

JPMORGAN CHASE & CO.

Invested in
DETROIT'S
Future

TWO YEARS IN ...

2016

WHY DETROIT MATTERS

WHAT MOTOR CITY'S TURNAROUND CAN TEACH US ABOUT CREATING OPPORTUNITY



BY JAMIE DIMON

Chairman and CEO of
JPMorgan Chase & Co.

May 2016

It's a sad truth: It often takes a disaster before people will do what's needed to solve a problem. For Detroit, it was a slow-motion tragedy that engulfed the city for decades. Today, however, the city is in the midst of a remarkable turnaround. How Detroit is turning the tide offers powerful lessons for all of us because, while its challenges may be stark, they aren't unique. In countless communities, the industries that in the past provided a reliable path to the middle class have been displaced. The result: Those with less education and fewer skills have been left behind. This broken compact robs individual lives of their potential, undermines growth, drains public resources and frays community fabric. Finding ways to create more widely shared economic opportunity - in Detroit and in cities everywhere - should matter deeply to all of us.

Photo from left to right: Jamie Dimon, Liberty Bank's Drexel Amy and Detroit Mayor Mike Duggan tour a home with Rukiya Colvin, who purchased and remodeled the property with support from the Liberty Bank Home Restoration Program.



In retrospect, Detroit's 2013 bankruptcy provided the jolt the city needed. Today, less than 18 months after the city exited bankruptcy, thousands of new streetlights are lighting the way, and people are restoring homes in neighborhoods like Boston-Edison and East English Village to their former luster. To be sure, Detroit still has a long way to go, but its turnaround is more apparent every time I visit. What's happening in Detroit is instructive for policymakers, business leaders and nonprofits everywhere.

Detroit's progress is driven by a spirit of partnership and pragmatism that we see at work in each of Detroit's steps forward. Instead of ideology, Detroit's leaders - across sectors and political parties - have tried new ideas. Instead of claiming credit, they have created impact. Instead of toeing the party line, they have talked with people about what matters.

This kind of collaborative approach is no longer simply a nicety - it's a necessity. The challenges Detroit and other communities are facing are too big and complex for the public sector to solve in its traditional silos, or for nonprofits alone to pick up the slack where government resources fall short. Businesses need to be involved, and they need to think differently about how they contribute. Helping cities spur growth, create jobs and arm their residents with the skills to land those jobs isn't charity - it's an investment.

In 2014, JPMorgan Chase announced a \$100 million investment in Detroit to help accelerate the city's recovery. We did this because the conditions were right. We saw hard-working leaders who were putting partisanship aside to focus on solving problems. We saw committed nonprofits and businesses with deep roots in the community. We saw a city where our firm has been doing business for more than 80 years and where the right kind of investment could make a difference.

Since 2014, we have been hard at work deploying that capital as quickly and effectively as we could. We also have sent some of our most talented people to the city to lend their skills and expertise. Our support is providing job seekers access to training and helping them compete for jobs that offer good wages and the chance to get ahead. It is enabling young Detroiters to gain employment experience during the summer, laying the foundation to one day get on a rewarding career path. And it is providing minority-owned, neighborhood small businesses with the capital and advice they need to get off the ground and become engines of growth.

Detroit is Exhibit A of what can be accomplished when individuals and organizations put ideological differences aside and work together to reimagine a city, revitalize a community and open doors to opportunity. For JPMorgan Chase, it has provided a host of insights that are informing our efforts to boost economic opportunity around the world. Let's all learn from the lessons of Detroit - and not wait for another disaster before we put these lessons into action.

INVESTED IN DETROIT

Here is how we are targeting our investment:

\$50M

in loans and grants to two community development financial institutions (CDFI) to fund and catalyze further investment in housing, commercial and manufacturing projects across the city

