“QUÉ SERÁ DE MI BORÍNQUEN "QUERIDO "QUÉ SERÁ DE MIS HIJOS Y DE MI HOGAR

From “Lamento Borincano” (1929) by Rafael Hernández
Rafael Hernández' jibarito, full of hope and optimism in the face of poverty and despair, was the embodiment of Puerto Rican resilience. Forced to emigrate, his generation seeded the first wave of the Puerto Rican Diaspora.

Perhaps your parents or grandparents were in that first wave. Maybe you live here or came from here or have family on the island. Whatever the case, if you are like me, it doesn’t matter where you are. Your heart is always in Puerto Rico.

For the past decade, Foundation for Puerto Rico (FPR) has been transforming this passion into a new path forward for Puerto Rico — one that leads to economic growth and prosperity.

During these most recent years of recovering from hurricanes, a swarm of earthquakes, and a global pandemic, we have adopted our motto: “there is no future in rebuilding the past.”

We are inspired by a bold vision for the future that requires us to go beyond traditional approaches in concert with communities and leaders eager to fast-forward development on the island. Our focus now and over the next decade is on transformation.

With help from people like you, we can change the strategic direction of Puerto Rico’s socioeconomic development and change lives in the process, harnessing and empowering our greatest asset: the talent, creativity, and passion of our people.

Every day, FPR convenes top minds and challenges stale, outdated thinking. We dare to look past untenable policies and actions that have created severe gaps in knowledge, workforce skills, education, and opportunities. We have the audacity and the intellectual independence to advocate for the breakthrough approaches our island needs to move fearlessly into the future.

Over the next ten years, we will see once-in-a-lifetime opportunities emerge. Opportunities to reposition Puerto Rico in global markets. Opportunities to invest in more inclusive and resilient growth. Opportunities to innovate, collaborate, and disrupt the status quo. Opportunities to implement high-impact solutions.

A better future for Puerto Rico is in our hands. I invite you to join us in this work.

Together, we will engage leaders from diverse industries, backgrounds, and communities, turn knowledge and ideas into action and results, and cultivate the next generation of innovative change-makers to help solve Puerto Rico’s greatest challenges.

With heartfelt gratitude,

[Signature]

Jon Borschow
Chairman and CEO
Foundation for Puerto Rico
Our Vision & Mission

We envision a prosperous Puerto Rico that unleashes the passion, talent, and creativity of its people. We want the world to come to our island to visit, live, work, and invest.

We work tirelessly to fulfill our mission of transforming the future of Puerto Rico, turning knowledge into actions in ways that build a thriving and sustainable economy for all.

We strive to position Puerto Rico as a powerhouse of the Americas: more economically successful and more equitable and inclusive for all.
What we believe

We believe that Puerto Rico's socioeconomic transformation must be driven by audacious thinking that challenges the status quo. To that end, FPR mines the world for knowledge and insights, and designs frameworks, creates tools, and sparks dialogues that empower us to solve our most pressing challenges. Together, we implement innovative strategies and programs that create powerful pathways to a prosperous Puerto Rico.
Transformational Impact Through Innovation
Puerto Rico’s future success depends on innovative thinking that connects the dots, accelerates growth, and creates tangible benefits for all.

The Power of Ideas
Ideas have unlimited power: We need to find promising ideas, wherever they lie. We need to identify and understand the potential for our progress embodied within them. We then need the determination to test, challenge, champion, and nurture them so that potential can be realized.

Courage to Challenge the Status Quo
We must dare to examine existing paradigms that impede progress and develop bold, transformative paths forward to success and prosperity.

Community and Collaboration
Collaborations that yield strong connections and a sense of belonging will lead to lasting solutions that help our communities flourish.

Empowering People
Each individual has unlimited potential and can contribute something unique that can help make our island and its communities better.

Our core principles include
The Challenges

Puerto Rico is at an important inflection point, facing the imperatives of recovering from three significant disasters in three years, including the COVID-19 pandemic. FPR has attempted to turn each of these crises into opportunities, helping communities across the island build back better, stronger, and more resilient. But so much more needs to be done.
After years of economic decline and the impact of multiple disasters caused by natural hazards, unemployment is high, labor participation is low, small businesses are closing every day, and social and economic inequality continues to increase.

