

Goals

- **Improve residents' credit, net worth, and employment opportunities.** LISC will expand existing Financial Opportunity Centers through new models to serve residents and small business owners;
- **Reduce vacant, foreclosed commercial properties along business corridors, and stimulate equitable economic development opportunities in commercial districts.** LISC will coordinate closely with the WHEDA Transform Milwaukee initiative, the City of Milwaukee, and nonprofit and private developers;
- **Improve public safety.** LISC will work closely with the Milwaukee Police Department, neighborhood agencies, developers, and business districts on evidence-based crime reduction strategies, and train businesses and property owners to prevent crime through environmental design factors;
- **Maintain affordable housing options, especially related to currently vacant single-family properties and expiring low income tax credit financed properties.** Again, coordinating closely with WHEDA's Transform Milwaukee initiative, the City, and nonprofit and private developers, and LISC's national housing team;
- **Increase participation of ACRE-trained minority developers in commercial and residential projects.** LISC will provide financial incentives, financing, and training through the Associates in Commercial Real Estate (ACRE) program, and partner with the City to achieve the goals of the Equitable Economic Development Fellowship program;
- **Finally, LISC will continue to build the capacity of the community development field** through training and networking opportunities for community development partners, sharing best practices across neighborhoods, and highlighting successes in Milwaukee and from other cities.

“Sustained community revitalization efforts that take on a range of difficult issues — all in the same place, at the same time — have proved that they can drive progress.”

Maurice Jones
LISC CEO AND PRESIDENT

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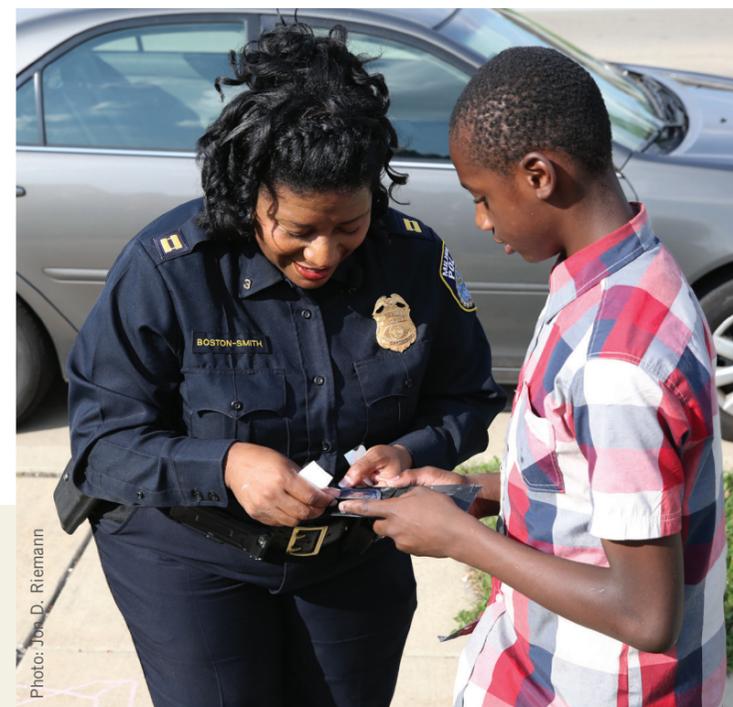
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Strategic Direction Summary August 2016



About LISC

LISC Milwaukee helps transform distressed urban neighborhoods into healthy communities of choice and opportunity — great places to work, do business and raise children.

LISC mobilizes corporate, government, and philanthropic resources on behalf of local neighborhoods and provides loans, grants and equity investments, policy support, and the technical and management assistance neighborhoods need to achieve their goals.



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Challenge

Milwaukee neighborhoods are in extreme distress due to historical divestment, recent foreclosure crisis and subsequent recession. This is exacerbated by segregation and the historical impact of red-lining. Milwaukee's neighborhoods are becoming poorer, resulting in even less socioeconomic and ethnic diversity. Recent unrest in the Sherman Park neighborhood points to deeper issues related to employment, education, health and safety.



At the same time, there has been a successful large-scale effort to develop and redevelop large segments of downtown Milwaukee with more than \$5 billion in investments projected. That trajectory includes the construction of the NBA's Milwaukee Bucks new arena, a \$600 million development, to be located on the northern edge of downtown Milwaukee. Recently, the City of Milwaukee, the Greater Milwaukee Committee, Greater Milwaukee Foundation and the Milwaukee Urban League have begun a collaborative effort to create a "Greater Downtown Action Agenda," which includes immediately adjacent neighborhoods surrounding downtown. The goal of this initiative is to create a shared and inclusive vision so that all Milwaukeeans can realize the full benefit of these investments.

With investment, planning and advocacy, neighborhoods nearest to the downtown development will have a rare opportunity to leverage this much-needed economic boon. Alternately, there is a significant risk of displacement, and the destabilization of other neighborhoods as people and businesses are pushed out, and must relocate. The low to moderate income neighborhoods in this planning area are the ones with the most to gain or lose.



Strategy

To benefit from the significant and timely investments in our city, neighborhoods need advocates and resources that help them innovate and stabilize. No other organization is better positioned for this task than LISC Milwaukee, because of its national and local resources and expertise, coupled with an extensive local network of partners.

Over the next five years, LISC's focus and resources will be concentrated in a cluster strategy for the low-income neighborhoods most impacted by the opportunities and challenges resulting from Milwaukee's downtown development initiatives.

LISC will continue its important role as a convener and champion of neighborhoods city-wide, while taking a specific targeted approach to the deployment of resources for economic and commercial development, housing, safety, and building income and wealth. This focus is informed by the past, but driven by a future vision of an equitable Milwaukee comprised of healthy, vibrant, communities of choice and opportunity. However, only through collaboration and alignment, comprehensive interventions, and an equity-based approach, will this be possible.

LISC and its neighborhood partners understand that careful planning and coordination will encourage equitable outcomes and greater public and private sector investment, while also mitigating the displacement of current residents and businesses. The strategy takes into consideration its alignment with the Greater Downtown Action Agenda, City of Milwaukee initiatives (including the Milwaukee Police Department), WHEDA's Transform Milwaukee, Greater Milwaukee Foundation's Healthy Neighborhoods, the Zilber Neighborhood Initiative, the Byrne Criminal Justice Initiative, and the Building Neighborhood Capacity program.

LISC's target geographies are based on factors including neighborhood capacity, proximity to downtown development, economic need, and an interest in layering LISC's engagement with other resource partners for the most significant impact. As a result, LISC will focus on the neighborhoods of Harambee, Lindsay Heights, Near West Side, Clarke Square. In these areas, LISC will target commercial districts as the drivers of economic activity, layered with the preservation of proximate affordable housing, improved community safety, and increased income and wealth for local residents. LISC will also focus specific initiatives in Amani and Sherman Park to address underlying public safety concerns.

"Our goal is not quick wins. Our goal is to really think strategically about how we might best leverage and layer resources to get the best mix for the communities we work with. We want to see thriving equitable, self-sufficient communities who can grow and prosper and benefit from the broader economy."

Donsia Hill Strong EXECUTIVE DIRECTOR