

Paving Pathways to Prosperity

2024-2029 NATIONAL CAMPAIGN



**PURPOSE BUILT
COMMUNITIES®**





Paving Pathways to Prosperity



When I was in Atlanta, serving as the Executive Director for a neighborhood-based nonprofit, I received a call. The year was 2005, and the call was from three business leaders in New Orleans. In the wake of Hurricane Katrina, they were grappling with the devastation. They were particularly concerned about the Bayou District in Gentilly, a neighborhood hit hard by both the storm and decades of practices that created economic roadblocks for residents.

These leaders saw an opportunity to rebuild the Bayou District in a way that would generate opportunity, prosperity, and healing. They wanted to ensure that residents could thrive, with access to better outcomes and multiple pathways to healthy, choice-filled lives. They had heard about the approach we pioneered with the East Lake Foundation, in Atlanta, GA, and were eager to see if a similar model could work in their neighborhood.

This was a courageous, ambitious move. In an entirely daunting and painful moment, they were determined to help it recover stronger than before. **They believed in the power of their neighborhood.**

We got to work. After conducting a rigorous study, this group founded the Bayou District Foundation in 2006, working alongside residents to create what would become the first Purpose Built Communities® Network Member. The results were transformative. Hundreds of homes were built, safety in the area improved dramatically, and the Foundation saw a 9:1 return on their investments.

It was an “aha” moment. We realized that the holistic, neighborhood-based model we used in Atlanta could work in other neighborhoods, too. The key was partnering with local leaders who already had deep connections and commitment to their communities.

This insight laid the groundwork for what Purpose Built Communities has become today—15 years later, we are a national leader in strengthening neighborhoods with 25+ Network Members. These organizations are deeply embedded in their neighborhoods, working alongside residents to build thriving, opportunity-rich communities.

The data is clear: neighborhoods are the essential engine of change for creating pathways to prosperity and opportunity. That’s why Purpose Built Communities is embarking on a \$125 million National Fundraising campaign to expand and deepen this model. Together, we can ensure that every person has what they need to thrive in the places they call home.

I invite you to join us in paving these pathways for the future.

Carol R. Naughton
Chief Executive Officer
Purpose Built Communities

Pathways to Prosperity Executive Summary

Research has shown that a person's ZIP code¹ can be a more powerful determinant of health outcomes than their own DNA. Just a short distance can mean the difference in educational attainment, lifetime earnings, and long-term health. While these harsh realities are widely understood, they often persist due to lack of funding, coordination, or support for organizations embedded in these neighborhoods.

The Paving Pathways to Prosperity campaign builds on 15 years of impact, with Purpose Built Communities® leading the field of neighborhood transformation. This campaign will raise \$125 million to strengthen neighborhoods alongside our community-based Network Members.

Our four strategic priorities:



Driving Success in Neighborhoods: Providing tailored consultation, expanding affordable housing, and scaling innovative strategies across 40 neighborhoods. Implementing a multi-year measurement and evaluation framework inclusive of shared outcomes and indicators.



Strengthening our Network and Community of Practice: Growing and strengthening the Purpose Built Network by adding new community-based organizations and sharing best practices to accelerate their progress in neighborhoods.



Asserting Leadership in the Field: Expanding and advancing our model nationwide through visionary thought leadership, influencing national funding and policy, and sharing strategies to strengthen neighborhoods facing barriers to economic mobility and health in cities across the U.S.



Growing Organizational Capacity: Building internal capacity and ensuring sustainability by expanding the team and creating a long-term endowment to fund future work.

Through this campaign, Purpose Built Communities will work alongside Network Members to provide residents with an exceptional education, high-quality options for places to call home, conditions that nurture their health and well-being, and opportunities for them to unlock their full economic potential.

Your investment will benefit hundreds of thousands of families and individuals and will strengthen our country by ensuring every neighborhood offers a pathway to prosperity and opportunity for its residents.

