

POLK BROS. FOUNDATION | BUILDING COMMUNITY WEALTH ACROSS GENERATIONS OUTCOMES MATRIX

Polk Bros. Foundation’s grants toward Building Community Wealth Across Generations seek to support work that is intentionally designed to make progress toward a number of the following outcomes for residents of Chicago’s historically disinvested neighborhoods and economically-marginalized communities across Chicago’s south and west sides.

We are sharing these outcomes to provide greater clarity about what we hope our grants will collectively achieve and what we will prioritize as we review proposals. We hope this matrix also helps grantseekers and partners better understand our grantmaking goals and where their work may align.

Grantmaking Priorities – Building Community Wealth Across Generations					
	Foundational Pathways		Sustained Community Assets		
	Student Connectedness to Learning	Labor Force Participation	Shared Ownership	Ability to Stay in Place	Capital Access
	Across All Approaches - Increased student belonging, agency, engagement, and academic achievement - Improvements in school climate and student experience - Increased attendance/reduced chronic absenteeism - Expansion of real-world engagement in instruction (project-based, civic, career-connected learning) - Increased professional learning supports for student-centered educators, leaders and governance	- Increase in income, median family net worth, and financial assets - Increased access to and awareness of quality, family-sustaining, and high-growth industry opportunities for individuals and communities with barriers to entry - Successful progression along postsecondary and career pathways with linkages to family-sustaining wages - Increased employer adoption of equitable hiring, advancement, and workplace practices that improve access to career opportunities for workers facing employment barriers	- Increased housing and employment stability - Increased income and home equity for low-income workers and homeowners - Expanded pathways for low-income families to participate in community control and ownership of key neighborhood assets - Expanded adoption of and participation in shared ownership models - Expanded efforts to advance policies facilitating shared ownership models - Increased and shared knowledge of shared ownership best practices - Increased knowledge, confidence, and readiness of residents to participate in shared ownership opportunities - Increased community spaces through creative placemaking efforts	- Stronger tenant protection systems, including expanded access to legal support and policies that help families stay in their homes and strengthen neighborhood stability - Increased housing stability for long-time residents, particularly in neighborhoods experiencing rising housing costs and displacement pressures - Improved financial stability for renters and homeowners, including stronger credit, savings, and ability to manage housing costs	- Expanded lending and investment in low-income neighborhoods - Expanded opportunities for low-income households to increase their home equity, income, and net worth - Reduced neighborhood capital leakage

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Approach: Immediate Interventions	- Increased student attendance/reduced chronic absenteeism - Development and expansion of high-quality postsecondary pathways - Successful student progression along postsecondary pathways - Academic and well-being supports for key developmental periods and populations (such as for students who are in temporary living situations, justice-involved, newcomers, and/or LGBTQ+)	- Expanded access to family-sustaining wages and quality job benefits - Expanded career training and placement opportunities for jobseekers facing employment barriers - Expanded and improved barrier-reduction and retention supports, especially childcare and transportation resources that enable sustained workforce participation - Strengthened data systems to support the collection, tracking, and reporting of sequential retention outcomes - Strengthened accountability mechanisms to address employer workplace violations and protect worker rights	- Increased access for low-income residents to shared ownership opportunities, including housing and worker cooperatives, community land trusts, community investment vehicles, and other community-controlled models - Successful connections made between projects and skilled coaches or technical assistance providers - Increased sector capacity and infrastructure, including pipeline of worker cooperatives and community investment vehicles in incubation, strengthened business planning among participating ventures, revenue growth, and the creation and retention of quality jobs - Increased ability of low-income households to achieve stable, permanently affordable homeownership through shared equity homeownership models - Increased access to opportunities that build wealth and simultaneously preserve long-term affordability, through housing cooperatives and community land trusts	- Expanded access to eviction prevention services, including legal representation, mediation, and tenant education that helps families remain in their homes - Reduced rates of evictions, foreclosures, and involuntary moves among households receiving support - Homes preserved through repair, rehabilitation, retrofit, or stabilization programs	- Increased ability of residents and community-based entrepreneurs to secure flexible, mission-aligned financing - Improved financial capability and readiness of residents to pursue homeownership, business ownership, and other wealth-building opportunities - Increased availability of capital for community-based housing developers and small-scale developers - Greater participation in alternative credit models and lending

