



HOLISM AND INTEGRATION

Since opening the Twin Cities office 20 years ago, we've seen positive physical change in neighborhoods throughout the metro area. At the same time, everyone in the community development field has begun to understand that the well being of neighborhoods and their residents depends on much more than bricks and mortar.

For people to prosper, they need a wide range of opportunities—quality housing, jobs that pay livable wages, good education and health care, safety, convenient transportation, social gathering places, and a healthy environment. To create this array of opportunity, community development needs to work on a more comprehensive scale. It's the next logical step in the evolution of the field, and Twin Cities LISC is leading the way.

This strategic plan outlines what Twin Cities LISC will do to move toward holistic neighborhood revitalization that yields a better quality of life for all residents. Emphases include engaging broader community development partnerships, integrating knowledge from many fields, deepening community development's ongoing relationship with neighborhood residents, and holding ourselves and our partners accountable for results.

TWIN CITIES LOCAL INITIATIVES SUPPORT CORPORATION

VISION

We envision a region where all residents have a safe, affordable place to live; fair opportunities to build wealth; access to quality education and health care; strong neighborhood marketplaces that furnish basic necessities; a healthy environment; ways to stay connected to each other; and a voice in decisions that affect their lives.

We also envision a strong community development industry that uses comprehensive approaches that are shaped by the community, funded by public and private investment, and supported by public policies.

VALUES

- Deep, authentic participation and ownership by the people most affected by decisions.
- Approaches that build on assets and opportunities.
- Comprehensive strategies that are linked or created in cross-sector partnerships.
- Improvement of the economics, education, and health of people of color and people who earn low incomes.
- Respect and accountability in all our relationships.

“We are moving toward more integrated strategies and broader partnerships to improve neighborhood prosperity and residents' quality of life.”

INTERNAL SHIFTS

Considering emerging needs in this region, and LISC's history here, we are making the following shifts in the way we work:

- **More emphasis on the lives of people.** We will still invest in places but will measure success by improved quality of life.
- **More convening.** We will spend more time and resources bringing people together across sectors, organizations, and communities.
- **More encouragement of new voices and leadership.** We will continue to invite more diverse perspectives and support new leadership in the communities where we work.
- **More attention to issues of race, class, and culture.** We will make issues of benefits and disparities more explicit in our work.
- **More strategic about investments.** We will look for evidence that people living and working in communities feel a difference from our investments.
- **More visibility.** We will raise the profile of and increase multi-sector support for community development.

GOALS AND OBJECTIVES

TWIN CITIES LOCAL INITIATIVES SUPPORT CORPORATION

SUSTAINABLE PROGRESS

Over the next three years, LISC's Strategic Plan will help us to simultaneously build on our past successes and project a bold new vision for the future of community development in the Twin Cities. By partnering with a diverse group of voices, Twin Cities LISC will be positioned to more holistically integrate the overall well-being of people into community development. Specifically, LISC will:

1 INVEST

Continue and expand our investments in community development partners and their housing and real estate, business development, and other revitalization projects.

- Fund the development and preservation of affordable ownership and rental housing: 450 homes annually.
- Revitalize commercial and community spaces: 50,000–100,000 square feet annually.
- Support the development of local businesses and provision of technical assistance to entrepreneurs: 245 business loans and 150 business owners annually.

2 TARGET

Develop integrated, comprehensive strategies to improve quality of life in neighborhoods and increase their ability to attract a broader collaboration of diverse and committed partners.

- Support partnerships of community-based and other organizations in five target neighborhoods focused on implementing a comprehensive set of development activities.
- Broker resources to advance action agendas in the five target neighborhoods; phasing of agendas to be determined by neighborhood energy and readiness.
- Advance positive quality of life trends in five key goal areas: housing, jobs, assets (income and wealth), education, and environment.

3 GROW

Offer more leadership training and individual and organizational engagement to increase the involvement of people of color and people who earn low incomes in community development.

- Increase the number of Careership alumni who work, and professionally advance, in the community development field: 12–15 new Careership graduates annually, five career advancements annually.
- Expand the practice of community engagement in the community development field in partnership with Payne Lake Community Partners.
- Increase the number of community development organizations who maintain and retain diverse and inclusive work environments.
- Engage youth in programs to increase leadership and citizenship skills: 60+ youth annually.

4 CONNECT

Increase our convening, education, and policy advocacy work to help community developers better reconnect people of color and people who earn low incomes with the prosperity of our region.

- Invite a broader cross-section of players to community development conversations around creating community prosperity: engage 4–6 non-traditional community development partners in neighborhood work annually.
- Promote regional integration so resources benefit all residents.
- Cultivate a growing number of community development champions, particularly at the local and regional level; 2–3 new community development champions annually.

5 MEASURE

Increase our impact through measurable outcomes and accountability for ourselves and our partners, grantees, and donors.

- Distribute annual impact and accountability information for LISC and its investments.
- Explore and connect community developers with resources and tools to measure the impact of community development work; utilize the Success Measures Data System and other tools to establish baseline quality of life measures in five target areas, engage 6–8 organizations in the use of Success Measures Data System to measure organizational impact.