With the decline of traditional economic engines like manufacturing, services and consumption, economic inputs dwindled. This drove public debt to unsustainable levels and forced yet another generational wave of Puerto Ricans to make the painful choice of leaving for the mainland. This massive brain drain took away many of Puerto Rico’s most talented and best-trained professionals of every discipline impacting the island’s economy with a loss of human capital and productivity valued at hundreds of billions of dollars.

We face a deteriorated government structure that lacks the financial and organizational capacity to be agile and responsive to the diverse set of challenges and opportunities we face under rapidly changing circumstances.

The global climate crisis is affecting us all, and Puerto Rico’s geographic location makes our islands extremely vulnerable to natural hazards. Our coastlines are changing rapidly, and violent storms are becoming more frequent and more destructive. Without proper risk management to increase resilience to adverse shocks, our economic and social stability will continue to be threatened.

These problems are too large for any one organization to solve – whether it is a non-governmental organization, a business enterprise, or the government itself. That is why collaborations and partnerships are so crucial for success. FPR is in a unique position to be a convener, collaborator, and partner at a time when these capabilities are vital to Puerto Rico’s future.
Transformation from the inside out

- Economic Development & Community Empowerment
- Resiliency & Infrastructure
- Education & Leadership Training
For the past decade, we have been working to build a solid foundation of support for this approach, engaging and partnering with stakeholders across Puerto Rico, from government to business to academia to communities. Our strong community presence across the island and our game-changing programmatic interventions have allowed us to move from the grassroots to the grass-tops while our collaborative approach with leaders and policy makers – from San Juan to D.C. - has helped scale up our impact.

Beginning in 2017, multiple FPR teams have been living and working across the island to deeply understand how to engage and work with communities, celebrate regional diversity, engage with local stakeholders and players, increase social capital, gather data on existing needs and capabilities, and help these communities become more resilient to face future climate or economic challenges. Through this field immersion, they learned about the characteristics that these communities have in common, as well as the individual circumstances and attributes that differentiate them.

Today, FPR has redoubled its commitment to expanding our knowledge to action mantra. On one hand, we’ve launched the Center for Strategic Innovation, a new ideation engine within our organization that will act as a catalyst for inspiring thinking and will drive the design of high-impact initiatives and strategies. On the other hand, our field intervention will be the space where community-level insights are gathered, and where the new concepts that come out of the Center for Innovation are tested, vetted, adapted, and refined by our team in close collaboration with the future beneficiaries of this work, since no one understands better the needs, vulnerabilities, opportunities, and desires of our communities than its members.

From the inside out, we accelerate transformation through innovation, collaboration, and action, so Puerto Ricans can own their future and thrive. The three areas where we are driving transformational impact include: Economic Development & Community Empowerment, Resiliency & Infrastructure, and Education & Leadership Training.
Economic Development & Community Empowerment
FPR’s work is leading the way in communities, devising novel solutions to accelerate inclusive economic development and community empowerment. One powerful pathway we have identified is the growth of our Visitor Economy which we have been championing since 2014. The Visitor Economy is the aggregate, direct, indirect, and induced economic impact of visitors on jobs, wages, Gross Domestic Product (GDP), and taxes, and it is the most viable and sustainable pathway to a thriving Puerto Rico in the short to medium term.

Historically, the impact of the Visitor Economy has been centered in a strip of resort lodging and tourism within and near metropolitan San Juan. However, FPR had a more expansive view of the Visitor Destination. We teamed up with regional collaborators and facilitators in communities throughout the island and discovered a diversity of treasures everywhere – experiences that are natural, cultural, or just the essential humanity of the people within. By capitalizing on these assets, we can bring sustainable prosperity to those communities.

We are currently working with communities across 14 geographically distinct municipalities island-wide and helping them co-create destination plans that identify and seek to reactivate their authentic local assets, designing strategies to expand their offering, filling critical gaps, strengthening existing visitor-facing businesses and/or identifying services that need to be provided or investments that need to be made. From there, we bring stakeholders and investors to the table to implement the best ideas.

**SPOTLIGHT:**

**The Visitor Economy: A $20 Billion Opportunity**

Pre-COVID, tourism created around 83,000 jobs annually, with an economic impact ranging from $5 - $7 billion (5-7% of GDP). However, Puerto Rico has both the destination capacity and market potential to grow sustainably to $20 billion in GDP impact by 2030, by increasing visitor traffic from domestic and international markets, extending their stays, and engaging them in geographically diverse areas of the island.

