



Twin Cities Local Initiatives Support Corporation

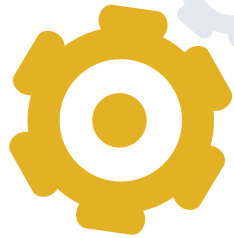
**Using Our Investments,
Partnerships, and Knowledge
to Help Communities
Transform Themselves**



We help communities improve residents' quality of life

For every local dollar invested in Twin Cities LISC, we leverage an additional \$13 for community development in this region.

Over the past 20+ years we've leveraged more than a billion dollars for local community development projects and organizations. That's translated into affordable homes for more than 9,500 families and 1.4 million square feet of commercial space—twice the size of the Xcel Energy Center.



You can tell a community is on an upward path not just by looking at the nice business facades along the street or the attractive new housing. You can tell by talking to the people who live and work there. Do they feel they have opportunities and choices? Do they have hope for the future?

The comprehensive community development we support isn't successful unless residents and business owners enjoy its benefits. That means access to regional resources like training, jobs, and transportation; stable housing they can afford; a good education for themselves and their children; quality healthcare; the chance to grow their assets; and a safe, clean environment.

Igniting the spark A community's vision of its future can be ignited by many different sparks—parents demanding better education for their children, residents asking for a healthier environment, city plans for a new light rail line, neighborhood-based organizations trying to ensure quality affordable housing, or business owners who want a more attractive commercial district.

Long-term success depends on deep community participation and leadership that reflects neighborhood diversity. At its heart, community development has to belong to the community, because the community will carry it out and sustain it.

Where LISC fits in We use our investments, partnerships, and knowledge to help communities develop a vision and move from plan to action—whether that means preserving affordable housing, training job seekers, creating a community garden, or building a school. We support implementation that positively affects residents' quality of life.

We call this work building sustainable communities.

"Travelers really embraces the new comprehensive community development approach that LISC and local nonprofit developers are adopting. It takes a range of economic opportunities—like quality housing, employment training, jobs, small business assistance, and financial literacy training—to help people build assets and create neighborhood and family stability."

*Andy Bessette
Chief Administrative Officer, The Travelers Companies*

We fuel implementation

We raise, leverage, and invest financial resources



Equitable development along the Central Corridor

Forty years ago, Interstate 94 was built along St. Paul's Rondo Avenue, slicing through the heart of a historically African-American neighborhood. The pain of lost homes and businesses hasn't been forgotten. So, when planning began for construction of a new light rail line through the Frogtown-Rondo neighborhoods along University Avenue, residents wanted to make sure that this development was done with them, not to them.

In 2009, a network of organizations, funded in part by Twin Cities LISC and coordinated by the Aurora St. Anthony Neighborhood Development Corporation, came together to develop an implementation plan. With our early seed grant support, the network organizations are carrying out high-impact community development projects along the Central Corridor's University Avenue. The projects are community-driven and community-managed, all designed to benefit the people of the neighborhood.

"If the underlying premise is to 'spur' economic development, then the building of the light rail line must be done right from start to finish."

*Nieeta Presley
Executive Director, Aurora St. Anthony Neighborhood Development Corporation*

One of these projects is the University Avenue Business Preparation Collaborative (U7). Seven community development corporations—three of which are LISC grantees—organized to support existing small businesses on University Avenue during the lengthy and disruptive light rail construction. Studies show that these business owners are in danger of losing 30-50% of their revenue—a threat to the economic vitality of the entire corridor. Bolstering U7's efforts is the new Business Resource Center established at the Rondo Community Library by the Neighborhood Development Center—a LISC grantee. Area entrepreneurs can use the center to access free computers and one-on-one technology mentoring.

Another high-impact project is the MCASA Homes with Fiscally Fit Training, a partnership among the Aurora St. Anthony Neighborhood Development Corporation, Camphor United Methodist Church, and Model Cities Community Development Corporation (two of which are LISC grantees). This partnership helps people who wouldn't qualify for a conventional mortgage strengthen their finances, learn how to purchase a home, buy a MCASA home through a lease-to-purchase or contract-for-deed, and become successful long-term homeowners.

