



**Foundation
for Puerto Rico™**

**ANNUAL
REPORT
2020 & 2021**



**Foundation
for Puerto Rico™**

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OUR VISION & MISSION

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

Our vision is one of a prosperous Puerto Rico, where the talent, creativity, and passion of our people is unleashed.





Frutos del Guacabo is a family business located in Manatí, that arose as a response to the need of its founders to reinvent themselves in 2010. Dedicated to the production and distribution of agricultural products, they have managed to position themselves as one of the most constant and versatile suppliers in the gastronomic market of Puerto Rico, contributing to the economic development of the island through agriculture.

Frutos del Guacabo is a graduate from several of our entrepreneurship programs including Destino Empresarial.

PUERTO RICO

*A new decade, a new window
of opportunity*

This year, we turn the page to a new decade of our work, moving quickly and deliberately within a window of opportunity around recovery and investment.

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

This Annual Report celebrates a decade of growth and impact, and extends our invitation to join us on writing the next decade as we move relentlessly towards our vision.



Founder's Note

Puerto Rico.

Perhaps you live here. Perhaps you came from here or have family on the island. Whatever the case, if you're like us, it doesn't matter where you are. Your heart is always in Puerto Rico.

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

Though the last several years demanded our attention in recovering from hurricanes, an earthquake, and a global pandemic, we are not looking backward. Our focus now and over the next decade is on transformation.

A bold vision for the future is what inspires us at Foundation for Puerto Rico. Our motto is: "There is no Future in Rebuilding the Past." Our future growth and success depend on looking beyond traditional approaches and harnessing the remarkable qualities of our greatest asset: the people of Puerto Rico.

Every day, FPR convenes top minds and challenges conventional thinking. We dare to look past untenable policies and actions that have created severe knowledge, workforce, education, and opportunity gaps. We have the audacity and 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 innovate, collaborate, and disrupt the status quo. Opportunities to implement new solutions for growth and prosperity. Now is the time to bring together individuals and organizations seeking knowledge and insights, and to spark the conversations that will ultimately lead to real change, and to cultivate the next generation of innovative change-makers to help solve Puerto Rico's greatest socioeconomic challenges.

Puerto Rico's future is in our hands. We invite you to join us in this work.

With heartfelt gratitude,

A handwritten signature in black ink, appearing to be 'JB'.

Jon Borschow



"Puerto Rico
has a
one in a
generation
opportunity
to make a
profound
investment
in its
future."

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.

Our core principles include



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 great ideas, wherever they lie, and identify and understand the potential for our progress embodied within them. Then, we need the determination to test, challenge, and nurture them to achieve our potential.



Courage to Challenge the Status Quo

We must dare to examine existing paradigms that impede progress so we can develop bold, transformative paths towards 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

Everyone can contribute something unique that can help make our islands and their communities better. We strive to encourage each individual to fulfill their potential.



NO TIME TO WASTE, *Doing what matters*

A decade ago, Puerto Rico was accumulating mounting debt and, by 2017, heading into bankruptcy. This brewing economic crisis was foreseeable and troubling. The handwriting was on the wall: manufacturing was declining, and more and more local businesses were importing goods and trading exclusively on-island, without creating value for the world that lay beyond our shores. These tendencies were driving up debt and driving out many Puerto Ricans to the mainland.

In 2011, our founder, Jon Borschow, decided to leave his healthcare business and focus his energies on restoring the health of the economy of Puerto Rico, where his heart, soul, and multi-generational family has lived. Recognizing that there was no time to waste, the Foundation for Puerto Rico was established and embarked on pursuing new ways of thinking about Puerto Rico's place in an increasingly global economy. The island needed transformative ideas as big as the challenges it was facing.

As the saying goes: "If you want to go fast, go alone. If you want to go far, go together." This transformative journey would require new partnerships, alliances, and ways of working together. Over the years, we've collaborated with over a hundred organizations. This ethos is also why one of the Foundation's first investments was to establish the Colaboratorio, the "laboratory of collaboration," the first coworking space for NGOs in Puerto Rico. It 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. In the past six years, leading NGOs in the economic development ecosystem have been incubated in the space, including ConPRmetidos,

Centro para
Emprendedores, Visit Rico, and Inversión Cultural.

The new foundation began looking for ways to create value for the world that would also bring in new sources of revenue to our communities, with opportunities for everyone. This idea gave rise to several strategic initiatives, including expanding the size of the Puerto Rico visitor economy.

We advanced the proposition that building Puerto Rico into a globally competitive visitor destination was as easy as 2+2=7: bring two million additional visitors to the island and have them stay an average of 2 additional nights, which could generate 7 billion dollars in new economic activity. Over the last five years, and despite the impact of two hurricanes, earthquakes and a pandemic, this initiative has become Puerto Rico’s major growth sector in an otherwise shrinking economy. In 2021, visitation to Puerto Rico has set all-time records. Hotels are at the bursting point while the number of visitors in non-hotel lodging surpassed hotel visitation for the first time in history. We are well on our way to 2+2=7! To meet this new visitor demand, it is crucial for us to work on strengthening our communities from the inside-out through a combination of basic needs assistance, resilience planning, capacity training, tourism support, and the creation of regional destination plans, which are essentially project roadmaps full of vision and market-assessed ideas to draw more visitors to our island’s beautiful and diverse assets. This combination of support tactics will result in a better business environment and outcomes for individual households. People whose businesses are blossoming hire others to help them, breaking the cycle of poverty for other families.



Our attention to the balance of “we” and “me” has continued to run deep in the culture of the Foundation and its programs. It was this philosophy that Puerto Rico needed most as it faced the unprecedented set of crises: first blown apart by hurricanes Irma and Maria; then shaken by a series of earthquakes; and finally, locked down by the global pandemic. In the aftermath of Hurricane Maria, the Colaboratorio became home to hundreds of organizations, while channeling over \$10 million in direct assistance to communities, and launching over 230 FPR response missions.

After each cataclysmic event, Foundation for Puerto Rico brought people and organizations together to innovate their way out of the new crisis. This approach to problem-solving is what’s made us a trusted and reliable partner and recipient of a number of prestigious federal and public grants from entities such as the USDA Rural Development, US Economic Development Agency (E.D.A.), Ewing Marion Kauffman Foundation, US Department of Housing and Urban Development, Peter Alfond Foundation, US Small Business Administration, and Wells Fargo. Support from these partners has allowed us to operate our programs with the highest compliance standards. In collaboration with these entities, and through generous donations from private foundations and individual partners, we’ve been able to drive forward our proudest achievements:

- Dramatically elevating Puerto Rico's position in the global travel markets by designing and driving the creation of a new, non-governmental Destination Marketing Organization (DMO), Discover Puerto Rico. Currently, the DMO generates an ROI of \$98 in revenues for every marketing dollar (\$1) spent. This initiative alone can increase the size of Puerto Rico's economy by 10% and generate 70,000 new jobs.
- Accelerating the recovery of communities after Hurricane Maria, we embarked on strengthening resiliency around the island by providing thousands of individual donations, ranging from photovoltaic systems and water cisterns, to data, telecom equipment, and other items critical for the support of their community.
- Bringing communities together for the first time to develop 8 award-winning regional "Bottom Up" Asset Based Community Destination Plans" – an endeavor unparalleled in Puerto Rico, recognized by the Clinton Foundation for its pioneering design and methodology, receiving the Gold Rank Award from the International Economic Development Council (IEDC) for initiatives in the category of Resilience, Recovery, and Mitigation. The 8 regional visitor destination plans offer differentiated blueprints for investment and policies. The plans identify strategic starting points for these efforts and highlight the key community assets that are critical to attract outside visitors and dollars.
- Nurturing and launching 11 microenterprises in the Visitor Economy, bringing together leading companies and organizations in the entrepreneurial ecosystem to create a novel collaborative curriculum to streamline the entrepreneurial process from idea to making the first sale.