A key player to drive this increased demand is our Destination Marketing Organization (DMO), whose public-facing brand is Discover Puerto Rico. In 2015, FPR conducted seminal research of global best practices, which identified that a professional DMO was critical to establish a long-term strategy, brand, and leadership, and make Puerto Rico a global player in tourism. In 2016, FPR defined the scope and role of the DMO and convened the governmental and non-governmental stakeholders to support its creation. Thanks to FPR’s research and analysis, convening, and advocacy efforts, the creation of the DMO was signed into law in 2017. FPR then played a key role in its physical and organizational incubation. Discover Puerto Rico boosted tourism by 45% during its first 18 months and delivered $123M in economic impact in its first year. As winner of Best Special Campaign: Crisis Management, Discover Puerto Rico received one In2 SABRE Award (2019) for the earned media campaign #CoverTheProgress. By 2021, Discover Puerto Rico had become a powerful engine for our economic development.
Resiliency & Infrastructure
Like many other parts of the world, Puerto Rico faces many challenges when it comes to the climate crisis. Our coastlines and communities and critical infrastructure are susceptible to violent storms that are becoming more frequent and more destructive. Hurricanes Irma and Maria, followed by destructive earthquakes and a global pandemic, only served to magnify the vulnerabilities in the things many of us take for granted. Addressing these challenges and developing a comprehensive risk management strategy requires collective action and investment from all stakeholders at different levels of society, from individuals to the international community. Therefore, resiliency weaves through all of FPR’s work.

For us, resiliency for Puerto Rico begins at the community level, ensuring that foundational infrastructure -- education, physical infrastructure, economic recovery, environment, healthcare, and housing -- are sound and robust. It means fostering better communication, promoting collaboration, and creating connections among individuals, government, NGOs, and small businesses to build capacity and strong links across our society. And it requires leveraging federal and other funding streams to improve the information, data, tools, and frameworks that our citizens need to facilitate comprehensive community resiliency plans and to support the projects and initiatives that result from them.

All these interventions will help these communities, and the island as a whole, bounce back quickly from challenges like disasters resulting from natural hazards or human action, environmental crises, as well as economic downturns.

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**SPOTLIGHT:**

Knowledge and Tools to Address our Vulnerabilities to the Climate Crisis

As a part of the Whole Community Resilience Program, and in collaboration with Puerto Rico’s state government, we have created the Interactive Social Capital Maps and the Interactive Vulnerability and Risk Maps. The fundamental purpose of these tools is to make information on characteristics and conditions in Puerto Rico more accessible to our citizens to support community planning efforts with the best and most up-to-date information available.

The Interactive Social Capital Maps include information on existing social assets both within and surrounding our communities in all 78 municipalities. Each individual map strengthens knowledge among residents and visitors on nearby locations and initiatives in areas of health, education, safety, community, and community services.

Similarly, the Interactive Vulnerability and Risk Maps present vital information on circumstances that may represent vulnerabilities that affect multiple communities, municipalities, and regions. Each of the six maps display information on one of the focus areas of economic development, education, infrastructure, environment, health, and housing.
Education & Leadership Training
To thrive in the 21st century, we need to close the island’s achievement gap with innovative approaches that help prepare Puerto Ricans to compete in a dynamic, tech-enabled, globalized economy.

Our work in continuing leadership education is informed by research and data-driven solutions attained in collaboration with thought leaders and organizations from a variety of local and international sectors. As part of our leadership training program, a comprehensive curriculum is being offered to community leaders, policymakers, small and medium business owners, and NGOs to improve their knowledge and skills, while strengthening their efforts to transform the futures of their communities.

We believe our initiatives in this field will be successful thanks to our emphasis on meaningful coordination with multiple organizations – across public, private, nonprofit, and community sectors – along with integrated and flexible communication. Through coordinated advocacy efforts, we can bring about large-scale change at the policy level.

**SPOTLIGHT:**

**Launching the Center for Strategic Innovation as a catalyst for transformational ideas**

In February of 2021, we launched the Center for Strategic Innovation, a new ideation engine within our organization that will act as a catalyst for new thinking and will drive the design of high-impact initiatives and strategies.

