## 2016-18 Strategic Plan Overview

### Priorities

1. **Affordable Housing and the Built Environment**
   - **Goals/Strategies:**
     - **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
   - **Outcomes:**
     - 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**
   - **Goals/Strategies:**
     - **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
   - **Outcomes:**
     - 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**
   - **Goals/Strategies:**
     - **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
   - **Outcomes:**
     - 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