- Embarked on fast-track reactivation initiatives such as the 2021 reopening of the Camuy River Cave 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 and created a waiting list of 300 more that want a spot; and a wheelchair-accessible portion of Luquillo Beach to make it accessible for visitors with disabilities.




**2021 EXCELLENCE
IN ECONOMIC
DEVELOPMENT
AWARDS**

1921

2021





Undoubtedly, the greatest challenge Puerto Rico faces is the ability to organize strategy and vision beyond immediate crises and electoral cycles.

- Working with communities around planning and investing in more resilient infrastructure, the Whole Community Resiliency Program encourages communities island-wide to use CDBG-DR funding to design multidimensional resiliency plans. These plans take into account housing, education, healthcare, environment, infrastructure and economic development. This program has led to the development of robust and enduring tools with applications that will go beyond the specific scope of the program.

Now entering its second decade, FPR is doubling down again on its mission to transform Puerto Rico's position in the global market. Undoubtedly, the greatest challenge Puerto Rico faces is the ability to organize strategy and vision beyond immediate crises and electoral cycles. With the same emphasis on innovation, collaboration, and action, Foundation for Puerto Rico continues to invest in transformative impacts across multiple sectors including social and economic development, education and leadership, community empowerment, and infrastructure and the environment.

Ten Years of Island-Wide Exposure and Learnings



**Foundation
for Puerto Rico™**



Small Business Support Program



Emprende 360



Bottom Up Destination Recovery



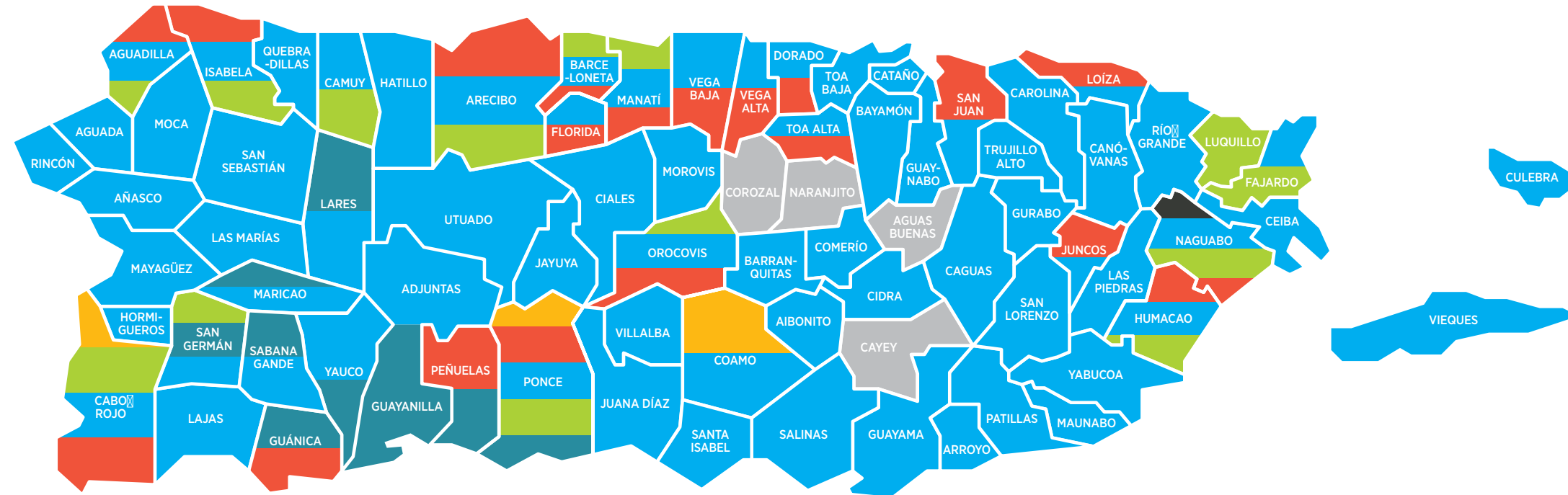
Earthquake Relief Fund



Hurricane Maria Relief Fund



Destino 191



2015

Designed and advocated for the creation of a Destination Marketing Organization (DMO).

Thanks to these efforts, in 2021
Puerto Rico has broken all
historical visitation records.

2017

Housed over 180 organizations and launched over 230 relief missions post Hurricanes Irma and María.

Raised over \$4M in private funds, and acted as fiscal sponsor for \$10M in donations managed by other local relief organizations.

Started the Botton Up Destination Recovery Initiative in Orocovis.

2018

Received historic \$7.9M grant from EDA to scale Bottom Up, making this the largest non-construction grant in the agency's history.

Became an official partner of the Clinton Global Initiative.

First NGO chosen by HUD and PRDOH as sub-awardee of Community Block Grant Discovery Recovery funds (CDBG-DR) to manage the Whole Community Resilience Planning program.

2019

Won first award given in Puerto Rico by the Ewing Marion Kauffman Foundation for small business incubation initiative: **Emprende360**.

2020

Earthquake Relief Fund to support affected small businesses.

Launched "Stay Open, Stay Safe" virtual series to share how businesses were coping and innovating within the COVID-19 pandemic.

Led advocacy efforts to create a "biological border" at LMM airport.

2021

Won IEDC Gold Rank Award for Bottom Up program in category of Resilience, Recovery, and Mitigation.

Only Puerto Rico awardee of the Wells Fargo Open for Business Fund to launch REACTIVA to support small business growth post-covid.

Launched USDA Rural Placemaking Innovation Challenge.

Leading Challenges:

- Puerto Rico is facing the imperatives of recovering from three major disasters in three years on top of a decade of economic decline.