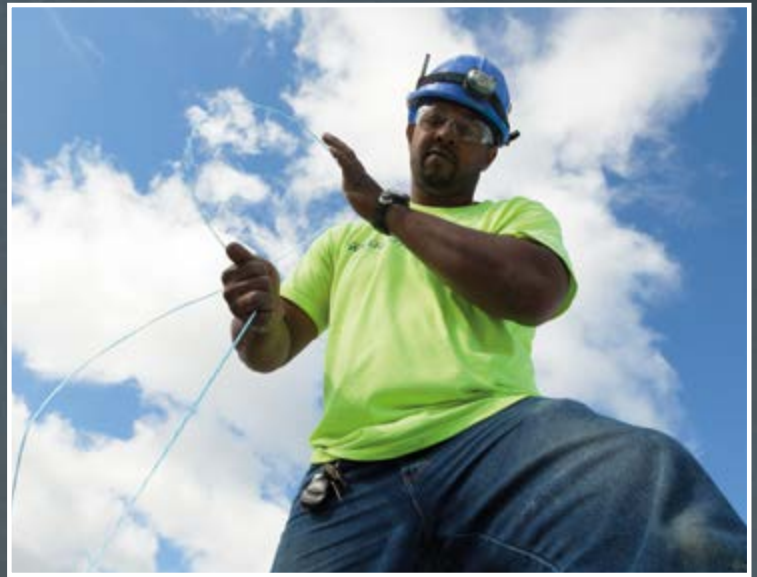
\$50M

to strengthen the city's workforce development system, launch and grow small businesses, stabilize neighborhoods and support other transformative investments

In 2014, JPMorgan Chase made a \$100 million, five-year pledge to support and accelerate Detroit's recovery. Two years in, we are seeing real results - and the innovative ideas and efforts that are spurring Detroit's turnaround are providing valuable models for other cities seeking to advance progress.

INVESTED IN DETROIT

We are working closely with Detroit's leaders and a broad range of partners to deploy our \$100 million commitment in ways that advance the city's priorities and leverage our firm's core strengths. Here are some examples of our partners and investments:



▲ *Photo above:* Programs like Access for All are helping Detroiters, such as Percy Redd, develop their skills to compete for jobs. Redd completed Access for All's training program and now is working toward becoming a master electrician. Here, he pulls wire at a construction site in Detroit's New Center neighborhood.



◀ *Photo left:* Creating high-quality jobs at Detroit-based businesses is a key community development focus. Detroit Manufacturing Systems (DMS) is one such business. Here, Gregory Davis, a graduate of Focus: HOPE, a workforce training organization, supervises an assembly line at DMS.

► *Photo right:* Food-sector small businesses are a fast-growing part of Detroit's burgeoning community of entrepreneurs. Incubators like Shed 5 at Eastern Market (pictured here) and efforts like the Entrepreneurs of Color Fund, which supports minority-owned small businesses, are playing a key role in helping these businesses get off the ground.





▲ *Photo above:* Alongside CDFIs, traditional community development banking efforts are providing critical capital to fuel Detroit's recovery. Here, a worker sprays fireproofing on a new development at 1145 Griswold, in the long-neglected Capitol Park in the heart of Downtown. Projects like this and The Scott at Brush Park, scheduled to open in December 2016, are visible signs of Detroit's revitalization.

▼ *Photo below:* This house in the Grandmont Rosedale neighborhood was purchased and renovated through the Liberty Bank Home Restoration Program, supported by JPMorgan Chase.



▼ *Photo below:* CDFIs such as Invest Detroit are helping Detroit businesses grow and create jobs. Their investments have enabled companies like Global Titanium (pictured here) and Sakthi Automotive to expand their facilities and operations, creating jobs and economic opportunity across the city.



INVESTING IN

Community DEVELOPMENT

OUR IMPACT TO DATE

\$38.4 million

in financing committed

\$240 million

in projects completed
or under way with the
help of our financing

Community development is at the core of our investment in Detroit. Building on JPMorgan Chase's deep expertise in community development banking and track record of lending and investing in Detroit, we committed \$40 million in flexible, long-term debt capital and \$10 million in grant capital to two leading nonprofit community development financial institutions.

Through the Detroit Neighborhoods Fund, managed by Capital Impact Partners, we are providing financing for the rehabilitation and construction of mixed-use and multifamily housing. Through the Chase Invest Detroit Fund, managed by Invest Detroit, we are financing residential, commercial and retail developments and are providing capital to help small and medium-sized enterprises grow.

Our investments are aimed at providing capital for projects that have the potential to transform Detroit's urban core and neighborhoods but struggle to access traditional sources of financing. Two years in, we are seeing these projects come to life - bringing jobs and other benefits to the city.