The Center features a Policy & Innovation Council (PIC), a strategic alliance of the private sector, NGOs, government, academia, community leaders, and individuals designed to share information. They serve as a sounding board to evaluate and develop alignment on ideas that we identify as critical for Puerto Rico’s future success. This consensus-building body will advocate for the strategies and policies that will bring about transformative change.

The Center is building an ideation Brain Trust of innovative thinkers, researchers, and data scientists to scan the world for innovative solutions and to use this knowledge to design novel solutions to the strategic challenges Puerto Rico faces.

Another strong focus of the Center is its community engagement. It provides community, local government, and small business leaders with the tools and education they need to be at the forefront of economic growth, including the cultivation of fundamental skills needed to innovate and implement new economic development strategies.

By having the right people in communities engaged in active dialogue and a strong in-house set of capabilities, we identify the most pressing and vital needs, impact policy, and tackle big problems — creating bold and replicable models for economic growth.
Proof of Impact

In the last 10 years, FPR has established itself as a visionary leader on the island, fostering collaboration and action toward long-term sustainability. We have brought a new focus on future economic growth opportunities — realizing the growing importance of innovation and technology-driven exports and the limited growth opportunities in traditional manufacturing. And we have been instrumental in building an ecosystem to develop and support innovation-driven enterprises.

Our work helps leaders look to the future rather than to the past, always seeking to better understand our rapidly changing world and identify opportunities for Puerto Rico wherever they are.
In 2021, the Bottom Up Destination Recovery Initiative won a Gold Rank from the International Economic Development Council (IEDC) in the category of Resiliency, Recovery, and Mitigation.

“The winners of IEDC’s Excellence in Economic Development awards represent the best of economic development and exemplify the leadership that our profession strives for every day,” - 2021 IEDC Board Chair and Invest Buffalo Niagara President Tom Kucharski.

- After the recent natural events that caused widespread disaster, FPR was a critical driver to recovery and sustainability by implementing island-wide programs that strengthened local community infrastructures, built capacity, and invested in and mentored small businesses. This approach led to some of FPR’s greatest accomplishments:

- Dramatically elevating our position in the global travel market by designing and driving the creation of a new, non-governmental Destination Marketing Organization (DMO), Discover Puerto Rico. By helping to create the DMO, we elevated the priority of marketing the island as a destination for visitors from around the globe. Thanks to that professionally managed visibility, Puerto Rico has broken all historical visitation records in 2021. This initiative alone can increase the size of the overall economy by 10% and generate 70,000 additional jobs within 5 years.

- Small businesses are the backbone of the local economy, employing more than 80% of all private-sector workers. FPR designed and launched the Small Business Support Program, a long-term recovery effort and immediate response initiative that was piloted in the aftermath of Hurricane Maria and reactivated to aid those affected by the 2020 earthquakes. This initiative has helped existing business owners remain open, retain employees, and optimize their businesses through immediate assistance and relief in cash grants and technical assistance.

- To accelerate the recovery after Hurricane Maria, we embarked on strengthening resiliency in communities around the island by providing thousands of both in-kind donations and individual contributions, ranging from water filters to data and telecom equipment, and other items critical for supporting communities, be it in daily life or through an emergency.
In 2021, FPR embarked on fast-track reactivation initiatives of crucial visitor economy assets within individual regions such as the post-Maria reopening of the Camuy River Caves National Park, which draws over 100,000 visitors every year; the Guajataca Tunnel, whose popularity with visitors has attracted 26 small businesses to operate on-site with a waiting list of 300 more that want a spot; and a wheelchair-accessible portion of Luquillo Beach to meet the needs of a diverse population. There are many more asset reactivations that need to take place.

Working for community-based participatory planning to identify priority actions to increase resiliency. This new Whole Community Resiliency Program focuses on communities across all 78 municipalities to design multi-dimensional resiliency plans that consider housing, education, health, environment, infrastructure, and economic development. Working with the Puerto Rico Department of Housing, we are responsible for doing outreach and creating data and educational tools that will enable communities to be active actors in visualizing their needs into the future, choosing areas of investment, and increasing their ability to advocate and fundraise for implementation. As part of the program, we have developed novel tools, such as the Interactive Social Capital, Risk and Vulnerability Maps, to make public data accessible to all, which is critical to aid in a robust resilience planning process.

