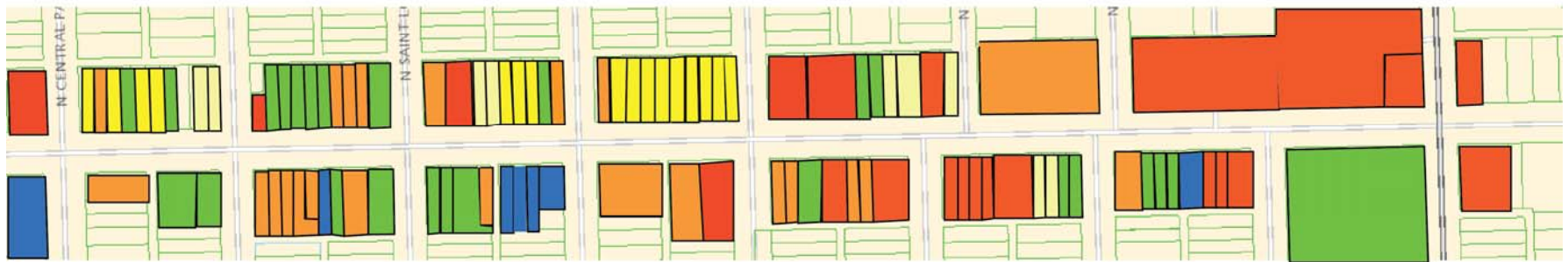
- Co-QB, WHPDC years-long efforts
- Co-developed 10,000 square feet community shopping center between 1997 - 1998
- Commissioned/supported 6 corridor studies/plans over 21 years
- Convened/coordinated multiple local stakeholder groups

WCAR Vision

- Accelerate corridor redevelopment using co-QB model
 - CDFI brings financing, TA partners, enhanced private sector and key public and nonprofit sector stakeholder credibility, aids sense of urgency
- Add new sectors to broaden impact and success

WCAR Corridor Map: Existing

Chicago Avenue Existing Land Use



WCAR Corridor Map: Proposed

Chicago Avenue Proposed Development: West Humboldt Park















WCAR Vision (continued)

- Transform corridor
 - Safe
 - Attractive
 - New retail, better good/services, healthier foods
 - Jobs for community residents
 - Improved transportation, open space
 - Improved properties, commercial and residential
 - Energized shopping district as true asset to broader community
 - Desired long-term social outcomes: dynamic commercial corridor spurs population growth, improves community wealth through residential and commercial property value appreciation; leads to redevelopment of balance of retail corridor; improves income, sales and property tax receipts for government; improves health indicators, etc .
- Execute with urgency, time bound

WCAR PIP Accomplishments

- Organized 12 partner keystones (add diagram)
- Established co-QB execution process
- Learned much
- Established Retail Advisory Committee
- Drafted preliminary implementation plan (action plan)
- Surveyed residents – 100+ residents surveyed
- Developed Property Database
- Contracted experts to ensure viability of implementation plan and assist with execution
- Got jump start: Turkey Chop; SSA; moving toward bakery & re-activation of park district building; starting Quality of Life Plan, etc.

WCAR PIP Partners

 LENDING & FINANCE <ul style="list-style-type: none"> Chicago Community Loan Fund Bethel New Life Neighborhood Housing Services IL DCEO LISC-Chicago 	 RETAIL ATTRACTION <ul style="list-style-type: none"> Larisa Ortiz Associates Matanky Realty Retail Advisory Committee
 PUBLIC PARTNERS <ul style="list-style-type: none"> Alderman Walter Burnett, Jr. State Representative Derrick Smith City of Chicago DPD 	 PLAN DEVELOPMENT <ul style="list-style-type: none"> National Main Street Center Paige Teegarden, Think Outside
 COMMUNITY INPUT <ul style="list-style-type: none"> Block Club Network West Humboldt Park SSA Kells Park Advisory Council Chicago Avenue Task Force 	 LEGAL SERVICES <ul style="list-style-type: none"> The Law Project
 SAFETY & CRIME PREVENTION <ul style="list-style-type: none"> Ceasefire Chicago Police Department 	 BUSINESS ASSISTANCE <ul style="list-style-type: none"> Bethel New Life Accion Chicago IIT/business intern City of Chicago BACP
 TRANSIT <ul style="list-style-type: none"> Chicago Transit Authority 	 SOCIAL SERVICES <ul style="list-style-type: none"> Salvation Army
 WORKFORCE DEV/OPP YOUTH <ul style="list-style-type: none"> Chicago Commons North Branch Works Service Works Job Corps 	 PROPERTY & SITE DEVELOPMENT <ul style="list-style-type: none"> Delta Institute West Humboldt Park Development Center

WCAR QB Business Rationale

- Observed QB upsides from other CDFIs and CDCs and knew we had to emulate to improve impact, sustainability and growth prospects
- Build corporate skill sets
- Support launch of new business lines
- Better customer service
- Boost deal flow
- Ultimately, effect more meaningful, broader and sustainable impact

WCAR Co-Quarterbacks



BRIDGE Housing as QB

- Educational, social, health outcomes for people in low-income communities
- Strategies: housing, neighborhood, people
- We begin (but don't end) with housing

Revitalizing Two Large Public Housing Sites

- Generations of poverty
- High levels of crime and violence
- Social and health challenges
- Isolation from services, jobs, retail
- Distressed housing and infrastructure

Rebuild Potrero, San Francisco

- 606 public housing units
- Will be up to 1,600 mixed-income
- Community center
- Retail
- Public open space



Jordan Downs, Watts (Los Angeles)



- 700 public housing units
- Will be up to 1,350 mixed-income
- Community centers
- Parks
- Retail
- Job training

BRIDGE's Playbook

- Cross-sector partnerships
 - Community building
 - Health and mental health
 - Education
 - Employment
 - Public safety
- Data tracking and evaluation system
- Process evaluation
- Sharing lessons learned

2014 OPPORTUNITY FINANCE NETWORK CONFERENCE



30th
ANNIVERSARY
OFN
CONFERENCE

OPPORTUNITYFINANCE
NETWORK 

Contacts

- Kristen Scheyder, kristen.scheyder@citi.com
- Hannah Blitzer, hblitzer@liifund.org
- Calvin Holmes, cholmes@cclfcchicago.org
- Elizabeth Van Benschoten,
evanben@bridgehousing.com