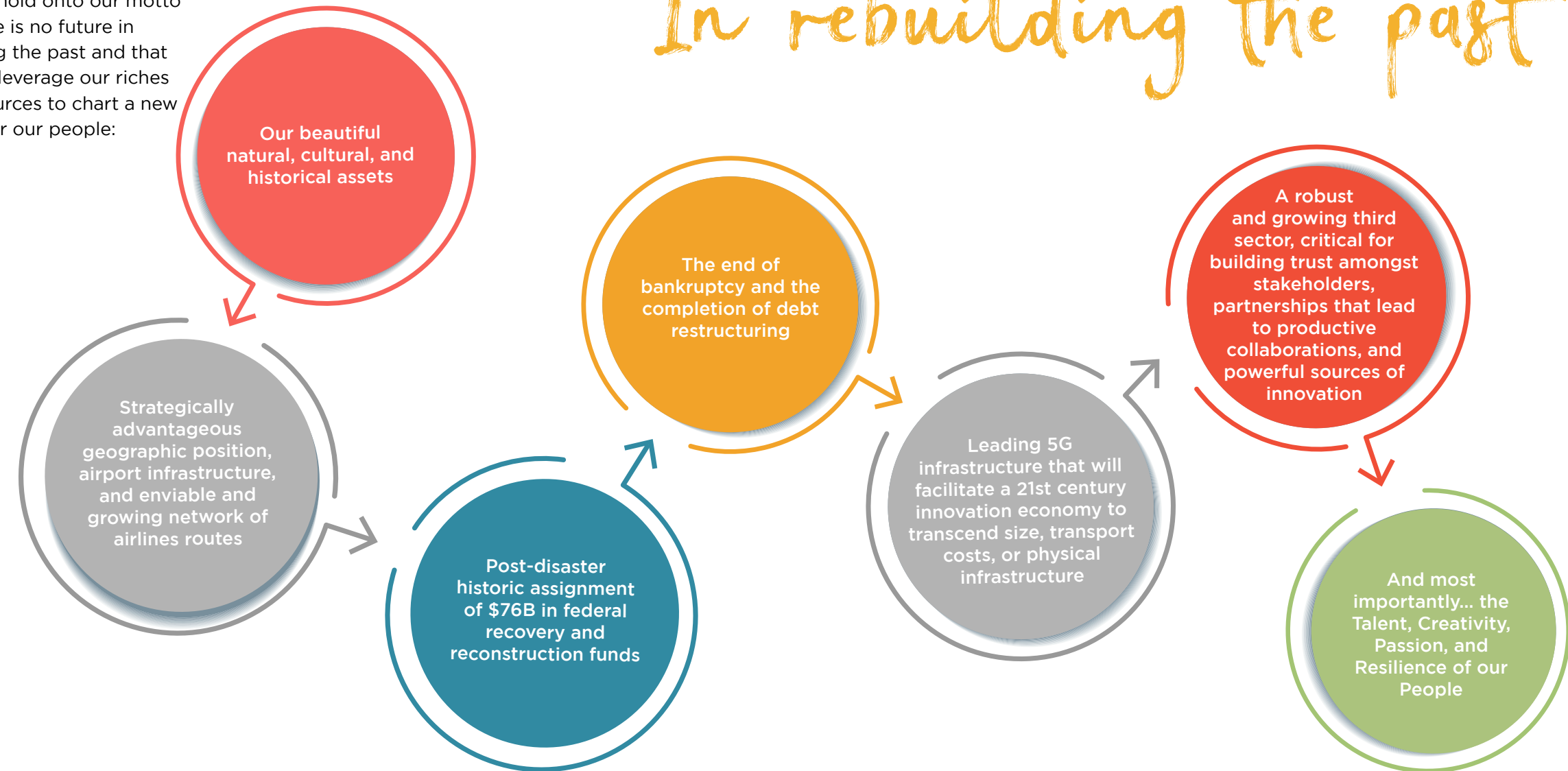
- Unemployment has led to record migration to the U.S, reducing the islands tax base and increasing the median age of the population.

- Social inequalities and climate vulnerabilities were brought into sharp relief following the hurricanes, raising the mandate to invest in equity and resilience.

- Children in many parts of Puerto Rico, especially the south, have not had access to a proper education for almost four years now, after the hurricane and earthquakes destroyed or put their schools out of commission.

- Families without internet access, were further cut off by the pandemic, which forced them to stay home without the technological tools that could help them stay connected.

As we work relentlessly towards our vision for Puerto Rico, we hold onto our motto that there is no future in rebuilding the past and that we must leverage our riches and resources to chart a new course for our people:



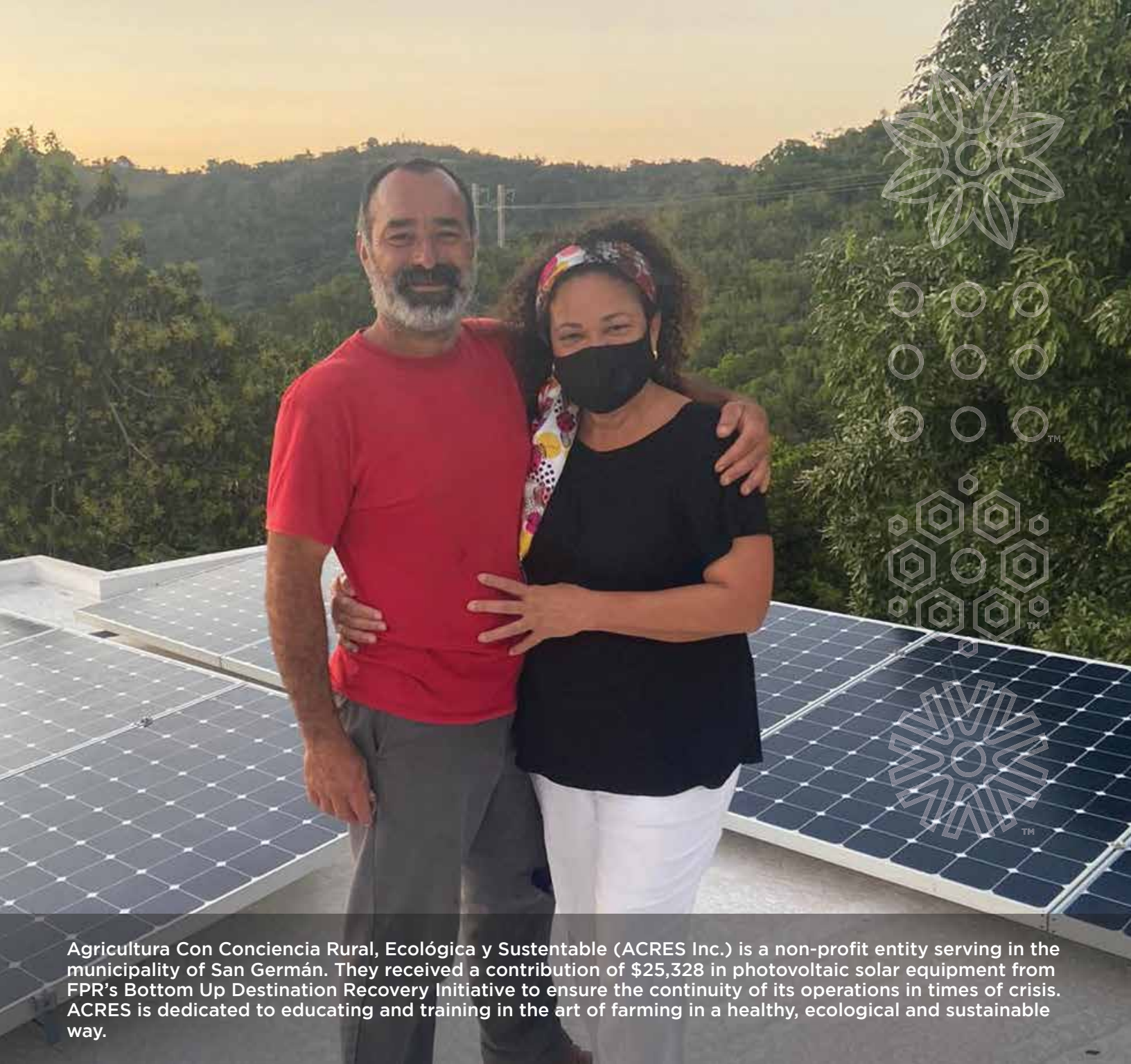
THERE'S NO FUTURE

In rebuilding the past



2020&21

Achievements



Agricultura Con Conciencia Rural, Ecológica y Sustentable (ACRES Inc.) is a non-profit entity serving in the municipality of San Germán. They received a contribution of \$25,328 in photovoltaic solar equipment from FPR's Bottom Up Destination Recovery Initiative to ensure the continuity of its operations in times of crisis. ACRES is dedicated to educating and training in the art of farming in a healthy, ecological and sustainable way.