¹Orminski, E. (2021, June 30). Your zip code is more important than your genetic code. National Community Reinvestment Coalition. <https://ncrc.org/your-zip-code-is-more-important-than-your-genetic-code>



“ I have witnessed the evolution of the Highlander neighborhood from its inception. Acres of once-vacant land have transformed, offering homes to deserving families that now activate a vibrant community.”

**SHARLON RODGERS, PRESIDENT & CEO
SEVENTY FIVE NORTH REVITALIZATION CORP.**



Why Now? The Challenge

Prosperity starts with place, and the data proves it.² Children who move from a low-income to a mixed-income neighborhood before age 10 earn 31% more in adulthood compared to those who stay in neighborhoods impacted by concentrated poverty. However, our goal isn't to remove people from the places they call home, it's to make those places serve their needs better. This work cannot wait. In America today, the statistics are sobering.

Only half of people today are predicted to **fare better** than their parents economically.

For most people, the **neighborhood and circumstances** they've been born into **determine their destiny** —and their children's.

Children born into families with the **lowest** income have **only a 4.4% chance** of joining the **highest income earners** in some cities.³

A **siloeed, issues-based approach** means many well-meaning and expert organizations **cannot coordinate or improve** efforts efficiently.

Many organizations have undertaken the hard work of neighborhood change. But even the strongest among them are constrained by underfunding, limited expertise, or too many demands on their capacity.

Organizations committed to Paving Pathways to Prosperity need a convener, partner, consultant, and advocate at the state and national level. To stay the course long-term, they need a Network with whom they can share ideas, insights, challenges, and achievements.

Purpose Built Communities already fills these gaps, and we are making strides to do so more deeply and at a broader scale.

² Hendren, N., & Finkelstein, A. (2020). The impacts of neighborhoods on intergenerational mobility I: Childhood exposure effects. Harvard University. https://scholar.harvard.edu/files/hendren/files/nbhds_paper.pdf

³ Chetty, R., & Hendren, N. (2015). The impacts of neighborhoods on intergenerational mobility II: County-level estimates. Equality of Opportunity Project. <http://www.equality-of-opportunity.org/neighborhoods>

Why Now? The Opportunity

We must pave pathways to prosperity so that every neighborhood can thrive.

Recent research shows that investing in community-level factors, like raising local employment rates, can boost economic mobility, life expectancy, and educational attainment within one generation. By using the Purpose Built Communities® model, we can promote economic mobility for all, changing the course of lives within just one generation.

By investing in Paving Pathways to Prosperity, you will:



Drive neighborhood success through deepened support of our community-based Network Members and innovative strategies for strengthening neighborhoods.



Strengthen and grow the Purpose Built Communities Network of organizations generating local change.



Influence policy across local, state, and national governments that can create new pathways to prosperity.



Position Purpose Built Communities to lead sustainably for years to come.

Purpose Built Communities' work will directly impact 40 neighborhoods within 5 years through these initiatives.

Paving Pathways to Prosperity will benefit hundreds, if not thousands, of communities indirectly by collecting and sharing best practices and building an energized field dedicated to this meaningful work in neighborhoods. Through it, we can provide technical assistance, coaching, and funding support to help current and new members deepen their impact, scale successful initiatives, and serve as national models for community-driven change.

Purpose Built's influence is expanding beyond our Network, with city and state leaders looking to us for guidance on neighborhood transformation. We are testing new strategies with the potential for national impact, from partnering with Maryland Governor Wes Moore on the ENOUGH Act to supporting Atlanta's efforts to scale our model citywide. As demand for holistic, neighborhood-based solutions grows, additional investment will allow us to bring our proven approach to more communities—ensuring everyone, regardless of ZIP Code, has a durable pathway to prosperity and opportunity.

Purpose Built Communities[®] Paving Pathways to Prosperity

Who is Purpose Built Communities?

Purpose Built Communities is the national leader in strengthening neighborhoods to open pathways to prosperity and opportunity for all. We go where invited, focusing on neighborhoods in cities where policies and practices have created roadblocks to health and economic mobility. Working arm-in-arm with hyperlocal Community Quarterback Organizations, we provide expertise, resources, and advocacy as they center the vision of residents and advance a strategy to achieve it through our model. Together, as a network, we are ensuring that every person has what they need to thrive in the places they call home.