CAPITAL IMPACT
PARTNERS

www.capitalimpact.org

Invest  Detroit

www.investdetroit.com

THROUGH PROJECTS COMPLETED OR UNDER WAY, WE HAVE CREATED OR PRESERVED:

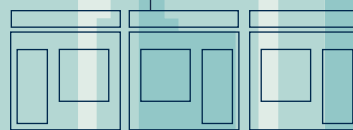
Nearly
450
units of housing



More than
550
jobs



Nearly
67,000
square feet of
commercial space



TURNING THE TIDE IN HER HOMETOWN

Few of us welcome traffic delays, but Melinda Clemons, Senior Loan Officer at Capital Impact Partners in Detroit, has a different perspective. “Getting stuck in traffic on Woodward Avenue is great,” she says. “There’s construction all over the place, everywhere you look there’s a crane and it’s down to one lane.”

While it may take a bit longer to get where she’s going, Clemons – a Detroit native – sees it as a happy indication that the tide has turned in her hometown. “I went to high school downtown so I’m very familiar with this area,” says Clemons. “Back then, it was riddled with crime and drugs. So seeing what’s going on now brings a totally different feeling of pride.”

And Clemons can take pride in knowing she’s played a role in making it happen.

One of the construction projects under way is The Scott at Brush Park, a \$61 million development for which Capital Impact – as well as Invest Detroit – provided financing. The Scott is being built from the ground up on formerly vacant land and, when completed in December 2016, will have 199 rental units plus retail space. It is located in the historic Brush Park area that links Midtown to Downtown, a key area targeted by the city for development because it will promote increased density and economic activity along the Woodward Corridor.

With a rooftop pool, spa and other amenities, The Scott is geared toward young professionals – though 11 units will be preserved as affordable – and the apartments already are being snapped up. “Even five years ago, if you had told anyone there would be a high-rise, market-rate project coming on the market for \$2 a square foot in Midtown, you would have been laughed out of the city,” notes Clemons. “But it’s happening.”

According to Clemons, being able to develop market-rate units in that location – where a large portion of the census tract is below the poverty line – is significant. Capital Impact’s approach is aimed at creating mixed-income communities, where the diversified population drives a greater range of retail and other services and higher-income residents increase the tax base. An added benefit of The Scott project: Building on long-vacant land means bringing in new residents without the risk of displacing any existing ones.

Like most complex community development projects, the deal to build The Scott was a long time in the making – and it nearly fell apart at the last minute. Capital Impact, through the Detroit Neighborhoods Fund, provided critical capital at the 11th hour that put it over the finish line. Clemons points to JPMorgan Chase’s quick decision making and openness to finding a solution as the factors that saved the deal. “I love the Detroit Neighborhoods Fund because it is one of the most flexible financing programs we have,” says Clemons. “Chase gets it.”

Another project in the works, thanks also to financing from the Detroit Neighborhoods Fund, is the renovation of the iconic Hammer and Nail building in Midtown. Previously slated for demolition, the rehabilitated building, to be renamed The Plaza, will instead include 72 apartments plus retail space.



Photo: Melinda Clemons, Senior Loan Officer at Capital Impact Partners in Detroit.

“I cannot stress enough how transformational The Scott and The Plaza projects are for the Midtown area,” says Clemons.

While Capital Impact is making a mark in Midtown, its focus and horizons extend beyond the urban core – and its project portfolio includes not only large-scale developments like The Scott and The Plaza but also smaller-scale ones. Through the Detroit Neighborhoods Fund, the nonprofit has multifamily and mixed-use projects under way in neighborhoods such as West Village and Woodbridge – with more in the pipeline. In all its work, Capital Impact encourages equitable participation by the community, as well as support for local developers.

“At least a few times a week, I get calls from out-of-state investors who want to know how they can be a part of what’s going on in Detroit,” notes Clemons.

“You can feel the pull and the excitement. It’s a vibe you get. Things have turned around, and this is the next hot place to be.”

Photo: Rendering of The Scott at Brush Park, scheduled to open in December 2016.



STRENGTHENING WORKFORCE READINESS

To continue the economic momentum under way in Detroit – and to ensure that it improves the lives of all Detroit residents – it is critical to invest in building a competitive workforce with the skills local employers need.