EARTHQUAKE RELIEF FUND

2020 started with a bang, after the island was shaken by a cluster of earthquakes, causing the most devastating destruction in the south of the island. FPR immediately created the Puerto Rico Earthquake Relief Fund to ensure resources got where they were needed most and supported long-term recovery. Unlike traditional emergency relief projects, we know there's still important work to be done after the lights come back on.



1008

of donations including hot meals, personal hygiene items, first-aid and OTC medicine

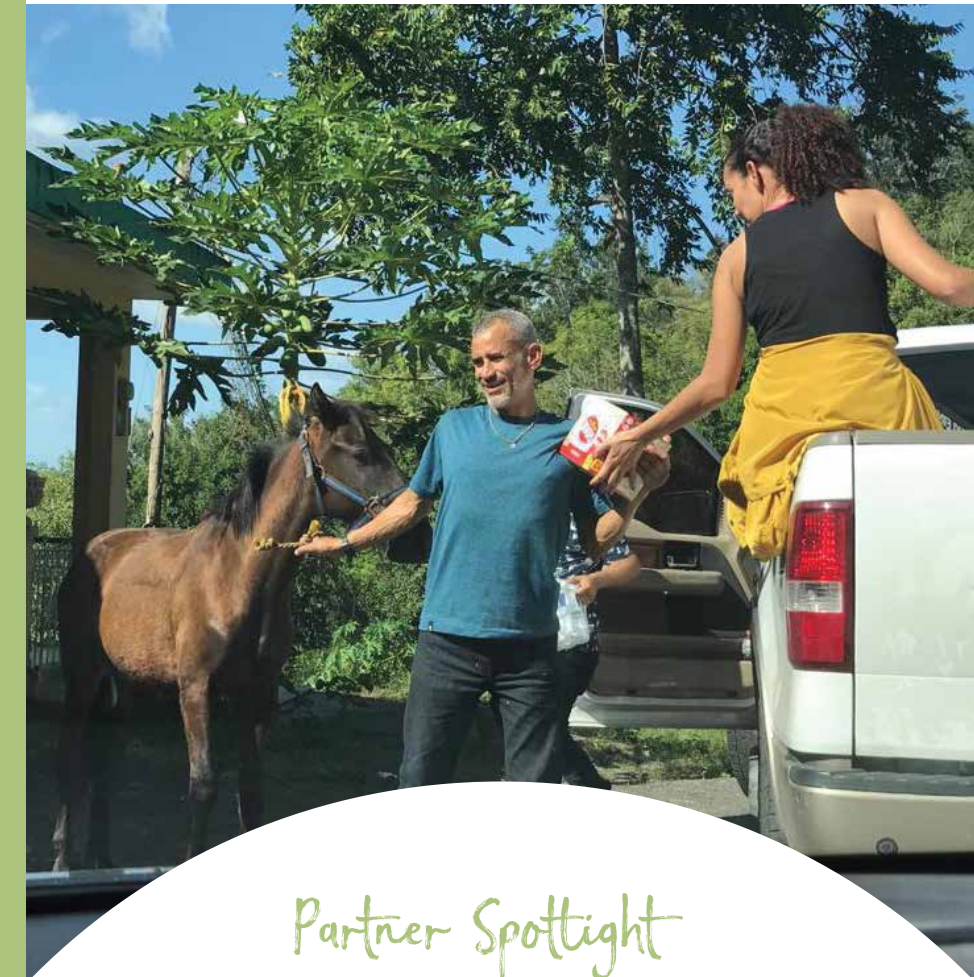
\$73,750

Disbursed in cash grants to 20 small businesses in Guánica and Ponce

120+

hours of mentorship for Mental health and legal support to adults 65+ in partnership with AARP and Fundación Fondo Acceso a la Justicia (FFAJ)

Following the earthquakes of January 2022, our organization provided immediate relief to communities impacted in the southern region of the island, distributing water and non perishable food to affected families.



Partner Spotlight

Together with our partners and supporters, and a generous donation from **EVERTEC**, Inc., and **AARP**, FPR was able to provide basic needs donations and direct services to over 37 communities across 10 affected municipalities, provide mental health services support to adults 65+, and reactivate the Small Business Support Program to ensure small merchants could recover and resume operations quickly. This program leveraged the lessons learned from our experience supporting hundreds of small businesses after Hurricanes Irma and Maria.

PANDEMIC RESPONSE

Like the rest of the world, Puerto Rico had to adjust to the global COVID-19 pandemic and took the lead by becoming the first state or territory to issue a lockdown in March of 2020. If there is one thing that Puerto Rico has learned from all its recent crises, it is the power of responding together as a community. We did this as an organization and in the process assisted stakeholders do the same across the island. FPR seamlessly adapted its operations online without any interruption to our services. We then extended our support to small businesses across the island, through our “Stay Open, Stay Safe” weekly live conversations with key stakeholders innovating their business models in real time, and provided additional virtual workshops. True to our data-driven approach, we led the development of surveys, research, white papers, and expert convenings to better understand the impacts on the overall economy, communities and small businesses who were still recovering from hurricanes and earthquakes and offer the support they needed.



BIOLOGICAL BORDER

The Bio Border program helped our visitor destination recover within a far shorter time frame than conventional thinking would have us believe was possible. FPR's developed and proposed an Airport Biological Border Model (Bio-border). The Bio border proposal we developed was a system to identify and appropriately manage COVID-19 cases on passengers who arrive at our destination's points of entry. Its objective is to open our destination in a way that is safe for our residents and travelers.

The concept integrated various systems including COVID-19 testing, contact tracing, quarantine measures, and legal rules or requirements that visitors arriving to Puerto Rico through Luis Muñoz Marín's airport must comply with. Making this happen required active engagement with all stakeholders and serving as a trusted broker, in addition to providing technical expertise to usher the adoption and integration of rapidly emerging solutions in an agile and imaginative fashion.

During the early stages of the COVID-19 pandemic, our organization was able to convene and meet with an intergovernmental task force that included the Department of Health Puerto Rico, Aerostar, the PR Tourism Company among many others and provided valuable information and contributions that lead to the creation of the traveler's survey. The travelers survey helped the government have information on travelers and improve its management of the COVID-19 pandemic. Efforts as the bio-border initiative contributed to the quicker than other countries recovery of Puerto Rico's travel sector.



Partner Spotlight

Together with NGO partner organizations such as CONPRMETIDOS, we raised our voice to advocate for CARES Act funding, after being passed over during the first round. Alongside with other organizations, we collaborated in the Colmena 66's Levanta tu negocio survey, where information on the status of more than 700 businesses was collected. Through analysis, it was possible to identify the main concerns among Small and Med Business (SMBs).

