

## **COMMUNITY INVESTMENT INITIATIVE**

### **MISSION STATEMENT**

The California Urban Partnership's (CUP) mission is to build economic security in the lives of low-income people, and transform where they live into great places to do business, work, live and raise families. At a state level, we develop program strategies, tools and policy solutions to empower local community-driven revitalization initiatives.

### **PROJECT DESCRIPTION**

The CUP will provide capacity building and technical assistance to help non-profit community-based organizations (CBOs) in seven (7) regions across the state collaborate to develop stronger programs, businesses and policy solutions – with the goal of building economic security in low income neighborhoods and communities of color. Through our Community Investment Summit process, management consulting, coaching and technical assistance will be geared towards improving the operations of individual grassroots organizations as they collaborate with other stakeholders to plan and implement long-term program, social enterprise and policy initiatives in the following four focus areas:

- Jobs & Wealth Creation
- Education & Workforce Development
- Health
- Community Engagement

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## FOCUS AREAS

ACTION-oriented around **Focus Areas**, the CUP's CII provides capacity building and technical assistance in a process to help our non-profit community-based organization (CBO) partners achieve **Collective Impact** by:

1. Aligning their widely shared priorities with other CBO's and stakeholders from different sectors,
2. Convening multi-disciplinary action teams to complete action plans, and
3. Collaborating to fund, manage and measure the success of programs, businesses and policy solutions that are responsive to interrelated challenges and norms unique to low income communities of color.

Outcomes that can emerge from each of the four (4) **Focus Areas** below are represented in the sub-bulleted points. Outcomes may be cross-pollinated, and, multi-leveled depending on needs being addressed for different types of stakeholders (i.e., basic, medium and advanced).

### JOBS & WEALTH CREATION

- Asset Building/Financial Coaching & Capability
- Entrepreneurship/Social Enterprises/Capital Access
- Supplier Diversity
- Business Growth Clusters
- Residential & Commercial Real Estate Ownership

### EDUCATION & WORKFORCE DEVELOPMENT

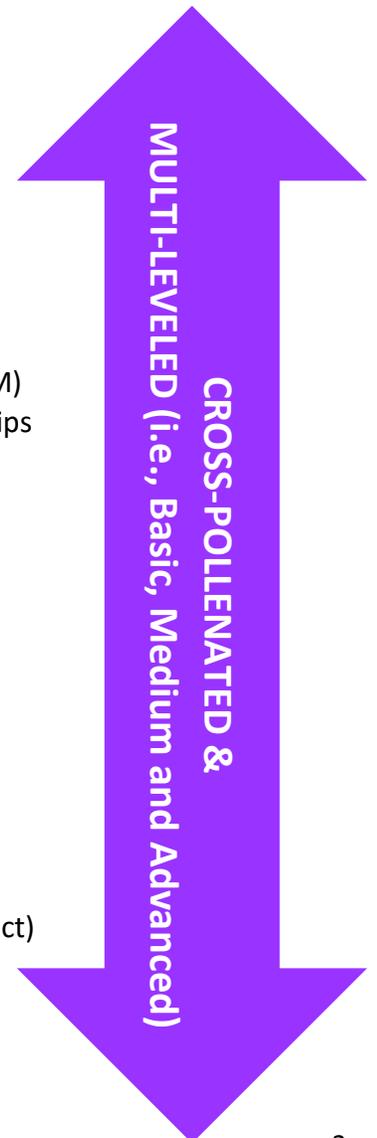
- Industry/Community Pathways To Diversity & Inclusion
- Science, Technology, Engineering, Arts & Mathematics (STEAM)
- College Prep, Linked Learning, Tutoring, Mentorship, Internships
- Career Technical Education/Apprenticeships/Re-Entry
- Life Skills, Leadership Development, Parent Engagement

### HEALTHY, SAFE & LIVABLE COMMUNITIES

- Access To Affordable Quality Healthcare
- Behavior, Influences & Environment
- Crime Prevention
- Neighborhood Infrastructure/Affordable Housing
- Transit Oriented Development