In 2016, JPMorgan Chase and the Corporation for a Skilled Workforce released research on Detroit's labor market and workforce system. Our goal: to enable the city's leaders to make data-driven investments in training programs, align resources to support job growth, and connect and better prepare Detroiters for job opportunities in the city. Here are some of our findings:

JOBS *mismatch* IN DETROIT

Nearly two in three Detroit workers travel out of the city to get to their jobs because there is a mismatch between the jobs available in Detroit and the people who live there.

115,000

DETROIT RESIDENTS COMMUTE
outside the city

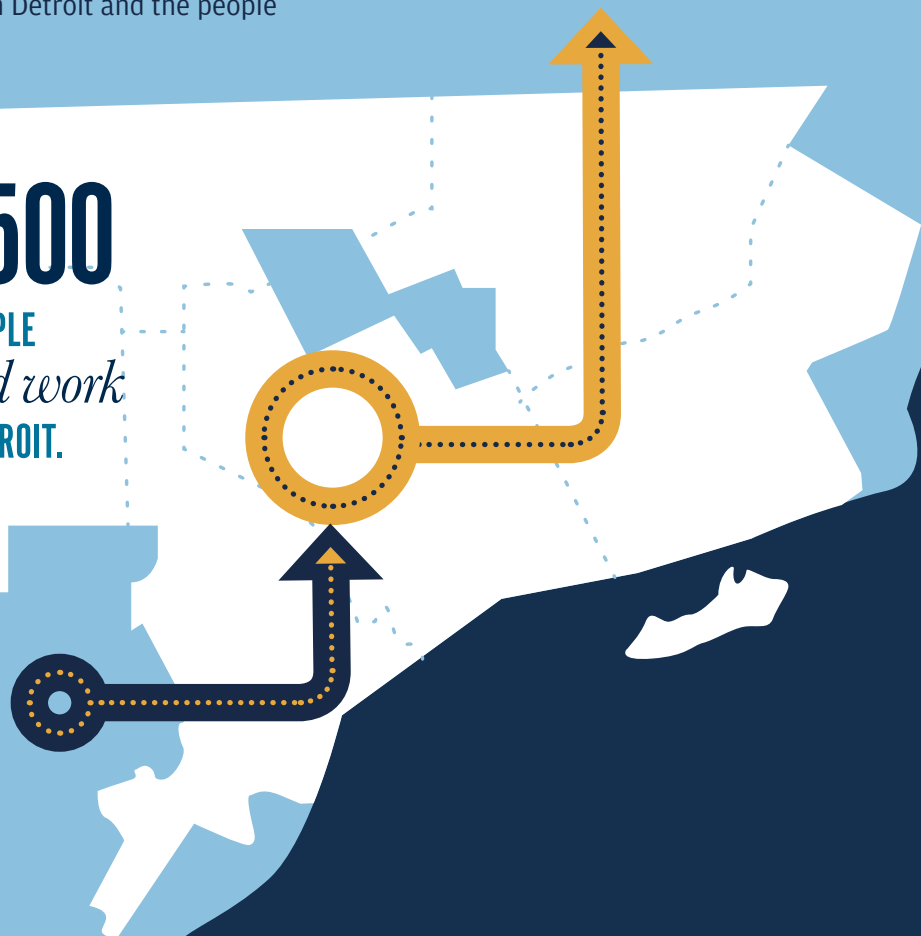
for work – many for low-paying jobs and one-third of whom are in the lowest wage bracket and can least afford the transportation burden.

63,500

PEOPLE
live and work
IN DETROIT.

176,000

NON-DETROIT RESIDENTS COMMUTE
into the city
FOR WORK.



WORKING TOWARD A *more coordinated* WORKFORCE SYSTEM

FUNDING
SOURCES

Our analysis found a broad range of workforce development services in Detroit – but too many of the programs that aspiring workers need function in silos and are hard to access.

Too many job training programs lack information about actual local workforce needs and career pathways, while data on impact and outcomes are inconsistent.

PUBLIC
AGENCIES

TRAINING
PROVIDERS

THE GOOD NEWS?

Greater coordination among partners and across services, increased employer engagement and better data can – and already are – making Detroit's workforce system more effective.