Designing and implementing innovative economic development programs such as Emprende 360, a program made possible thanks to a historic grant from the Marion Ewing Kauffman Foundation, which chose FPR as its first grant partner in Puerto Rico. This was a multistage business incubation model that brought together 5 Puerto Rican organizations to work together for a year with a cohort of budding entrepreneurs, guiding them in the creation of 11 new businesses in the Visitor Economy in Ponce and Coamo. These areas have historically lacked access to the entrepreneurial resources concentrated in the San Juan metro area.

While we celebrate the impact of our efforts, we use the growth and learning that comes from these experiences to propel us toward our long-term vision. We can only declare victory when Puerto Rico realizes its full potential and opportunities become available to all our people. This journey to success will only be possible if made together with many collaborators, communities, and individuals, and critically with your generous support. Our final destination may seem a world away from our starting point, but at FPR we are here for the long haul. After all, Puerto Rico is where our hearts lie.
Celebrating 10 years of Success

In 2011, Foundation for Puerto Rico was founded with the goal of catalyzing economic development in Puerto Rico through the design of innovative, transformational strategies that unleash Puerto Rico’s potential by leveraging our island’s unique aggregation of strengths – its geographic location, diverse natural assets, its peoples’ talent and creativity, appealing culture and authentic humanity – to pursue opportunities within the 21st century global economy.

This year, we celebrate 10 years of demonstrable success in harnessing the power of ideas in pursuit of strategic possibility. What began as a simple idea — to bring people together and transform knowledge into action – has changed the island’s strategic outlook, repositioning our island as a place where the world will come to visit, live, work, and invest in. We expanded the island’s outlook beyond traditional manufacturing and local service economy to 21st century innovation-driven exports and organized an entrepreneurial ecosystem for local innovators.
We devised a visitor destination marketing strategy to differentiate us from competing destinations and designed and incubated a world class Destination Marketing Organization to implement it. Our field teams crisscrossed the island to create a digital database of 11,000 experiences, attractions and services that is at the core of the DMO's award-winning visitor-facing platform.

We successfully argued for the Federal Department of Transportation (DOT) to authorize cargo and passenger visa-free transit, a first step in the development of an International Air Transit Hub that will connect Puerto Rico with direct air routes to the world. We proposed a Biological Barrier at our airports and led the intergovernmental implementation task force that has provided critical protection against COVID-19 while allowing us to maintain visitor flows.

Today, visitation to Puerto Rico is the highest in history and growing rapidly despite two hurricanes, earthquakes and a still ongoing pandemic. The Puerto Rican government has recognized its high priority with an additional $120 million investment in the tourism destination for marketing, promotion, and asset revitalization with the goal of doubling our visitor economy.

After Hurricane Maria, we created high-impact, targeted programs where our organization works hand-in-hand with partners in communities throughout the island to bring about sustainable economic growth and multi-dimensional resilience. Today, FPR provides strategies, critical resources, networks, and engagement support, training, and funding opportunities to lift those communities out of poverty and decline from the bottom up.

What will FPR’s next 10 years bring? Unprecedented success and prosperity for our island. We are expanding our ideation capabilities with our new Center for Innovation. We are building an Ideation Brain Trust at the Center with the best researchers and innovators to explore novel, high impact strategic solutions to societal challenges. We are convening an Innovation Leadership Council to guide, build consensus and advocate for these solutions. Our new Bottom Up Field Intervention Engine will bring an island-wide community-level scope to our high impact programmatic efforts. The team works from El Colaboratorio, the “laboratory of collaboration,” which has become a magnet site filled with passion and creativity where the government, the private sector and a new generation of NGOs come together to reinvent opportunities for all Puerto Ricans. And we have only just begun! With your help, and our strategic vision going forward, we can complete Puerto Rico’s transformation into the economic powerhouse of the region by 2030.
Get Involved

Now entering its second decade, FPR is doubling down on its mission to transform Puerto Rico’s position in the global market. Undoubtedly, the greatest challenge the island faces is the ability to organize strategy and vision beyond immediate crises and electoral cycles. With the same emphasis on innovation, collaboration, and action, FPR continues to invest in transformative action across three sectors that include: Economic Development & Community Empowerment, Resilience & Infrastructure, and Education & Leadership Training.