VISION: Purpose Built Communities envisions an America where every neighborhood serves as a pathway to prosperity and opportunity for the people who call it home.

MISSION: Purpose Built Communities combines the best practice, policy, and research in housing, education, community wellbeing, and economic vitality to help neighbors and local leaders deliver transformation to create pathways to prosperity for all residents. This approach makes it possible for residents to experience increased upward mobility and improved health outcomes in their neighborhoods.

Our Commitments



Neighborhood Focus: Neighborhoods are engines of social change, and each one is different. We partner with hyperlocal organizations that are solely focused on strengthening their neighborhoods to reflect the hopes and dreams of residents, and support these organizations as they build and advance their strategy. Through our expertise, resources, and advocacy, we help accelerate progress in bringing to life the vibrant future residents have envisioned for themselves.



Holistic Model: The Purpose Built Communities model builds and sustains strength in neighborhoods. At the center are the residents who set the vision for the change they want to see. That vision is then carried forth by a local Community Quarterback Organization, which works on the ground to advance a strategy in four interconnected areas: high quality, mixed-income housing; an excellent cradle-to-college education pipeline; spaces that nurture community wellbeing; and businesses that serve the needs of the neighborhood and create economic vitality.



Demonstrated Impact: We are the proven model for strengthening neighborhoods because we are constantly listening, learning, and adapting our efforts to make a measurable impact for residents for generations to come. The flexibility within our model, our close collaboration and knowledge sharing with partners and Community Quarterback Organizations in our network, and our rigorous data collection help us drive positive progress and identify where we can do more.

Holistic and Integrated Model

Neighborhoods are more than just the places where we live—they can fundamentally shape our future. Purpose Built Communities works in neighborhoods where community leaders and residents envision greater opportunity and possibility.

At the center of the Purpose Built Communities model are residents—the visionaries of their neighborhood. Their hopes and dreams are carried forth by Community Quarterback Organizations, which are hyperlocal nonprofit organizations that work with residents and private and public partners to set a comprehensive strategy and steer change. Through the determination and creativity of these organizations—and the expertise, resources, and advocacy of Purpose Built Communities—the foundational elements of a thriving neighborhood begin to take shape. This includes high-quality, mixed-income housing; excellent schools that focus on student success in the classroom and in life; inclusive spaces that nurture residents’ physical and mental health and foster a sense of belonging; and an active commercial core that keeps the neighborhood economically vibrant.



Residents: Resident voice is front and center in the Purpose Built Communities® model. Our role is not to dictate what neighborhoods should be, but uplift residents as the visionary architects of their communities.



Community Quarterback Organizations: Community Quarterback Organizations are what set our model apart. These hyperlocal nonprofit organizations work with residents and partners to set the vision, craft the strategy, and steer progress in implementing the foundational elements of a Purpose Built Community.



Mixed-Income Housing: Giving legacy residents more choices for where to live while attracting new people to the neighborhood is the cornerstone of our model. Community Quarterback Organizations and their partners implement mixed-income housing strategies that offer home ownership and high-quality rentals for people and families across a broad range of incomes. The relationships and connections that bloom provide a springboard to success for all residents.



Cradle-to-College Education: Great schools anchor thriving neighborhoods. Their ability to uplift culture and community, amplify opportunity for residents, and bring long-term economic value makes them essential to the fabric of a neighborhood. Working with residents, community partners, school systems, and other educational organizations, Community Quarterback Organizations help build a high-quality, neighborhood-serving education pipeline, starting in infancy and continuing to high school graduation, college, and beyond.



Community Wellbeing: Healthy neighborhoods provide the conditions that every person needs to thrive. They are places where residents can breathe clean air, enjoy nature, and feel a deep sense of connection and belonging. Community Quarterback Organizations work with a broad set of partners to build facilities, outdoor spaces, and programming that promote community wellbeing. Food deserts are filled, culture and community flourishes, and environmental needs are met and sustained.