Photos (top to bottom)

A young resident views the Rondo neighborhood during construction of I-94 in the 1970s

*Small business owner along University Avenue
Frogtown Square at Dale & University intersection*

Photos (right) A MCASA home before and after rehab



We promote integration

We connect and align interests, expertise, and resources



Bundled family supports: Moving people toward self-sufficiency faster

We encourage the integration of community development work at every level—across sectors, among disciplines, and within neighborhoods. That includes everything from integrating neighborhood economic growth with regional transportation systems to the integration of services for low-income families. One great illustration of that is the Financial Opportunity Center model we helped introduce to the Twin Cities. These centers provide individuals struggling to make ends meet with the same full range of financial counseling and advice that more affluent individuals have easy access to. Several years ago, we seeded two Financial Opportunity Centers—one in South Minneapolis managed by Project for Pride in Living (PPL) and the other on the East Side of St. Paul managed by Lutheran Social Service. Their success led us to offer additional funding to expand the model to other areas of our region.

These unique “one-stop shops” bundle services like employment training and placement, financial coaching, and income support services in one convenient location to help individuals move more quickly to economic stability and ultimately, prosperity.

We not only helped fund the South Minneapolis center, we also support PPL through our premier grantmaking program—COACTION. The center’s one-on-one financial counseling helps people from the surrounding neighborhoods achieve long-term financial stability and then grow their assets—which leads to more self-sufficient families and economically vital communities.

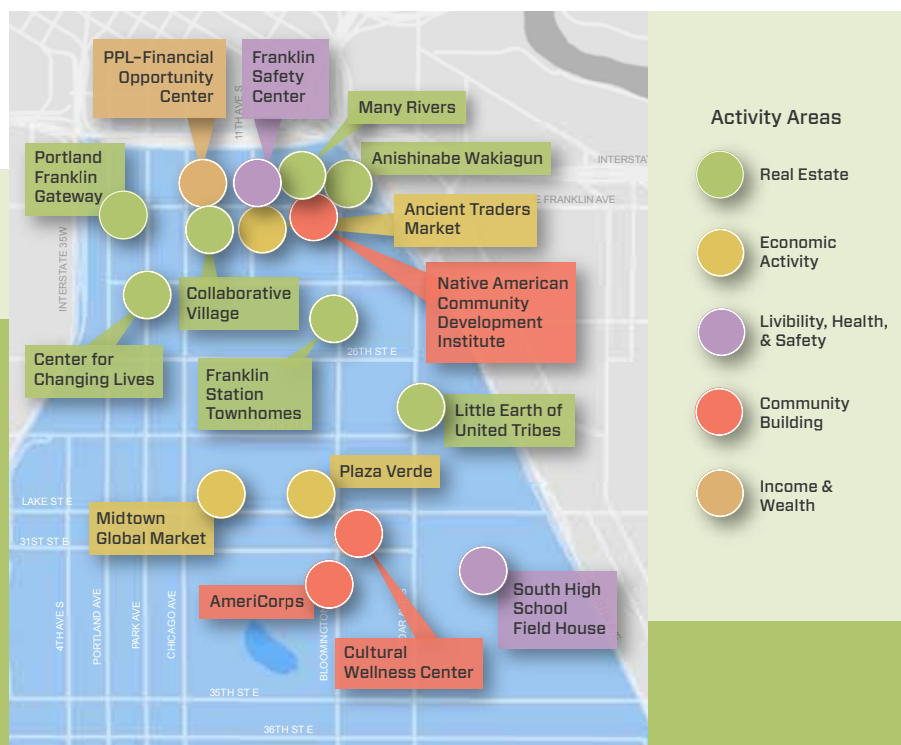
“LISC’s COACTION Fund serves a unique role, connecting Twin Cities community development corporations that have the local knowledge and relationships with larger regional nonprofit developers and organizations that have the capacity and skills to significantly impact housing, income, and community asset-building strategies.”