With the data obtained we wrote a whitepaper called: “A New Entrepreneurial Reality After Quarantine”. Some of the findings included are:

- The income reduction for many SMBs has had an economic impact on many households on the Island. Some will only be able to withstand this closure for a few weeks, resulting in thousands of layoffs and dismissals.
- Given the evident changes due to COVID-19, FPR foresee the emergence of a new business reality on the island. Therefore, some recommendations were drawn up so that the SMBs can face changes in the best possible way.
- It was and continues to be important to recognize that supporting the business ecosystem is a vital for economic and social stability.

WHOLE COMMUNITY RESILIENCE PLANNING

The main goal for the Whole Community Resilience Planning (WCRP) Program is to make the most out of the planning and resilience capacities communities already possess through their knowledge and experiences. The program encourages increased collaboration among different groups to guarantee informed decision-making towards creating a Community Resilience Plan for vulnerable communities.

In September 2020, FPR hosted its 1st Community Resilience Conference, intended to provide information from several experts and professionals from different backgrounds to bolster a discussion of ideas, best practices, and initiatives in resilience-focused planning. In June 2021, the Notice for Funding Availability (NOFA) launched, kicking off the public application phase of the program. By November 2021, the NOFA closed, exceeding the number of applications and community representation expected. Phase 2 of the program starts in 2022.



3 Day Conference Event

Featuring 10 panel discussions with local and international experts on the topics of housing, the environment, infrastructure, planning, and economic development

2 Interactive Maps

To aid in the planning process, leverage latest data regarding Social Capital and Risk & Vulnerabilities across the archipelago

62

Applications received, surpassing program KPIs

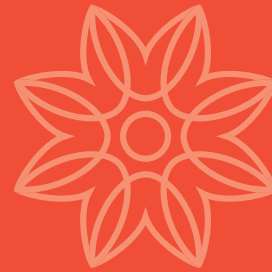


Partner Spotlight

As a part of the Puerto Rico Department of Housing Action Plan, Foundation for Puerto Rico designed the Whole Community Resilience Planning (WCRP) Program in partnership with the **PUERTO RICO DEPARTMENT OF HOUSING (PRDOH)**, to provide communities in Puerto Rico with the opportunity, tools, and funds necessary for creating community resilience plans to mitigate future disasters like those caused in 2017 by Hurricanes Irma and María. In providing for the creation of these plans, the Program aims to increase the capacity communities in Puerto Rico have for responding quickly and efficiently to any disruptive event they may face.

BOTTOM UP DESTINATION RECOVERY INITIATIVE

The Bottom Up Destination Recovery Initiative supports the development of the Visitor Economy across under-served communities as a driver of sustainable and inclusive economic growth. The program is an evidence and asset-based community development initiative with the potential to transform communities and scale across the island. Through civic engagement and action planning, we are empowering communities across Puerto Rico from the bottom up. The program strengthens resilience, creates jobs, growth opportunities and new revenues that improve the lives of families and their communities.



600+
small businesses

500+
NGOs supported through resiliency training, disaster preparedness, response plans, and business education

1,770
hours of entrepreneurial education provided for businesses and startups

3,355
infrastructure items donated, including solar panels and lamps, telecom equipment, water cisterns and more

4,500
participants across different in-person and virtual workshops

69 new business ideas
incubated through Destino Empresarial & Nido Cultural

8 destination plans
market-assessed investment roadmaps co-developed with the community

Revitalization of the Guajataca Tunnel in Isabela, 2021



Partner Spotlight

After self-funding the first two pilots of the program in Orocovis and Humacao with the generous support from private donors and organizations, Bottom Up partnered with the **ECONOMIC DEVELOPMENT AGENCY (EDA)** to scale the impact of this initiative island-wide across 6 regions encompassing an additional 12 municipalities including: Aguadilla, Arecibo, Barceloneta, Cabo Rojo, Camuy, Manatí, San Germán, Ceiba, Fajardo, Luquillo, and Naguabo. Our field teams lived in the communities for six months to ensure plans meet local needs and were sustainable in the long term. This was a historic non-construction grant for the EDA in its size and scope, and in 2021, **it won the Gold Rank award in the category of Resiliency, Recovery and Mitigation of the International Economic Development Council (IEDC).**



2021 EXCELLENCE
IN ECONOMIC
DEVELOPMENT
AWARDS

NEW ENTREPRENEURS TURN THEIR BUSINESS IDEA INTO A REALITY

The Emprende360 program began in December 2019 with a focus on sparking entrepreneurship and new business concepts in the southern municipalities of Ponce and Coamo. A month later, a magnitude 6.4 earthquake affected the southern region of the island, followed by the arrival of COVID-19 to Puerto Rico. Yet Emprende360's team and participants didn't skip a beat, quickly adapting the program from an in-person experience to a digital one. Dozens of aspiring entrepreneurs completed the innovative business education curriculum to transform their business idea into reality. After a 12-month process with leading organizations in Puerto Rico's entrepreneurial ecosystem, the cohort developed and launched their business ideas and opened their doors to their first set of customers.



16

aspiring entrepreneurs

11

business ideas incubated

\$2,000

seed funding awarded to each entrepreneur



Partner Spotlight

The Emprende 360° was made possible through a partnership with the **MARION EWING KAUFFMAN FOUNDATION**, who chose FPR as its first partner in Puerto Rico. The goal of the program was decentralizing entrepreneurship education outside of the metropolitan area and develop new business ideas in other parts of the island, using the visitor economy as a guide. Together with INprende, Centro para Emprendedores, Grupo Guayacán, and Causa Local, FPR developed a sequential curriculum that integrates the methodologies of each entity, thus creating an innovative formula for the successful development of these business ideas and their owners.

FPR ENABLES THE REOPENING OF 3 BELOVED ASSETS

In October 2020, FPR delivered on its commitment to revitalize and strengthen a series of critical tourism assets that help drive sustainable development in their communities. We started with the Guajataca Tunnel in Isabela, then moved to fast-tracking the reopening of the Camuy Cave River Park, one of Puerto Rico's most important natural assets, which had been closed since 2017. And lastly, we revitalized Mar Sin Barreras, a center for visitors with disabilities within the top ranked beach in Luquillo. A total of 19 projects were executed in direct collaboration with stakeholders and all regional facilitators for a total investment of \$268,741.08.



Guajataca Tunnel

The site's popularity with visitors has attracted 26 small businesses to operate on-site and created a waiting list of 300 more that want a spot.

Camuy Cave River Park

Prior to hurricanes Irma and Maria, the park drew over 100,000 visitors every year, representing an annual economic activity of between \$600,000 and \$1.4 million for the local region.

Mar Sin Barreras

According to a 2020 nationwide study conducted by the Open Door Organization, the adult traveler with disability market in the U.S. saw 27 million travelers with disabilities taking a total of 81 million trips, spending \$58.7 billion on their own travel alone. Facilities like Mar Sin Barreras are important not only because they promote inclusive travel, but also because of the potential benefits to the local economy.

Revitalization of the Camuy River Cave National Park, 2021

Partner Spotlight

These projects were highly collaborative, pairing together funding received from our Bottom Up partner, EDA, and a series of other regional players and private foundations. In the Guajataca Tunnel, **COCOPR**, a local grassroots organization, was instrumental in bringing together the community to engage with us in the project. In Camuy, **THE PETER ALFOND FOUNDATION** provided a \$125,000 grant, the largest made among the groups that contributed to the initiative, which included **THE NATIONAL PARKS AGENCY** and **THE PUERTO RICO TOURISM COMPANY**. Lastly, Mar Sin Barreras brought together a coalition of local NGOs in Luquillo, most notably **PROYECTO IMPACTO**, **CROMÁPOLIS**, and **SER DE PUERTO RICO**, to finalize all the repairs that went into the project.