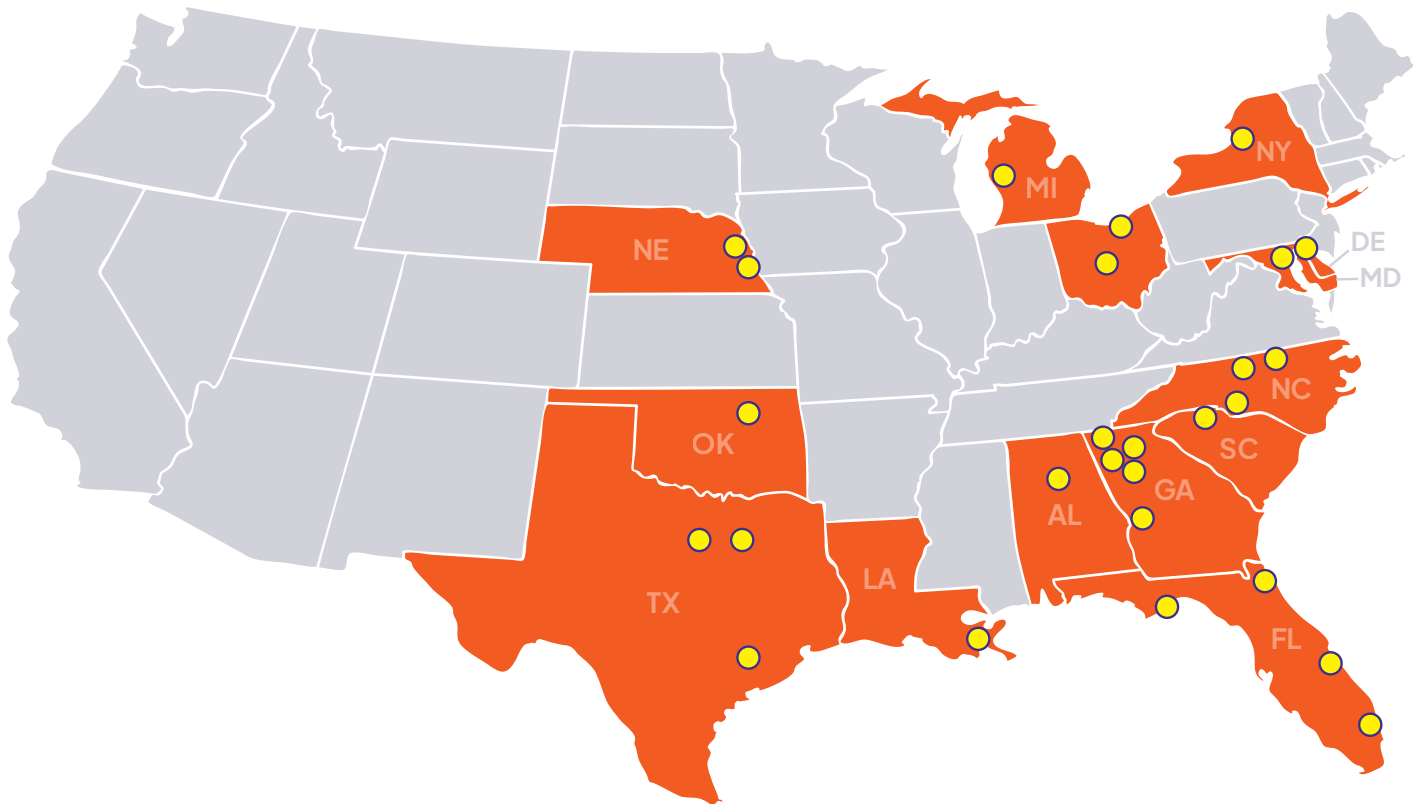
Economic Vitality: Healthy neighborhoods must include commercial activity and investments that directly benefit residents. Community Quarterback Organizations work to create local access to high-quality goods, services, and retail that meet the needs of the community. In addition, they help residents tap into employment and business ownership opportunities both within the neighborhood and in the broader city—making it possible for individuals to unlock their full economic potential.

