



Our Future is on the Line

2022-2024 STRATEGIC PLAN: EXECUTIVE SUMMARY

Mission

What We Do

With residents and partners, LISC forges resilient and inclusive communities of opportunity across America – great places to live, work, visit, do business and raise families.

Strategies We Pursue

- Strengthen existing alliances while building new collaborations to increase our impact on the progress of people and places
- Develop leadership and the capacity of partners to advance our work together
- Equip talent in underinvested communities with the skills and credentials to compete successfully for quality income and wealth opportunities
- Invest in businesses, housing and other community infrastructure to catalyze economic, health, safety and educational mobility for individuals and communities
- Drive local, regional, and national policy and system changes that foster broadly shared prosperity and well-being

Values

- Our aim is to establish and grow sustainable, inclusive communities of choice and opportunity.
- We seek to create healthy places to live, work, and raise families.
- We address economic and social issues – the social determinants of health – to help low- & moderate-income people in our communities improve their quality of life.
- We equip communities to thrive through strategy, capital, expertise, and training.
- We collaborate with grassroots organizations, corporate, foundation, public, and private partners to build alliances, secure resources, and support the development of healthy communities throughout the region.
- We work with residents to drive lasting change by advocating for policies and resources that support neighborhood growth, equity, and economic opportunity.

Strategic Imperatives

Building Equitable Communities Together

LISC Phoenix is fully committed to the principles and spirit of Project 10X: To upend the racial health, wealth, and opportunity gaps that exist in historically disinvested neighborhoods and with economically marginalized people.

LISC Phoenix has established three strategic imperatives to guide its decision-making, priority setting, program implementation of its goals and strategies – systemic priorities intended to transform the organizational culture to better co-create equitable, diverse, and inclusive communities.

LISC Phoenix is dedicated to creating a culture of *diversity, racial equity, inclusion, and justice* in its operations, programs, and the communities in which it works.

LISC Phoenix is committed to inclusive development that mitigates the negative effects of *gentrification and displacement* and creates opportunities for residents to participate meaningfully in decisions about the future of their neighborhoods.

LISC Phoenix is devoted to a comprehensive, collaborative approach to improving the health and wellbeing of its communities and their residents, addressing those elements – the *social determinants of health* – that people need to become and stay healthy.

Framing Definitions

BIPOC: Black, Indigenous, and People of Color: This acronym is used for the sake of brevity in this document. However, we recognize that it doesn't begin to describe the unique cultures, races, ethnicities or experiences of those we work with. In our day-to-day communication, we strive to describe individuals and communities as specifically and accurately as they describe themselves, using people-first language.

LMI: Low- to moderate-income: We use data from the U.S. Census that compares household income to Area Media Income (AMI) to show evidence neighborhoods that continue to be under-invested and where opportunities for affordable housing, living wage jobs and financial stability may be hard for residents to access. Our funding sources may limit their use to a particular level of individual or average household income (i.e. $\leq 50\%$ AMI or $\leq 80\%$ AMI). Middle-income is considered $\leq 120\%$ AMI, and may be used for affordable home ownership programs.

Community-based or Place-based: These terms may be used interchangeably to highlight the geographically focused nature of our work. Community-based organizations know their residents' needs best. A place-based strategy allows us to invest in multiple elements of a neighborhood to have the maximum benefit for residents.

TOD: Transit Oriented Development: Our place-based strategy is most effective when aligned to the light-rail corridor, connecting residents to affordable homes and living wage jobs without the need for a car.

Community of Practice: A community of practice brings together stakeholders to learn, reflect and co-create action around a shared concern. These conversations uplift voices that are often unheard or ignored and serve as capacity-building and leadership development. We utilize Communities of Practice facilitated by outside consultants to convene residents, community leaders, grantees, funders and/or other institutional stakeholders, with or without LISC staff, as appropriate for the concern that needs to be addressed.

