

2016-18 STRATEGIC PLAN OVERVIEW

COMBINING THE POWER OF INVESTMENT AND SYSTEMS CHANGE TO EXPAND AFFORDABLE HOUSING, FINANCIAL STABILITY, AND NEIGHBORHOOD VIBRANCY

PRIORITY

GOALS/STRATEGIES

OUTCOMES

1

AFFORDABLE HOUSING AND THE BUILT ENVIRONMENT

INCREASE AFFORDABLE HOUSING PRODUCTION AND PRESERVATION

- ◆ Create new financial tools and optimize capital deployment
- ◆ Provide high-risk mezzanine financing for up to 4 projects per year
- ◆ Align real estate investments with public infrastructure improvements
- ◆ Become a go-to information resource in community development finance

ENSURE CAPACITY OF HOUSING PARTNERS TO ADDRESS RACIAL GAPS IN HIRING AND COMMUNITY LEADERSHIP

- ◆ Produce 20% of housing units with developers led by people of color
- ◆ Use more vendors of color at LISC
- ◆ Support home sales to families of color

Increased production/preservation of affordable housing (500 units per year over current levels)

Leverage \$100 million in total development costs per year

Enhanced strategic connections among developers, policy makers, and finance system

Greater number of housing units produced by and sold to people of color

50% of LISC's vendors and contractors are people of color or minority owned businesses

2

ECONOMIC DEVELOPMENT AND FINANCIAL STABILITY

INCREASE THE INCOME AND WEALTH OF FAMILIES WITH LOW-INCOMES

- ◆ Invest in and promote Bridges to Career Opportunities workforce delivery system
- ◆ Support peer networks and learning events for target audiences related to financial stability

SUPPORT NEIGHBORHOOD-BASED ECONOMIC DEVELOPMENT ALONG TARGETED COMMERCIAL CORRIDORS

- ◆ Align capital, capacity and neighborhood visions to strengthen local economies
- ◆ Invest in commercial and cultural district revitalization efforts
- ◆ Support production/rehab of 45,000 sf of commercial space annually

250 individuals get better jobs, 225 increase net income, and 230 improve credit scores

300 individuals receive an industry-recognized credential

Market potential of targeted commercial and transit corridors is optimized

Community partners will fill or revitalize 20 vacant storefronts with new or expanded businesses

20% of LISC's economic development investments go to small businesses of color

3

NEIGHBORHOOD VIBRANCY AND COMMUNITY HEALTH

LEVERAGE ARTS AND CULTURE TO HAVE GREATER POSITIVE PHYSICAL, SOCIAL, AND ECONOMIC IMPACT IN CORE NEIGHBORHOODS

- ◆ Support or create 4-6 key arts/cultural projects along targeted commercial corridors
- ◆ Develop a Creative Placemaking toolkit for developers
- ◆ Convene semi-annual Creative Placemaking learning events

CREATE A HEALTH-COMMUNITY DEVELOPMENT PILOT

- ◆ Support up to 3 project sites that connect health-related strategies to improve wellbeing
- ◆ Build cross-sector relationships with arts, health care, public health and community development partners

Targeted commercial corridors become safe, attractive, lively hubs of shopping, recreation, and community

Creative Placemaking becomes a familiar, well-used tool for achieving racial equity, uniting communities, and boosting neighborhood economies

All sectors learn together and measure the impacts of engagement, access, and social/cultural connectedness on improving community and resident health