LOCAL
EMPLOYERS

Sources: Detroit's Untapped Talent: Jobs and On-Ramps Needed and Detroit's Untapped Talent: Partnerships and Pathways to Success, JPMorgan Chase and Corporation for a Skilled Workforce (2016)

INVESTING IN DETROIT'S MOST EFFECTIVE TRAINING PROGRAMS

JPMorgan Chase is supporting high-quality, proven training providers to help more Detroit residents develop the skills, credentials and experience they need to get on stable and rewarding career pathways. Examples include:

FOCUS: HOPE'S

manufacturing and information technology (IT) certification, which has a job placement rate of more than 85%.

250

people will be able to participate in Focus: HOPE's program over the next four years thanks to our support.

DETROIT EMPLOYMENT SOLUTIONS CORPORATION,

which runs training programs in a number of high-growth sectors.

175

individuals completed training in the energy, healthcare, hospitality and IT sectors with our support.

THE GREENING OF DETROIT,

which provides workforce training for jobs in the forestry, landscaping and agriculture sectors.

250

jobs for high school students over two summers (in 2015 and 2016) in Greening's Green Corps are supported with our funding.

CITY CONNECT DETROIT,

which manages Grow Detroit's Young Talent, the Mayor's summer youth employment program.

NEARLY
700

jobs for young people over two summers (in 2015 and 2016) are supported by funding from JPMorgan Chase.

Growing Small Businesses

Small businesses are vital to Detroit's recovery.

They are creating jobs, contributing to diverse and vibrant neighborhoods and a thriving urban core, stimulating innovation and powering the regional economy. That is why JPMorgan Chase is supporting efforts aimed at helping Detroit's entrepreneurs get the resources they need to start and expand their businesses.

We are helping small business owners not only access capital but, equally critical, develop the technical skills and networks they need to survive and grow. From the culinary entrepreneurs who have access to a new commercial kitchen facility in Eastern Market to small business owners who are putting the skills they learned in TechTown's Retail Boot Camp into use in their neighborhoods, our support is helping make Detroit a dynamic hub for young businesses.

THE INNOVATION FUND

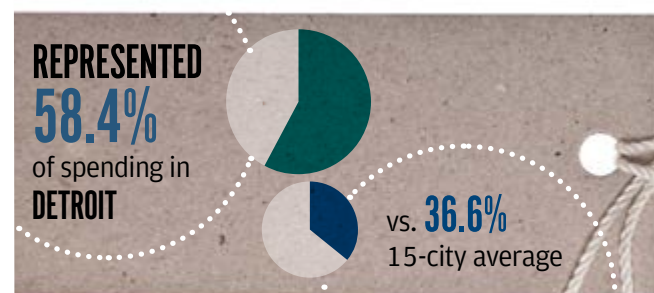
The Innovation Fund at Macomb Community College, powered by JPMorgan Chase, is a \$2.7 million effort to stimulate economic development and job growth among promising Detroit-area entrepreneurs and next-stage companies with high-growth potential. Entrepreneurs who receive funding also get access to mentoring and other support. In return, they provide internships or learning experiences for Macomb Community College students. Support for the Fund is provided by Macomb Community College's Strategic Fund and JPMorgan Chase. In March 2016, the Fund announced its third cycle of awards, representing a total of \$800,000 to 13 companies.

DETROITERS LEAD THE PACK IN SPENDING AT SMALL BUSINESSES

The JPMorgan Chase Institute's Local Consumer Commerce Index illuminates the vitality of Detroit's small business community: In December 2015, Detroit was the clear winner among the 15 U.S. cities in the Index in terms of consumer spending at small businesses.

The Index also showed the critical contribution Detroit's small business sector is making to local economic growth. For two years running, small businesses have led the way in Detroit's business community in contributing to growth in consumer spending.

CONSUMER SPENDING AT SMALL BUSINESSES



Note: The JPMorgan Chase Institute's Local Consumer Commerce Index is a measure of the monthly year-over-year growth rate of everyday debit and credit card spending by over 50 million anonymized Chase customers across 15 U.S. cities. For more information, see www.jpmorganchase.com/institute.



A SMALL BUSINESS THAT IS HELPING TURN ON THE LIGHTS

For Martin and Angel Paris, a husband and wife team that started their own electrical design and construction company in Detroit in 2012, it was a dream opportunity: The City of Detroit awarded their fledgling small business, Power, Lighting and Technical Services (PLTS), a three-year contract to repair and maintain exterior lighting.

