

2025-2027 Strategic Plan LLSC PHOENIX



OUR MISSION

With residents and partners, we help forge **RESILIENT AND INCLUSIVE COMMUNITIES OF OPPORTUNITY** across America – great places to live, work, visit, do business and raise families.

WHAT WE DO

INVEST: Provide access to capital through our own investments and the multiplier effects they bring.

CONNECT: Connect partners to resources and to each other to advance community-driven priorities.

INNOVATE: Design and implement creative solutions to drive systems change.

WHY WE DO IT

LISC Phoenix believes **Our Future is on the Line**. We invest in **COMMUNITY-DRIVEN PRIORITIES** and **PLACE-BASED ORGANIZATIONS** to advance **EQUITY** and drive **LASTING CHANGE** for our region and its residents. We prioritize cross-cutting solutions to address the interconnected challenges and opportunities our communities face.

Our 3-Year Goal

Invest more than **\$20 MILLION** in loans, grants, and technical assistance, leveraging more than **\$9 MILLION** to increase the availability of affordable housing, improve financial stability, support small business development, grow the supply of high-quality affordable child care, and improve the social determinants of health.

VALUES

- We address economic and social issues – the social determinants of health – to help low- and moderate-income people in our communities improve their quality of life.
- 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.

PROGRAM GOALS

AFFORDABLE HOUSING

Increase the supply of affordable housing in transit corridors and across the state

INCOME & WEALTH BUILDING AND ENTREPRENEURSHIP

Increase income and build wealth through financial counseling, pathways to living wage jobs, and entrepreneurship.

COMMUNITY POWER & WELLBEING

Empowering residents to address the effects of climate change and prevent displacement

INVESTMENT GOALS

\$10M

Lending, grants and capacity building for affordable housing preservation and production

\$1M

Capacity building for Financial Opportunity Center sites and Business Development Organizations

\$2M

Cross-sector learning and collaboration

Our Strategic Imperatives

BUILDING EQUITABLE COMMUNITIES TOGETHER

Our decision-making, priority setting, and program implementation are guided by the following strategic imperatives — systemic priorities that intended to transform our organizational culture to better co-create equitable, diverse, and inclusive communities.

1. We are dedicated to creating a culture of diversity, racial equity, inclusion, and justice in our operations, programs, and communities.

2. We are committed to inclusive development that mitigates the negative effects of gentrification and displacement, addresses climate resilience, and creates opportunities for residents to participate meaningfully in decisions about the future of their neighborhoods.

3. We are devoted to a comprehensive, collaborative approach to improving the health and wellbeing of our communities and their residents, addressing those elements — the social determinants of health — that people need to become and stay healthy.

Our Strategies

AFFORDABLE HOUSING

Goal 1: 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. Expand the supply of affordable housing in Arizona.
2. Pursue the development of TOD, LEED housing and transit villages along transit corridors.

3. Support displacement prevention and inclusive place-based revitalization strategies for residents and businesses in Black, Indigenous, and People of Color (BIPOC) communities. ^[4,6]

4. Provide customized technical assistance and training to community development corporations (CDCs).

5. Pilot the Housing Developers Training Institute, tailored for the Arizona market.

6. Collaborate to support homeownership activities for home-based child care providers and FOC clients. ^[2,3,3.3]

INCOME & WEALTH BUILDING AND ENTREPRENEURSHIP

Goal 2: Increase income and build wealth through financial counseling, pathways to living wage jobs, and entrepreneurship.

1. Build the capacity of Financial Opportunity Center (FOC) sites and Business Development Organizations through training, networking, and knowledge sharing.
2. Increase the availability of financial tools, such as credit building loans, for low-income residents and small business owners.

3. Assist FOC sites and other community development organizations in preparing residents for homeownership. ^[1,6]

4. Establish partnerships with businesses, economic development organizations, and communities to create pathways to living wage jobs.

5. Increase the supply of childcare workers through certification programs at FOC sites. ^[3,5]

6. Support collaboration between FOC sites and Business Development Organizations (BDOs) to expand coaching, and resources for neighborhood-based entrepreneurs.

7. Identify and provide capacity building for emerging FOC/BDO sites in priority communities.

Our Strategies, Continued

CHILD CARE

Goal 3: Expand the availability and affordability of child care in Arizona by providing loans, grants, and technical assistance, and advocating for policies that expand child care options for low-income families.

1. Recruit a coalition of funders to establish a fund to increase the supply of childcare.

2. Provide coaching, business planning, and financial and technical support for childcare operators to reduce operational costs and keep fees affordable.
3. Stabilize home-based childcare by creating pathways for operators to own their homes or maintain stable rental units. ^[1,6]
4. Advocate to large employers and affordable housing developers to encourage co-location of childcare in new and renovated facilities.

5. Collaborate with Financial Opportunity Center sites to expand the supply of trained childcare workers. ^[2,5]

COMMUNITY POWER & WELLBEING

Goal 4: Improve the social determinants of health by empowering residents to address the effects of climate change, prevent displacement and gentrification, and address the impacts of historic disinvestment.

1. Engage cross-sector partners in a process to support community-led visions and strategies.
2. Implement educational programming including, but not limited to, webinars to raise awareness of the Social Determinants of Health and promote strategies that can be implemented by residents and stakeholders in LMI communities.

3. Explore adapting the Quality-of-Life model into a process to identify and implement practical solutions that connect clean energy, the social determinants of health, community resilience, and equity.
4. Support partners engaged in the development of neighborhood-based Resilience Hubs with technical assistance.
5. Provide cohort-based or individualized technical assistance to community-driven projects addressing the social determinants of health.

6. Support displacement prevention and inclusive place-based revitalization strategies for residents and businesses in Black, Indigenous, and People of Color (BIPOC) communities. ^[1,3]
7. Deploy resources from Power Forward, the Greenhouse Gas Reduction Act, and other government programs to benefit our communities if or when they become available.

OPERATIONS GOALS

Fundraising: Maintain annual fundraising revenue of \$2 million.

Policy & Advocacy: Foster relationships with local, state and federal policy makers to build understanding and support for our work.

Internal Capacity: Build the organizational capacity of the staff, LAC, and consultants so that LISC Phoenix can improve the effectiveness of its programs and strategies.

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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