Purpose Built Communities® A Track Record of Success

Purpose Built Communities was created in 2009 in Atlanta, Georgia, in response to national interest in a proven, holistic way to strengthen neighborhoods. After seeing the success of Atlanta’s East Lake neighborhood—where mixed-income housing, quality cradle-to-college education, and community wellbeing programs led to lasting change—leaders from across the country wanted to bring the model to their own neighborhoods.

Philanthropists Tom Cousins, Warren Buffett, and Julian Robertson helped to establish Purpose Built Communities to share this proven approach. Their goal was clear: to help communities achieve long-term prosperity.

Today, 25+ Network Members are implementing our holistic, integrated model in their neighborhoods, and more than 40 other communities are exploring it. Purpose Built only works where we are invited. Our team responds to interested leaders across the country, bringing expertise and resources to help build the foundation for future model implementation.



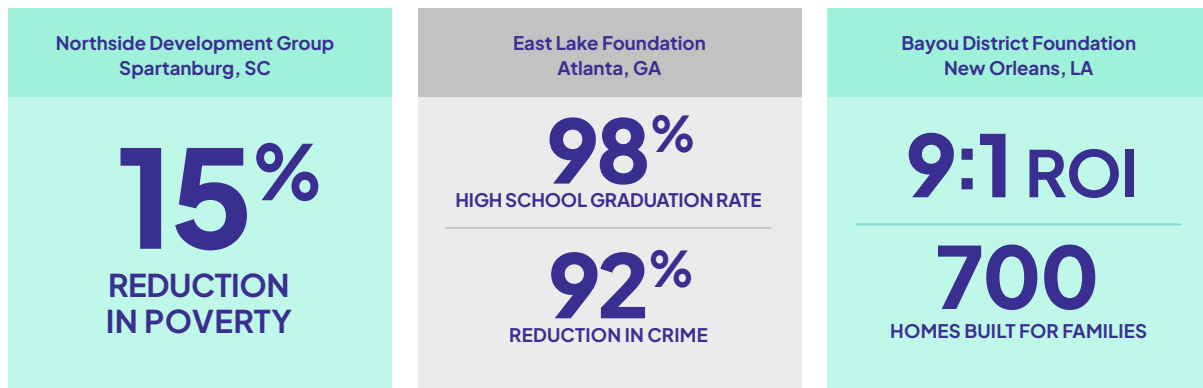
The Purpose Built Communities Network is a dynamic tapestry of organizations and individuals united in their commitment to strengthen neighborhoods. We are proud to have built a shared space of innovation, support, and collective wisdom, driving impactful change across communities.