Working hand-in-hand with communities from the bottom up, FPR supports their growth and development from crisis response to reinvention, creating new pathways and opportunities where support is needed most. As we launch our next decade of vital initiatives, we need supporters like you to help us dramatically expand our capacity to tackle the audacious initiatives that will transform the prosperity of our island.

Please join us by making an investment in the next decade of Puerto Rico and our ability to accelerate economic development on the island. Your contributions will help:
#1 Foster Education & Community Leadership Development

We are launching this year a Community Leadership Academy to build the necessary capacity within communities so that regional public-sector leaders, small business owners, local NGOs, and prominent community figures have the proper education and tools to own, drive, and implement their economic opportunities. We also must grow our support of entrepreneurs to create a thriving and adaptable local business environment with services to meet new demands. There is an urgent need for this type of leadership educational training both in-person and online. Your support will provide new and increased access to rich educational content and project-based learning that will help mobilize action and investments.

#2 Reactivate Community Assets

Our 8 regional destination plans provide a comprehensive set of investment-ready projects that will improve regional assets to draw visitors and economic inputs into their businesses and communities. Just like we helped reopen the Camuy River Caves National Park this year, which draws over 100,000 visitors each year and provides a spectacular glimpse of this extended system and ecologically unique karstic region. There are hundreds of key destination assets in communities throughout the island whose reactivation with a minimum amount of investment will grow visitations and revitalize local economies. Your support will help us complete shovel-ready projects across Puerto Rico and jumpstart economic activity within historically underserved communities.

#3 Develop an Innovation Engine for Puerto Rico

After 10 years of piloting and scaling programs and initiatives across Puerto Rico, The Center for Strategic Innovation will be the catalyst for research, initiatives, and intersectoral alliances to drive high-impact, transformative projects. We are building the capacity of The Center to research, analyze and ideate in weeks and months—not years—driven to action because we are in a critical window to invest in new pathways of more inclusive and resilient development. Your support will help us grow our capacity to innovate with in-house talent focused on research, data science, technical expertise, and economic modeling.

#4 Ensure Resilient Infrastructure & Planning

We're strengthening resiliency through innovative and comprehensive training and planning processes, be it through the donation of essential items to ensure basic energy, clean water, and communications needs are met, or through the multidimensional resiliency planning process. Puerto Rico has a once-in-a-lifetime opportunity to invest in infrastructure and communities to drive inclusive economic development. We have developed eight community-destination plans across 14 municipalities, and by 2022 will have at least 60 resilience plans for communities island-wide. The planning framework and design applied to these initiatives are a first of their kind in Puerto Rico. Your support will help us pioneer our climate-proofed future by implementing these projects.
Please join us by making a gift to Foundation for Puerto Rico. Your investment will help fuel widespread and inclusive transformation across the island, helping us realize a more resilient, entrepreneurial, and prosperous Puerto Rico.

**Trusted Partners**
Trusted local partner for donors of all types to channel and leverage resources to benefit Puerto Rico.

**Thought Leadership**
Thought leader in Puerto Rico: data-driven research, public policy, and advocacy, & convening power.

**Knowledge to Action**
Proven track record of knowledge to action and excellence in execution and compliance.

**Island-Wide Reach**
Island-wide community reach to support and connect them with industry and government towards economic growth.

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Thank you for your generous support. For more information, please contact our development team:

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Foundation for Puerto Rico (FPR) is a 501(c)(3) nonprofit that seeks to unleash Puerto Rico’s potential in the global economy. Our targeted economic development and resilience programs work hand-in-hand with our community partners to shape the future and create the Puerto Rico that we envision: a powerhouse of the Americas that is more successful, more equitable, and more inclusive for all. We go from knowledge to action, combining innovative, data-driven thinking with vital field-based work across more than 14 municipalities. We have supported over 850 small businesses and collaborated with over 500 local and national NGOs.

We are committed to accelerating Puerto Rico’s socioeconomic future by growing our capabilities in community engagement and maintaining our role as a strategic innovator, thought leader, and convener of stakeholders from all sectors. Our motto, “there is no future in rebuilding the past,” reflects our transformative vision and dream for the future of our island: a prosperous Puerto Rico that unleashes the talent, creativity, and passion of its people.