WHAT'S THE BIG IDEA?

Our strategy for the future:

A prosperous Puerto Rico requires a bold and innovative approach that follows many pathways. For the past decade, we've been working to build a strong foundation of support for this approach, engaging and partnering with stake-holders 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 to transform Puerto Rico's socioeconomic development.

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: Visitor Economy & Community Empowerment, Resiliency & Infrastructure, and Education & Leadership Training.



VISITOR ECONOMY & 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've identified is the growth of our Visitor Economy which we've been championing for the past seven years. The Visitor Economy is the aggregate, direct, indirect, and induced economic impact of visitors on jobs, wages, 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're currently working with communities across 14 geographically distinct municipalities island-wide after helping them co-create destination plans that identified their authentic local assets for reactivation, designing strategies to expand their offering, fill critical gaps, strengthen existing visitor facing businesses, or identify services that need to be provided or investments that need to be made. From there, we are bringing stakeholders and investors to the table to implement the best ideas for community empowerment and economic development.

VISITOR ECONOMY & COMMUNITY EMPOWERMENT

RESILIENCY & INFRASTRUCTURE



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 to make Puerto Rico a global player in tourism.

By 2021, largely in part to Discover Puerto Rico's efforts, the growth of the PR visitor economy is now well underway. Today, PR is one of the only destinations in the world that had growth since travel resumed during the COVI-19 pandemic, surpassing \$1B in revenues for the first time. Yet, these growing numbers are not flowing outside of Puerto Rico's metro area and into regions with limited resources and persistent poverty. That is why it's crucial to manage this growth in a way that leverages tourism's power to build community. In other words, ask not what locals can do for tourism, but what tourism can do for locals. We have an opportunity to seize the momentum of this surge in tourism – the only sector to see growth on the island

All of this is happening against the backdrop of a global pandemic and the climate crisis, which have affected and changed us all. From a climate perspective, Puerto Rico's geographic location makes our islands extremely vulnerable to natural hazards. Without proper vision, risk management and mitigation to increase resilience across the tourism industry and all the businesses and individuals that benefit from it either directly, indirectly, or an induced manner, 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.



RESILIENCY & INFRASTRUCTURE

Puerto Rico faces its own unique challenges when it comes to the climate crisis. Our coastlines, communities and critical infrastructure are susceptible to violent storms that are becoming more frequent and more devastating. 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. 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. 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 whole, bounce back quickly from challenges like disasters resulting from natural hazards or human action, environmental crises, as well as economic downturns.

ECONOMY
& SOCIETY

RESILIENCY
& INFRASTRUCTURE



Spotlight: Knowledge and Tools to Address our Vulnerabilities to the Climate Crisis

As a part of the Whole Community Resilience Program, 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 in order to support community planning efforts with the best and most up-to-date information available.

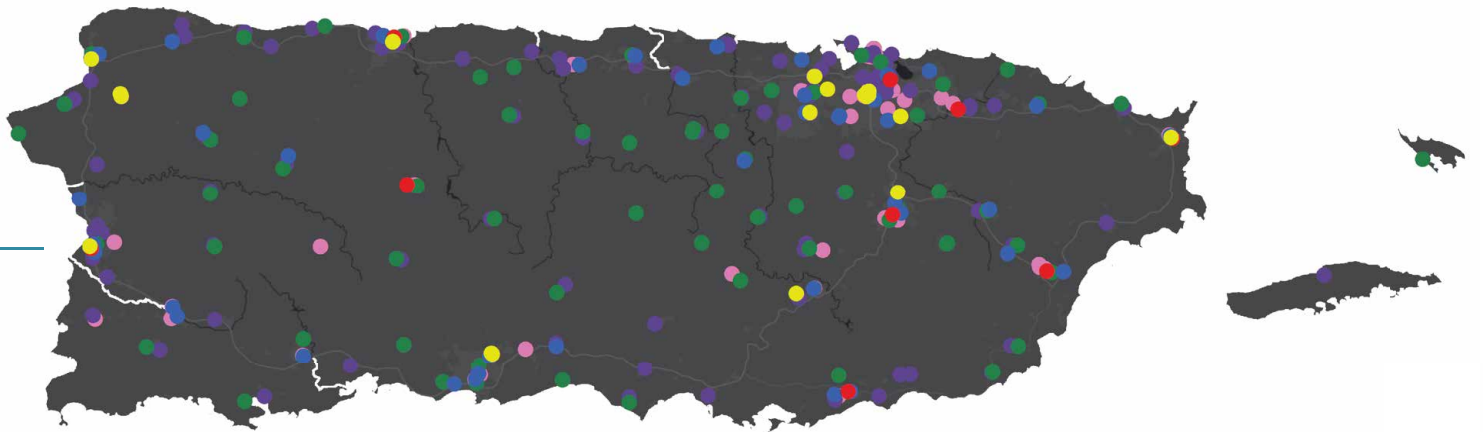
The Interactive Social Capital Maps include information on existing social assets both within and surrounding our communities in all 78 municipalities. Each individual map strengthens knowledge among residents and visitors on nearby locations and initiatives in areas of health, education, safety, community,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

Similarly, the Interactive Vulnerability and Risk Maps presents important information on circumstances that may represent vulnerabilities that affect multiple communities, municipalities, and regions. Each of the six map sets display information on one of the focus areas of economic development, education, infrastructure, environment, health, and housing.