### COMMUNITY OUTREACH, EDUCATION & ENGAGEMENT

- Ethnic Media (Print, Online, Video – Email & SM Campaigns)
- Product/Operations Upgrades (Cluster Collaboration For Impact)
- Leverage Arts, Sports, Entertainment & Culture
- ARIZE Supports Ongoing Engagement; Longitudinal Data
- INTEGRATED SUPPORT: Policy, Programs, Etc. - Local/State





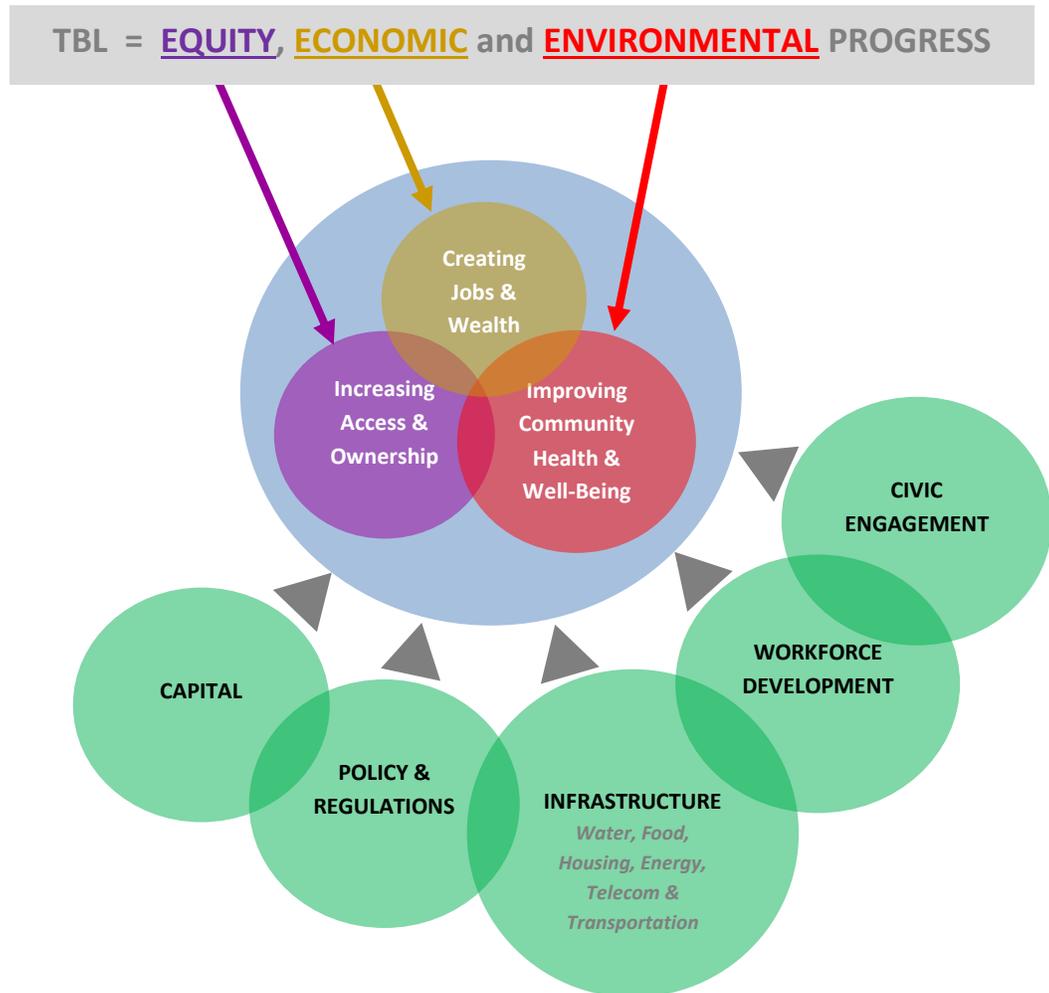
**CALIFORNIA COMMUNITY INVESTMENT SUMMIT**  
**ROADMAP FOR DEVELOPING A SHARED VISION AND COMMUNITY INVESTMENT STRATEGY**