“The Mayor of Detroit is doing a wonderful job getting the city’s lights back on,” says Martin. “We were hired to go to all the city properties to make sure the lights are operating.”

Not long into the contract, however, Martin and Angel ran into a problem. When the substation at Hart Plaza went out, they needed to hire a subcontractor with the expertise to fix the components. But the subcontractor wanted to get paid right away, and PLTS wouldn’t have the money in the bank to do so until it received its next payment from the City in 30 to 40 days.

“So we had to tell the City we couldn’t do the job,” says Martin. “It was embarrassing. Luckily, the City didn’t cancel the contract with us.”

When one of Martin and Angel’s contacts at the City heard about what happened, he told them about the Entrepreneurs of Color (EOC) Fund, a \$6.5 million program managed by Detroit Development Fund (DDF), a nonprofit CDFI, with funding from JPMorgan Chase and the W.K. Kellogg Foundation.

Launched in 2015, the goal of the EOC Fund is to assist businesses that lack access to traditional forms of credit and capital. It provides financing, as well as training and consulting services to strengthen core business operations for Detroit-based neighborhood businesses owned by entrepreneurs of color and businesses that primarily hire people of color. To date, the EOC Fund has provided \$1.3 million in financing – in the process, helping to create or preserve more than 130 jobs in the city.

Martin and Angel reached out to DDF, and – fast forward a few months and a good amount of paperwork later – they secured a \$100,000 line of credit. The EOC Fund also gave them a loan to purchase a vehicle that lifts a service technician to do overhead lighting work – a piece of equipment PLTS previously had to spend significant amounts of money renting.

“This is our first and only line of credit or loan for our company,” says Angel. “Prior to this, we were running the business out of our pocket, with whatever we made on our jobs, credit cards and whatever savings we had.”

While financing from the EOC Fund is helping the company better manage cash flow, the process itself also left a positive imprint. “Applying for the funding made us realize our recordkeeping wasn’t where it should have been,” says Martin. “Working with DDF to get everything in order was practice for us to be a better business. We are now a lot better at keeping up with our records and our financials than we were a year ago.”

For more information on the Entrepreneurs of Color Fund, visit www.detroitdevelopmentfund.com



Photo: Martin and Angel Paris, owners of Power, Lighting and Technical Services.

Today, Martin and Angel are running a thriving business with eight full-time, permanent employees and contracts in place not only with the City but also with a range of other customers. While their services are in high demand, the Parises are taking a careful approach to growing their business. As Martin notes, for small businesses like theirs, it can be disastrous if customers fail to pay in a timely manner – or pay at all – something Martin laments is not uncommon in the construction industry.

“I cannot overemphasize how cautious we are,” says Martin. “We’ve been very selective about who we work for. But it’s working out for us. We have a very good group of customers. They take care of business, and we take care of them.”



Stabilizing *Neighborhoods*

Stabilizing Detroit's neighborhoods – tackling blight, increasing property values and attracting new residents – is key to rebuilding a thriving, vibrant and diverse city. JPMorgan Chase is supporting the Detroit Land Bank Authority, helping strengthen its capacity to fulfill its vital role coordinating the city's anti-blight efforts. We are also helping provide much-needed financing to enable working families and individuals to buy and renovate homes.

Liberty Bank Home Restoration Program

It is a Catch-22 in many of Detroit's neighborhoods: Depressed property values and few comparable sales make it difficult to meet traditional lending standards, so financing is hard to come by. But prospective buyers and existing homeowners need financing to purchase and renovate homes – which is necessary to increase property values and generate sales activity.

JPMorgan Chase and community lender Liberty Bank are working to change this dynamic. Through the Home Restoration Program, Liberty Bank is aiming to extend up to \$20 million in affordable mortgage and rehabilitation loans to qualified buyers and existing homeowners in Detroit. JPMorgan Chase provided a \$5 million grant to cover potential loan losses, enabling Liberty to offer more flexible financing terms that account for the realities of Detroit's housing market, as well as an additional \$300,000 for down payment assistance.



In Conversation with Alden J. McDonald Jr., President and CEO of Liberty Bank

Why did Liberty Bank choose to work in Detroit?