Interactive Social Capital Maps

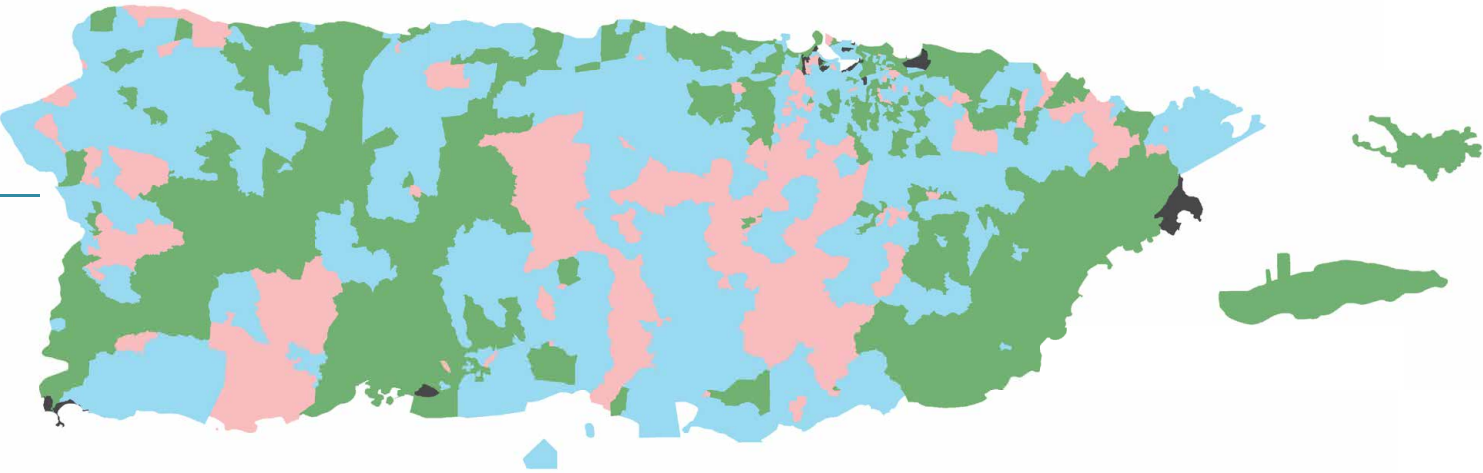
#1

Locations of healthcare facilities throughout Puerto Rico



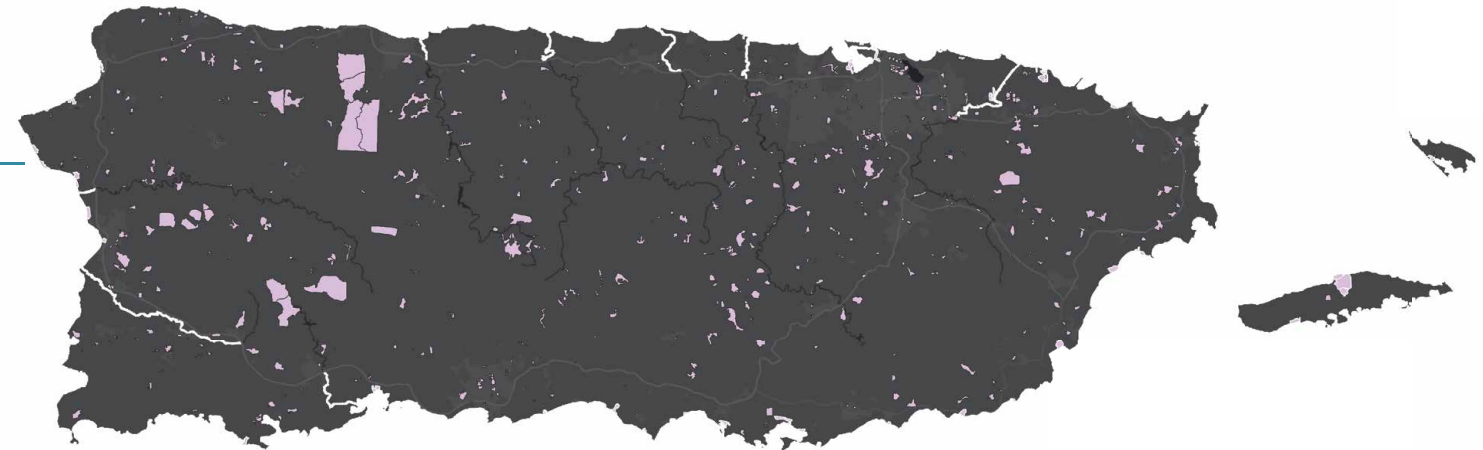
#2

Concentrations (or clusters) of population with disabilities (Blue = low %, Green = Intermediate %, Pink = High %)



#3

Sectors designated as "Special Communities": areas with differentiated socioeconomic conditions and poor physical infrastructure



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 are able to bring about large-scale change at the policy level.



INFRASTRUCTURE
& ENVIROMENT

EDUCATION &
LEADERSHIP

COMMUNITY
EMPPOWERMENT

Spotlight: Launching the Center for Strategic Innovation as a catalyst for transformational ideas

The Center was created in February 2021 as 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: 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 who will scan the world for innovative solutions and use this knowledge to design novel solutions to confront Puerto Rico's strategic challenges.

Another strong focus of the Center is its community engagement. It provides community, local government, and small businesses leaders with the tools and education they need to be at the forefront of economic growth. This includes 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 to tackle big problems — creating bold and replicable models for economic growth.



THE foundation WAY

Our organizational approach leverages the capabilities and knowledge gained from a decade of achievements. We channel our work through three development engines that enables us to innovate, scale and sustain our work. This Foundation Way separates FPR from any other organization working on Puerto Rico's future.



FIELD INTERVENTION ENGINE

Our field presence is one of the most unique strengths of FPR. Since 2017, the staff working on the *Bottom Up Destination Recovery Initiative* has been living and working across 14 municipalities to deeply understand the needs, challenges, opportunities, and desires of the community, meet the regional players, and gather data on existing assets to be used in effective destination and resilience planning. Our new Field Intervention Engine will continue to bring an island-wide community-level scope to our high impact programmatic efforts, be it in person or online.



COLLABORATION ENGINE

Our work takes place at El Colaboratorio, the “laboratory of collaboration.” Our office 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. Our team is as diverse as they are talented, 93% Puerto Rican, 58% women (including 73% women in the executive leadership team), and dozens of subject-matter experts that include project managers, urban planners, community leaders, field specialists, event producers, strategists, operators, research gurus, and beyond. They allow us to innovate, collaborate, and implement all our initiatives with the highest compliance standards.



INNOVATION ENGINE

We aim to position Puerto Rico as a leader in innovation from ideas, to implementation and ultimately public policy. The Center for Innovation will promote the creation of multi-stakeholder strategic partnerships and also training of transformational leaders. The Center is also convening an Innovation Leadership Council to guide, build consensus and advocate for these solutions.

JOIN US:

Invest with us in High Impact Community Innovation

As we launch our next decade of vital initiatives, we need supporters to help us provide Puerto Rico with this dramatically expanded capability to transform the prosperity of our island. Working hand-in-hand with communities from the bottom up, FPR supports their growth and development from response to reinvention, creating new pathways and opportunities where support is needed most.

Will you consider making an investment in the next decade of Puerto Rico and our ability to accelerate economic development on the island?

Here are three **BIG WAYS** your contributions will help.

#1

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. 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.

#2

Improve Innovation & Technology Infrastructure

We are launching a series of Regional Innovation Centers to offer broadband access, tech and telecomm infrastructure, data, tools, and training programs to train and upskill the workforce and promote innovation in nascent industries. Through this multisectoral effort, communities will not only have access to nowadays essentials like virtual education and telemedicine, but will also increase their readiness to implement new technologies, adopt innovative solutions and achieve growth and success in the worldwide economy.

•Your support will provide new and increased access to rich educational content and project-based learning that will help mobilize action and investments.

#3

Foster Education & Community Leadership Development

We are launching this year a Community Leadership Academy to build the necessary capacity within communities through access to education and tools to own, drive, and implement their economic opportunities. There is an urgent need for this type of leadership educational training both in-person and online.

•Your support will help our Center for Strategic Innovation continue to pioneer research and initiatives to scale up program impacts and create new pathways of more inclusive and resilient development.