FOCUS AREAS	NEEDS	RESOURCES	APPROACH	OUTCOMES
<b>JOBS &amp; WEALTH CREATION</b> <b>EDUCATION &amp; WORKFORCE DEVELOPMENT</b> <b>HEALTHY, SAFE &amp; LIVABLE COMMUNITIES</b> <b>COMMUNITY OUTREACH, EDUCATION &amp; ENGAGEMENT</b>	<p>Informed by research and data. Identified by participating stakeholders in the process of developing a regions-driven shared agenda for local action; based on common priorities across the state.</p>	<p>Invited resources and stakeholders include Business, Industry, Elected, Community, Faith, Police and Sheriff, Labor, Government, Academic, Policy and Research, and Philanthropic leaders – along with technical experts - from each of the seven Regions around the state. Includes strategically adding the perspectives, voices and ideas of students, as well as at-risk children, youth, families and ex-offenders</p>	<p>Provide capacity building and technical assistance to align research, resources, innovation, stakeholder priorities, policy and funding to build sustainable community-based programs and enterprises via strategic partnership initiatives at a regional level. <b>Collective Impact. TBL.</b></p> <p>Tap market-based opportunities. Link low-income neighborhoods and communities of color to regional industry clusters, supply chains and economies.</p>	<p>Low income residents and people of color are provided with opportunities and tools to become healthy and economically secure in their neighborhoods. They actively participate in improving their communities. These places thrive because they have become regional assets, offering a workforce well-prepared to meet emerging industry needs, and a positive environment for investment, job creation and quality affordable housing. The community's heartbeat is supported by a vibrant scene for the arts, sports, entertainment and cultural diversity.</p>

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### BUILDING ECONOMIC SECURITY WITH TRIPLE BOTTOM LINE (TBL) OUTCOMES

Ultimately, Initiative related programs, enterprises and policies will advance equity, economic and environmental progress in California’s low-income neighborhoods and communities of color. The Summit helps stakeholders from different sectors to work together in synergizing capital, policies, infrastructure, workforce and civic engagement to create favorable conditions for success. It moves away from fragmented approaches historically resulting in a high risk of marginal outcomes, poor returns on investment and lost opportunity. By aligning regional leaders around shared priorities, the Initiative advances an agenda to improve California’s overall competitiveness and long term quality of life.



#### TBL PERFORMANCE METRICS CONSIDERATIONS:

##### **EQUITY**

Addressing income inequality requires greater access/ownership of tools and processes for economic prosperity. This is how policies, investment and program strategies will respond successfully to the challenges unique to underserved populations, and places where they live.

##### **ECONOMIC PROGRESS**

Solving social problems by tapping market-based opportunities offers great pathways to creating jobs and wealth. Linking low-income neighborhoods and entrepreneurs of color to regional industry clusters, supply chains and economies is key.

##### **ENVIRONMENTAL PROGRESS**

Removing systemic barriers to community health demands recognizing the influence of environmental risk factors such as public institutions, neighborhood surroundings, family, school and ecological conditions. Culture and language issues are important.

# COMMUNITY INVESTMENT INITIATIVE

## A COLLECTIVE IMPACT PROGRAM

*“Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific economic and social problems, using a structured form of collaboration.”*

**Stanford  
Social  
Innovation  
Review**

### Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

- Common Agenda**

All participants have a **shared vision for change** including a common understanding of the problem and a joint approach to solving it through agreed upon actions

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- Shared Measurement**

**Collecting data and measuring results consistently** across all participants ensures efforts remain aligned and participants hold each other accountable

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- Mutually Reinforcing Activities**

Participant activities must be **differentiated while still being coordinated** through a mutually reinforcing plan of action

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- Continuous Communication**

**Consistent and open communication** is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

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- Backbone Support**

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to **serve as the backbone for the entire initiative and coordinate participating organizations and agencies**