Program Goals and Implementation Strategies

1. **Affordable Housing:** Increase the availability of affordable housing through lending, grants and technical assistance to housing developers and advocacy for policies and funding that can support affordable housing.
 - 1.1. Expand the supply of affordable housing units in the Phoenix metro area.
 - 1.2. Support the development of diverse mixed income communities.
 - 1.3. Support resource development to increase the availability of affordable homeownership.
 - 1.4. Continue to pursue the development of TOD, LEED housing, and transit villages along transit corridors.
 - 1.5. Support development of affordable housing in communities beyond the light rail where opportunity exists to make impact and serve needs.
 - 1.6. Support displacement prevention and inclusive revitalization strategies in BIPOC communities.
 - 1.7. Provide customized technical assistance and training to CDCs.
2. **Family Income & Wealth Building:** Create systems change among front-line organizations that increases their capacity to provide bundled services to support the financial stability of families.
 - 2.1. Expand access to financial services by increasing the capacity the FOC network to serve LMI communities.
 - 2.2. Document and measure client outcomes.
 - 2.3. Disaggregate data to identify racial gaps.
 - 2.4. Increase the knowledge, connectivity and effectiveness of FOC staff.
 - 2.5. Introduce the Bridges to Career Opportunities model to educate and train workers to prepare them for living wage, in-demand jobs in the metro-Phoenix market.
3. **Economic Development:** Build vibrant commercial districts that reflect their unique communities, that can provide small business owners with the resources to sustain and grow their businesses, and where residents have access to living wage jobs.
 - 3.1. Invest in commercial and small business development along transit corridors through lending and technical assistance.
 - 3.2. Build capacity of community-based organizations to improve their commercial districts, attract investment, and implement strategies to minimize displacement.
 - 3.3. Disaggregate data to identify racial gaps.
 - 3.4. Collaborate with anchor institutions on economic development, workforce, climate resiliency and investment strategies.
 - 3.5. Support creative place making and active transportation activities to increase economic vibrancy and livable communities.
 - 3.6. Support commercial, community and creative space through real estate lending and technical assistance.
 - 3.7. Identify and implement strategies to support and increase the availability of early childhood facilities through facilities financing and business owner technical assistance.
4. **Healthy Communities:** Address the social determinants of health through technical support to place-based collaboratives and administration of grants and loans that support healthy built environments.
 - 4.1. Build the capacity for cross-sector, place-based healthy communities projects in LMI communities.
 - 4.2. Administer City of Phoenix emergency food grants.
 - 4.3. Support the development of recreational amenities and infrastructure to support healthy, active lifestyles in LMI communities.
 - 4.4. Administer City of Phoenix EPA brownfield loan fund.

- 4.5. Support cross-sector understanding of the impact of climate change on the health of our communities.
- 4.6. Integrate strategies to improve health outcomes in each of LISC's initiatives through lending, equity, and grant products.
- 4.7. Identify and leverage linkages between LISC's work and the Arizona Health Improvement Plan, Maricopa County Health Improvement Plan, Climate Action Plans, and similar strategic plans.
5. **Community Capacity:** Empower community leaders, build authentic, accountable relationships with community-based organizations, and strengthen the community development ecosystem capacity in LISC Phoenix communities.
 - 5.1. Secure commitments from funders to implement a sustainable capacity building ecosystem.
 - 5.2. Compile a census of BIPOC women-led, community-based organizations and cultural communities (including those that have never previously been LISC-supported) and assemble a team of their representatives to inform the capacity building process.
 - 5.3. Establish a community of practice consisting of nonprofit organizations with initial experience with LISC and organizations servicing the promotional and professional development needs of the BIPOC community.
 - 5.4. With representatives of BIPOC women-led organizations, design a capacity building process that increases pathways and opportunities for engagement of BIPOC communities.
 - 5.5. Use learnings from the community of practice to inform improvements to LISC grant making, lending, and capacity building initiatives.

Operations Goals

6. **Fundraising:** Increase annual fundraising revenue to \$2,000,000 by 12/31/2024 by establishing a culture of fundraising that involves the LAC, staff, and volunteers.
7. **Policy & Advocacy:** Foster relationships with local, state and federal policy makers to build understanding and support for our work.
8. **Internal Capacity:** Build the organizational capacity of the staff, Local Advisory Committee, and consultants so that LISC Phoenix can increase the scale and impact of its programs and strategies.
9. **Communications:** Show the impact LISC Phoenix investments have on residents and neighborhoods to support fundraising efforts and position LISC Phoenix as a trusted partner in community development.

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Impact

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