*Jerry Timian
Program Officer, St. Paul Foundation*

PPL’s integrated service approach demonstrates how comprehensive community development gets done. It addresses not just one issue, but integrates the full spectrum of issues that contribute to a better quality of life—as illustrated on the map below of our keystone projects and partnerships in South Minneapolis.

Photo Client and counselor at the LSS Financial Opportunity Center

Map TC LISC’s keystone projects and partnerships in South Minneapolis



We share knowledge

We identify and promote best practices



Our history of supporting “next” practices

An important part of our catalytic role is supporting and highlighting the latest, best comprehensive community development practices of organizations in this region and across the country. Although mixed use development, commercial corridor revitalization, and human capital development may be mainstream practices now, they were new and unfamiliar when we began promoting them years ago.

Right now, transit-oriented development (TOD)—a model that emphasizes compact development, mixed uses, and access to public transportation—is earning a lot of local attention. Not the least because the new light rail lines bring tremendous opportunities for comprehensive community development along those transit corridors.

We’ve supported the growth of transit-oriented development in the Twin Cities for years, having provided early funding for mixed-use, mixed-income developments such as the Franklin-Portland Gateway, Frogtown Square, and many others. We’ve leveraged our equity and lending resources to finance mixed-use development in urban and suburban neighborhoods in the Twin Cities.

“Transit is about connections from one place to another and opening up a whole set of regional opportunities for people in neighborhoods adjacent to transit. Transit oriented development needs to make that access as broad and as deep as possible around our new transit lines.”

*Jonathan Sage-Martinson
Executive Director, Central Corridor Funders Collaborative*

Other next practices we’ve helped popularize in the Twin Cities include commercial corridor revitalization and human capital development. Our investment dollars encouraged *commercial corridor revitalization* in St. Paul along Rice Street, Payne and Selby Avenues, and Concord Street, now branded “District del Sol,” and in Minneapolis along Lake Street, Central, Franklin, and West Broadway Avenues. We’ve also done groundbreaking work in developing *human capital*, particularly in the areas of diversity and inclusiveness. More than 120 professionals from communities of color interested in community development work have graduated from our Careership apprentice program, and nearly 65% are now employed in the field.



Photos (top to bottom)

A rail stop in Minneapolis along the Twin Cities first light rail line

Franklin Avenue commercial corridor after redevelopment

Entrepreneur in a stall in the Midtown Global Market on Lake Street

Photos (left to right)

Careership grads, 2009

Midtown Global Market





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Our work today: Building sustainable communities

“LISC’s support has been absolutely critical to our work. They sit at the table as an advisor, a partner, and an investor. They bring new ideas from their national scope of work, while recognizing there are challenges unique to each neighborhood. Their support reinforces the entire scope of our work. We would not be as far along, were it not for our relationship with LISC.”

*Mike Wynne
Executive Director, EMERGE Community Development*

We primarily focus our investments in four urban geographic areas and on equitable development throughout the region. The urban neighborhoods include the East Side and Central Corridor in St. Paul and North and South Minneapolis. We chose these geographies because we wanted to build on our historic investments and on the neighborhoods’ high interest in comprehensive community development.

Over the past few years we’ve honed our approach to comprehensive community development.

1. We find “the juice” We find the most promising community-based efforts already underway and help those efforts broaden and deepen by connecting them to the right people, projects, and organizations. Our aim is a community-driven, quality of life action plan that integrates issues like housing, economic development, family asset growth, education, and healthy lifestyles and environment.

2. We get it done We help these partnerships organize for and complete implementation of their plans. That includes investing in their projects ourselves, as well as leveraging other local and national funding opportunities. We offer valuable tools to partners, including leadership development programs and the chance to build communications capacity.

3. We assess and learn We help the partnerships measure their success—the extent to which funded projects actually improved resident quality of life. We’re working harder and smarter to share those learnings and best practices across sectors to have greater impact.

We call this work building sustainable communities.