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Approach: Community Power & Influence		• Development of student leadership to advance change in schools and communities • Increased level and quality of community engagement in Local School Councils and the Chicago Board of Education • Increased bi-directional caregiver engagement • Expanded and strengthened professional learning networks for educators and system leaders	• Increased education and awareness of worker rights and job quality, accompanied by demonstrable growth in collective action and bargaining efforts • Development of local and targeted hire policy agendas in disinvested neighborhoods • Expansion of equity-focused employer practice changes, bidirectionally designed by jobseekers and employers, including increased fair chance and skills-based hiring	• Increased neighborhood participation in governance for shared ownership assets • Expanded coalition-building and advocacy efforts centered on shared ownership • Expanded education and capacity-building in the solidarity economy, resulting in deeper understanding of and engagement with best practices in collective governance and consensus-based decision-making • Creation of shared agendas across multiple organizations • Anti-displacement campaigns aligned with shared ownership models	• Increased community organizing and coalition building about anti-displacement strategies and tenant protections	• Greater public awareness of capital access barriers and strategies to address them • Sustained and expanded networks for collective action and policy advocacy for small business entrepreneurs and residents from low-income neighborhoods

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Approach: Ecosystem of Change	• Support for educator best practices in learning climate and instruction that is student-centered and fosters academic, social and emotional development • Expanded infrastructure for career, community and civic connected learning • Increased opportunities for meaningful leadership development at all levels of education system • Research completion, dissemination, and translation into practice to support effective conditions for learning, purposeful learning pathways and understanding of student short- and long-term outcomes • Community engagement and policy development that supports collaboration towards transformative, student-centered climate and instruction	• Enhanced effectiveness and efficiency of the publicly funded workforce system in serving unemployed and underemployed Chicagoans, supported by increased public investment and expanded protections at the local, state, and federal levels • Increased policies and practices that expand access to pathway workshops and related workforce education through trade union engagement in disinvested neighborhoods • Expanded partnership, technical assistance, and cross-sector collaborations amongst workforce entities, including American Job Centers, City Colleges, workforce innovation boards, employment social enterprises, worker centers, and labor management partnerships • Expanded investments in employment barrier reduction, safety net benefits, and income supports to advance equity and economic stability • Expanded support to help institutions fully leverage and maximize new policies and investments, and meet related requirements, such as Workforce Pell accreditation standards or implementation of Illinois Climate and Equitable Jobs Act	• Strengthened infrastructure to support the growth, sustainability, and replication of shared ownership models • Broadened access to expert guidance, technical assistance, and development support for organizations advancing shared ownership initiatives • Expanded pipeline of emerging shared ownership leaders equipped through training and coaching to become cooperative developers and coaches • Expanded shared ownership awareness-building through additional coalition events and meetings, accompanied by increases in meeting attendance • Deepened collaboration across shared ownership models to advance common goals, strategies, and resources • Expanded pool of public and philanthropic capital available for shared ownership projects through successful funding, financing, and policy initiatives • Increased public understanding and visibility of shared ownership through earned media, panels, and related public-facing events	• Expanded policy solutions and systems-level approaches that strengthen tenant protections, housing preservation, and anti-displacement strategies • Increased public awareness and evidence-based narratives about housing affordability	• Expanded partnership and collaborations among business service organizations and CDFIs • Protection and preservation of equity-focused small business supports

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Approach: Community Innovation	- Expanded opportunities for community-connected learning (civic, career, and/or project-based) - Preparation for and growth of (pre-)apprenticeship pathways - Strengthened instructional practice, learning climate, and individualized support for belonging and engagement - Increase integration and partnership of schools, caregivers, businesses, and community/out-of-school time partners within a learner ecosystem model - Support and study of future-ready instruction and technology/AI supports for deeper learning and engagement	- Expansion of training, placement, and retention programs that create progressive career pathways for individuals without a college degree - Expanded proof-of-concept approaches that demonstrate scalability and the ability to attract additional investment, particularly for barrier-reduction supports that promote long-term career retention - Expansion of career navigation services that connect individuals facing employment barriers with personalized support for job searches, career advancement, career transitions, and education planning - Broadened engagement with future-of-work issues, including responsible AI implementation, clean energy, quantum computing, and other emerging technologies and sectors	- Stronger evidence base demonstrating the efficacy and key conditions, factors, and enabling conditions for success of shared ownership models and other approaches to community wealth building - Greater public understanding of the financing, governance, and ownership conditions that enable shared ownership models to succeed - Tested shared ownership models and approaches that demonstrate potential for replication and adaptation across economically marginalized neighborhoods	- Development of models that preserve affordable housing and prevent displacement, particularly in economically-marginalized neighborhoods experiencing rapid housing cost increases - Expanded community and tenant opportunity to purchase programs - Development, testing, and dissemination of new strategies that aim to combine housing stability with economic mobility, such as housing models linked to workforce development or wealth-building opportunities	- Development of alternative credit models - Expanded shared ownership lending solutions - Development of financial models that unlock public and private capital for the development and preservation of affordable housing - New partnership models between philanthropy, lenders, and community organizations to expand access to capital

LEARN MORE ABOUT OUR BUILDING COMMUNITY WEALTH ACROSS GENERATIONS GOAL.

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