We have been involved in community development since our founding in New Orleans in 1972. We looked at the marketplace in Detroit, and we felt it could use the services we provide. In 2009, we bought a Detroit bank that had failed. From our understanding, there were few financial institutions at that time lending in depressed areas of the city. We saw it as an opportunity for us to grow, as well as to help the community rebound.



What experience did you bring from New Orleans that you are applying in Detroit?

In New Orleans, we were devastated by Hurricane Katrina. Eighty percent of our customer base was literally underwater. We didn't know whether or when these properties would come back. But we felt that somebody had to lend money to allow people to begin rehabbing homes that had been destroyed. We became intimately involved in lending money in a disaster area.

The similarity in Detroit is that you have beautiful neighborhoods where there are blocks and blocks of vacant houses that need to be redone. So we put together a program like one we had in New Orleans to help individuals get a loan to buy a home, or fix up their own, even though the appraisal might not justify it or the comps aren't there.

What is unique about the Home Restoration Program?

We are putting a program in place that will be truly sustainable. The partnership with Chase, because it takes care of the initial risk factors, gives us the ability to do that.

Our program also comes with a lot of care to make certain that people get value for the dollars they invest in their home. We don't provide just financing. We offer ongoing assistance during the rehab. We have a construction manager who monitors the work to make sure it is being done as proposed, for the costs agreed. So if something goes wrong, both the owner and the bank know right away, and we can find a solution. I don't think there are other financial institutions doing this.

What value has your partnership with JPMorgan Chase provided?

Our partnership with Chase has given us more strength. We have booked more than \$40 million of community development activity in the Detroit area, including in very depressed neighborhoods. As a result, a lot of those areas are beginning to rebound. By no means can we rebuild Detroit by ourselves, but now that some of these transactions have taken place, other financial institutions are looking at Detroit in a different way. And our partnership with Chase is one of the things that's moved it to another level.

For more information on the Home Restoration Program, call (313) 873-3311 or visit www.libertybank.net/community/detroit.cfm



DETROIT SERVICE CORPS

Financial capital is just one of the resources JPMorgan Chase is bringing to bear in Detroit. Through our Detroit Service Corps, some of our most talented employees are putting their skills and expertise to work on behalf of our nonprofit partners, helping them strengthen their capacity to make a difference.



To date, we have sent three teams of employees - a total of 36 individuals representing eight countries - to Detroit to work full time for three weeks helping these partners meet a particular need.



**DETROIT SERVICE CORPS MEMBERS HAVE
COLLECTIVELY CONTRIBUTED**

NEARLY 5,400 HOURS

of their expertise, assisting with everything from business plan development to human resource management.



For more information, see:

www.jpmorganchase.com/detroit

MY DETROIT “REALITY SHOW” *Experience*

*By Jennifer Prichard, Managing Director,
J.P. Morgan Asset Management*



In 2014, after nearly 15 years at JPMorgan Chase, this is the opportunity I was presented with: to be plucked out of my life, leaving my day job and family – including my four small children – for 21 days to go to a city that was in bankruptcy, to work with a team of 11 people I'd never met, to complete an unknown task. My immediate thought? Sounds like a reality TV show.

I said yes.

My journey to Detroit as a member of the inaugural JPMorgan Chase Service Corps cohort was short by comparison: just a three-hour drive from my home in Columbus, Ohio. Others in our group came from São Paulo, Sydney, Hong Kong, Mumbai and beyond.

My team of three was assigned to work with Vanguard Community Development Corporation, a not-for-profit that was looking for ways to help stabilize Detroit's historic North End neighborhood.

Our task: quantify and determine the viability of a financial model for Vanguard to acquire, rehabilitate and sell homes in the neighborhood. Three weeks later, after working days on-site at Vanguard and evenings around a conference table with my Service Corps colleagues, my team delivered our results.

We recommended to Vanguard that the highest-impact use of the organization's resources would be to focus on helping existing North End homeowners rehabilitate their homes – work Vanguard continues today as part of its ongoing efforts to enrich and revitalize the

neighborhood. We also provided Vanguard with a broader business plan and financial model for the organization's long-term sustainability. Our partners at Vanguard told us that they appreciated how we helped them arrive at a rigorous, business-based decision – and without having to use any of the organization's scarce resources to pay a consultant to get there.