Our Impact

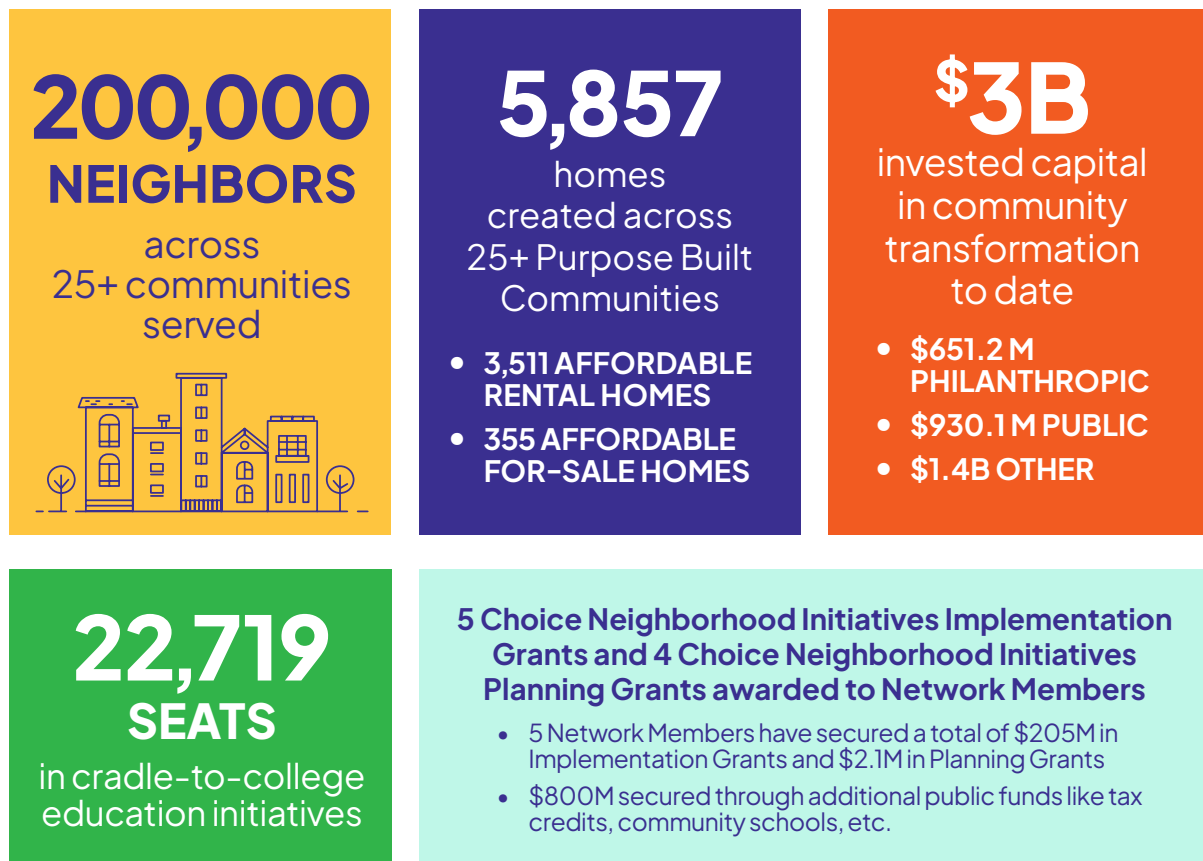
Purpose Built Communities® has seen significant improvements in resident-level outcomes as we work alongside our Network Members. Partnering with Northside Development Group in Spartanburg, South Carolina, Purpose Built has contributed to a 15% reduction in poverty and a 72% reduction in crime—meaning that residents enjoy safer, more prosperous lives. Supporting the East Lake Foundation in Atlanta has led to a 98% graduation rate—the highest in the City of Atlanta—with every graduating Senior having an acceptance letter to at least one college or university.

As our work continues to unfold, we are tracking improvements in overall life expectancy, infant mortality, mental health, baseline salary in career-track roles, and other quality-of-life indicators to ensure neighbors enjoy healthy, choice-filled lives.

Neighborhood-based Examples



Overall Impact



Purpose Built Communities® Key Milestones

2009

2009: Founded Purpose Built Communities with East Lake Foundation (Atlanta, GA) & Bayou District Foundation (New Orleans, LA) joining as inaugural Network Members.

2010



2010: Hosted our first National Conference in New Orleans, welcoming attendees from seven cities to demonstrate the importance of strengthening neighborhoods and generate energy and enthusiasm around this work.

2013

2013: Network grows to 7 member organizations. Executives from Network Member Organizations brought together for the first Executive Director Convening to build a sense of community and allow leaders to share ideas about increasing and refining efforts.

2019



2019: Focused Community Strategies joins, becoming the 20th Network Member.



2019: National Conference expanded to include 500 attendees representing over 40 cities and featured speakers, including ESPN analyst and author Jay Bilas.

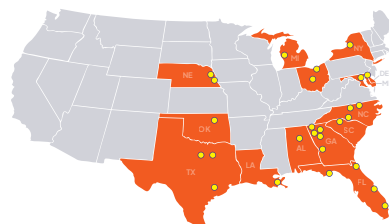


2019: Community of Practice founded for Network Members to share knowledge and learn from peers and other leaders in the field.