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
YEARS ENDED DECEMBER 31, 2020 AND 2019

	December 31, 2020		Memorandum Totals	
	Without Donor Restrictions	With Donor Restrictions	2020	2019
Revenues and support:				
Donors contribution and pledges	\$ 1,362,622	\$ 568,994	\$ 1,931,616	\$ 1,589,046
Federal grants	2,767,855	-	2,767,855	2,112,433
Nonfederal grants	15,000	62,100	77,100	291,500
Other income/expenses	42,342	-	42,342	204,294
Gain of extinguishment of debt	396,000	-	396,000	-
Donated goods and services	45,197	-	45,197	70,318
Total revenues and support	4,629,016	631,094	5,260,110	4,267,591
Net assets released from restrictions- Satisfaction of program restrictions	966,472	(966,472)	-	-
Operating expenses:				
Program services:				
Resiliency initiatives	1,464,884	-	1,464,884	960,897
Economic development initiative	2,339,744	-	2,339,744	2,193,103
Policy, research and innovation	207,064	-	207,064	240,992
Scaling up innovation	20,685	-	20,685	2,380,024
Total program services	4,032,377	-	4,032,377	5,775,016
Support services:				
Management and support	1,522,114	-	1,522,114	1,601,878
Fundraising and development	418,183	-	418,183	427,376
Total supporting services	1,940,297	-	1,940,297	2,029,254
Total expenses	5,972,674	-	5,972,674	7,804,270
Changes in net assets	(377,186)	(335,378)	(712,564)	(3,536,679)
Net assets, beginning of year	1,496,741	1,046,094	2,542,835	6,079,514
Net assets, end of year	\$ 1,119,555	\$ 710,716	\$ 1,830,271	\$ 2,542,835

STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2020 AND 2019

	December 31, 2020		Memorandum Totals	
	Without Donor Restrictions	With Donor Restrictions	2020	2019
Assets:				
Current assets:				
Cash and cash equivalent	\$ 988,293	\$ 689,759	\$ 1,678,052	\$ 2,022,717
Accounts receivable, net of allowance of \$102,898 and \$66,925 in 2020 and 2019, respectively	1,020,684	66,000	1,086,684	585,733
Prepaid expenses	16,214	-	16,214	15,486
Total current assets	2,025,191	755,759	2,780,950	2,623,918
Property, plant and equipment, net	800,900	25,083	825,983	981,425
Total assets:	\$ 2,826,091	\$ 780,842	\$ 3,606,933	\$ 3,605,343
Liabilities and Net Assets				
Current Liabilities:				
Accounts payable	\$ 418,061	\$ 66,161	\$ 484,622	\$ 272,109
Accrued expenses	412,475	3,965	416,440	315,399
Total current liabilities	830,536	70,126	900,662	587,508
Deferred lease incentive	380,000	-	380,000	475,000
Line of credit	346,000	-	346,000	-
Long-term goals	150,000		150,000	-
Total Liabilities	1,706,536	70,126	1,776,662	1,062,508
Net assets:				
Without donor restrictions	1,119,555	-	1,119,555	1,496,741
With donor restrictions	-	710,716	710,716	1,046,094
Total net assets	1,119,555	710,716	1,830,271	2,542,835
Total Liabilities and net assets	\$ 2,826,091		\$ 3,606,933	\$ 3,536,679

STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS
YEARS ENDED DECEMBER 31, 2021 AND 2020

	December 31, 2021		Memorandum Totals	
	Without Donor Restrictions	With Donor Restrictions	2021	2020
Revenues and support:				
Donors contribution and pledges	\$ 2,019,233	\$ 25,001	\$2,044,234	\$ 1,931,616
Federal grants	3,163,887	-	3,163,887	2,767,855
Nonfederal grants	61,500	1,519,933	1,581,433	77,100
Other income/expenses	220,543	358	220,901	42,342
Gain of extinguishment of debt	468,100	-	468,100	396,000
Donated goods and services	49,641	-	49,641	45,197
Total revenues and support	5,982,904	1,545,292	7,528,196	5,260,110
Net assets released from restrictions- Satisfaction of program restrictions			-	-
	411,723	(411,723)		
Operating expenses:				
Program services:				
Resiliency initiatives	1,501,956	-	1,501,956	1,464,884
Economic development initiative	2,743,895	-	2,743,895	2,339,744
Policy, research and innovation	545,838	-	545,838	207,064
Scaling up innovation	-	-	-	20,685
Total program services	4,791,689	-	4,791,689	4,032,377
Support services:				
Management and support	1,790,494	-	1,790,494	1,522,114
Fundraising and development	718,982	-	718,982	418,183
Total supporting services	2,509,476	-	2,509,476	1,940,297
Total expenses	7,301,165	-	7,301,165	5,972,674
Changes in net assets	(906,538)	(1,113,569)	227,031	(712,564)
Net assets, beginning of year	1,119,555	710,716	1,830,271	2,542,835
Net assets, end of year	\$ 213,017	\$ 1,844,285	\$ 2,057,302	\$ 1,830,271

STATEMENTS OF FINANCIAL POSITION
DECEMBER 31, 2021 AND 2020

	December 31, 2021		Memorandum Totals	
	Without Donor Restrictions	With Donor Restrictions	2021	2020
Assets:				
Current assets:				
Cash and cash equivalent	\$ 425,020	\$ 1,805,103	\$ 2,230,123	\$ 1,678,052
Accounts receivable, net of allowance of \$43,784 and \$102,898 in 2021 and 2020, respectively	1,623,282	25,000	1,648,282	1,086,684
Prepaid expenses	16,587	-	16,587	16,214
Total current assets	2,064,889	1,830,103	3,894,992	2,780,950
Property, plant and equipment, net	622,057	21,776	643,833	825,983
Total assets:	\$ 2,686,946	\$ 1,851,879	\$ 4,538,825	\$ 3,606,933
Liabilities and Net Assets				
Current Liabilities:				
Accounts payable	\$ 487,375	\$ 7,594	\$ 494,969	\$ 484,222
Accrued expenses	524,987	-	524,987	416,440
Total current liabilities	1,137,362	7,594	1,144,956	900,662
Deferred lease incentive	285,000	-	285,000	380,000
Line of credit	903,661	-	903,661	346,000
Long-term goals	147,906		147,906	150,000
Total Liabilities	2,473,929	7,594	2,481,523	1,776,662
Net assets:				
Without donor restrictions	213,017	-	213,017	1,119,555
With donor restrictions	-	1,844,285	1,844,285	710,716
Total net assets	213,017	1,844,285	2,057,302	1,830,271
Total Liabilities and net assets	\$ 2,686,946	1,851,879	\$ 4,538,825	\$ 3,606,933



OUR Team

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Chief Executive Officer

Annie Mayol,
President and COO

Damaris Ocasio,
Chief Financial Officer

Carla Chavez,
Chief of Staff

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Executive Director
Center for Innovation

Alma Frontera,
VP Programs and Operations

Ana María López,
VP Marketing & Strategy

Patricia de la Torre,
VP Stakeholder Engagement

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WCRP Senior Program Officer

Félix Aponte,
WCRP Senior Program Officer

Soledad Gaztambide,
WCRP Senior Program Officer

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Human Resources Director

César Santos,
Human Resources Director

Katia Acosta,
Technology & PMO Director

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Hagmel Vega

Hazel Garay

Jaime Rodríguez

Jean-Manuel Charlois

Jessica Soto

Jorge Carrasquillo

José Rivera Ortiz

Joshua Candelario

Karla Torres

Keila Pagán

Kevin Pérez

Kevin Esteves

Lourdes Pérez

Luis Laguna

Luz Rodríguez

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Rosa Ramírez

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Yanira Rivera-Ramos

Zaimara Vera

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.



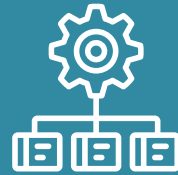
Trusted Partners

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



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.



Thank you for your generous support.
For more information, contact us at:
DevelopmentTeam@foundationpr.org



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

www.foundationforpuertorico.org



**Foundation
for Puerto Rico™**