The project helped me to understand that – despite our differences – there are also similarities between not-for-profits like Vanguard and corporations like JPMorgan Chase. We both have to prioritize, be realistic about our capacity and focus resources where they can have the highest impact.

At the end of the three weeks, I left Detroit having had an intense, life-altering experience.

It gave me the opportunity to integrate three things that are really important to me personally. First, I am passionate about the bank and the outreach it does in the community. Second, I am passionate about volunteerism – from being a member of my kids' school board to volunteering in the hospital helping new mothers – I am deeply committed to engaging in my community.

Last, I am a Midwesterner, and being a Service Corps member allowed me to give back to a great Midwestern city. In fact, going to Detroit allowed me to come full circle in my career at JPMorgan Chase in a way: When I started working at the bank, one of my first roles was to make the drive from Columbus to Detroit to help integrate products from the National Bank of Detroit market – one of JPMorgan Chase's legacy banks.

From my experience in the Service Corps, I gained a new sense of pride in the company I work for, knowing it is not only willing to make a \$100 million commitment but also put boots on the ground and lend its people's expertise. I developed a deep and enduring camaraderie with my fellow participants.

I learned not to underestimate the value of our people's skills and expertise.

For lean and mighty not-for-profits – full of passionate people but sometimes lacking the financial skills that are second nature to bankers – this kind of intense work by the right skill set can take something from the back burner, put it on the front burner and bring it to a boil. I am grateful to have been a part.

“Here in the North End, Vanguard is well-positioned to take advantage of Detroit's emerging recovery – and it was a huge benefit to have the JPMorgan Chase Service Corps members apply their skills to an assessment of our strategy.”

Pamela Martin Turner, President and CEO, Vanguard Community Development Corporation

IN PARTNERSHIP WITH ...

ACCOUNTING AID SOCIETY | ARAB COMMUNITY CENTER FOR ECONOMIC & SOCIAL SERVICES | BUSINESS LEADERS FOR MICHIGAN | CAPITAL IMPACT PARTNERS | CENTRAL DETROIT CHRISTIAN COMMUNITY DEVELOPMENT CORPORATION | CITY CONNECT DETROIT | COMMUNITY DEVELOPMENT ADVOCATES OF DETROIT | CORPORATION FOR A SKILLED WORKFORCE | DETROIT DEVELOPMENT FUND | DETROIT ECONOMIC GROWTH CORPORATION | DETROIT EMPLOYMENT SOLUTIONS CORPORATION | DETROIT INSTITUTE OF ARTS | DETROIT LAND BANK AUTHORITY | DETROIT PARENT NETWORK | DETROIT REGIONAL CHAMBER | DETROIT REGIONAL WORKFORCE FUND | DETROIT SYMPHONY ORCHESTRA | DETROIT YOUTH DEVELOPMENT COMMISSION | DEVELOP DETROIT | EASTERN MARKET CORPORATION | EASTSIDE COMMUNITY NETWORK | ECOWORKS | FOCUS: HOPE | GOODWILL INDUSTRIES OF GREATER DETROIT | GRANDMONT ROSEDALE DEVELOPMENT CORPORATION | GREAT LAKES WOMEN'S BUSINESS COUNCIL | GREENING OF DETROIT | INVEST DETROIT | JEFFERSON EAST BUSINESS ASSOCIATION | JEWISH VOCATIONAL SERVICES | LIBERTY FOUNDATION, INC. | MACOMB COMMUNITY COLLEGE | MICHIGAN COMMUNITY RESOURCES | MIDTOWN DETROIT, INC. | MUSEUM OF AFRICAN AMERICAN HISTORY | M-1 RAIL | SOUTHWEST DETROIT BUSINESS ASSOCIATION | SOUTHWEST HOUSING SOLUTIONS CORPORATION | TECHTOWN DETROIT | UNITED WAY FOR SOUTHEASTERN MICHIGAN | UNIVERSITY OF MICHIGAN DETROIT NEIGHBORHOOD BUSINESS PROJECT | URBAN NEIGHBORHOOD INITIATIVES | U SNAP BAC | VANGUARD COMMUNITY DEVELOPMENT CORPORATION | WAYNE METRO COMMUNITY ACTION AGENCY | WORKFORCE INTELLIGENCE NETWORK **AND MORE TO COME ...**

FSC LOGO