2024

2024: Supported Blueprint 15 (Syracuse, NY) in partnering with the City of Syracuse and Syracuse Housing Authority to receive \$50M Choice Neighborhoods Implementation (CNI) Grant from the U.S. Department of Housing and Urban Development (HUD).

2024: Cherry Hill Strong and Lift JAX join, bringing the Network to 27 total members.



2024: Attended the White House Summit on Capital Support for Place-Based Economic Development where Biden Administration officials met with nonprofit and philanthropic organizations to discuss the federal government's investments in community economic development.

Purpose Built Communities has been strengthening neighborhoods since 2009. See how our collaborative efforts have built pathways to prosperity and opportunity and shaped a brighter future.

2015



2015: Lift Orlando joins, bringing the Network to 10 members.

2015: Initiated data collection efforts with our Progression Matrix, a data-driven scorecard generated to measure the impact of Network Members and Purpose Built Communities.

	LAUNCH	CULTIVATE	EXPAND	ADAPT	GROW	INFLUENCE
PHASE VISION	The Community Quarterback meets the criteria to join the Purpose Built Network.	The Community Quarterback receives a solid foundation for resident centered community mobilization.	The Community Quarterback improves their scope of work based on initial success.	The Community Quarterback adapts their strategy and incorporates lessons.	The Community Quarterback invests their strategy and incorporates lessons.	The Community Quarterback is consistently recognized for its track record of holistic results and influencing policies beyond the local neighborhood.
COMMUNITY QUARTERBACK	The CQB has a strong organizational foundation with a strategic plan, financial and legal independence, and high capacity resources and board leadership.	The CQB is embedded in the neighborhood and has strong relationships with residents, business and community partners to support community initiatives.	The CQB is recognized as a strong leader and catalyst of jobs by residents and stakeholders to lead and support community mobilization.	The CQB adapts its skills, capacity and strategic framework to align with the evolving needs of the community and its mobilization resources.	The CQB has a plan for long term sustainability and if needed, explores geographic growth to impact more community residents.	The CQB is viewed as best in class in expanding pathways to opportunity and prosperity for community members and sought out for model replication.
CENTERING RESIDENTS & COMMUNITY	Engaged residents are actively involved in developing the community transformation plan.	Residents are expanding their capacity to demonstrate leadership, agency and ownership.	Residents' voices are embedded in the community's decision-making process.	Resident groups are formed as strategies to support mobilization across all four pillars.	Residents feel and can articulate a sense of ownership in the plan, neighborhood values, and neighborhood engagement.	Residents can speak to the benefits of the community's mobilization efforts and its impact on families and the neighborhood.

2022

2022: Launched Network-wide communications resource, *Where We Thrive*, with FrameWorks Institute to offer a framing strategy for practitioners to communicate effectively about neighborhood-centered work.

2023

2023: Supported REACH Riverside (Wilmington, DE) as the first Network Member along with its partners to receive a \$50M Choice Neighborhoods Implementation (CNI) Grant from the U.S. Department of Housing and Urban Development (HUD).



2024 TO 2028

2024-28: Continuing to build more pathways to prosperity and opportunity by improving how we serve our Network Members, inviting more organizations into our Network, implementing a comprehensive framework to measure impact, and growing policy support for this work.



Paving Pathways to Prosperity An Opportunity to Build Stronger Neighborhoods Across Our Country

Total Investment Opportunity: \$125 Million

Paving Pathways to Prosperity is a campaign based on the belief that every person deserves to live in a place where they can thrive physically, emotionally, socially, and financially.

Your investment will make this vision real for hundreds of thousands of families and individuals by advancing community-led change over the next 5 years.

Investing in this vital work will accelerate the national impact of Purpose Built Communities® by expanding our Network to at least 40 additional communities, equipping existing members to scale their success, and testing new strategies for replicability. By strengthening policy influence and advocacy, we can shape broader systemic change, and create pathways to prosperity and opportunity at scale.





For more information, please contact:

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**LEARN
MORE!**



We envision an America
where every neighborhood
is a pathway to prosperity
and opportunity for the
people who call it home.



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