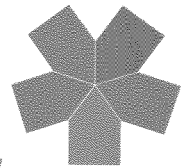




We help neighbors build communities.

LISC Milwaukee transforms 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, providing loans, grants and equity investments, policy support, and the technical and management assistance needed to achieve their goals.

Sustainable Communities



Our five-part strategy includes:

- **Stimulating economic activity.**
Communities need vibrant local economies and business around them for retail services and jobs.
- **Building the physical environment.**
In 2010, LISC Milwaukee worked with its partners to create 463 units of affordable housing and 7,900 square feet of commercial space.
- **Increasing family income and wealth.**
Good jobs and financial self-reliance are critical for long-term prosperity.
- **Improving access to quality education.**
Education prepares children for their roles as future leaders in their communities — a necessity for long-term sustainability.
- **Fostering safe and healthy environments.**
Quality healthcare and community safety are vital to creating neighborhoods of choice.



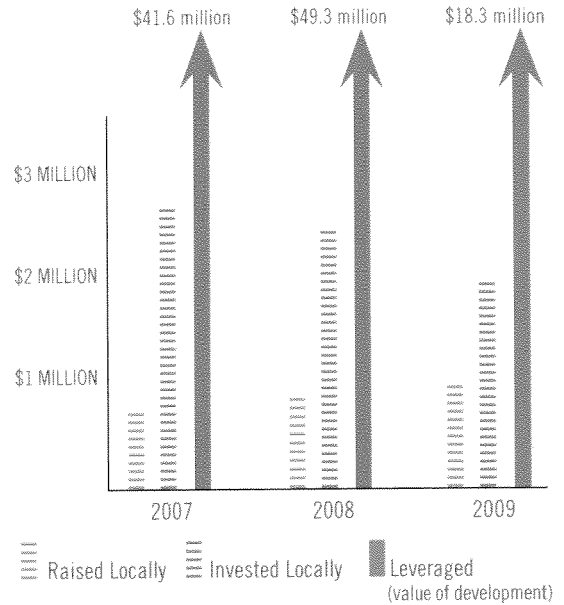
Geographic Focus

LISC Milwaukee concentrates its efforts in the central city with a specific geographic focus on the neighborhoods of **Harambee, Washington Park, Layton Boulevard, Clarke Square, and Lindsay Heights**. In these areas, LISC helps underwrite and facilitate comprehensive community planning, and supports the implementation of these plans through grants, loans, and technical support.

We see opportunity where many see risk.



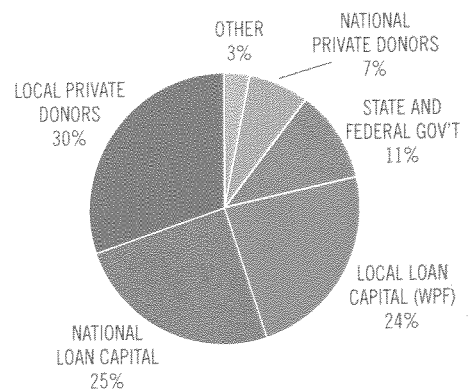
Leverage



Local investment in LISC Milwaukee is multiplied as we optimize opportunities for direct neighborhood investment by national and local partners.

Note: the solid blue bar represents the net value of real estate investments only, and not the sum of all investments.

Source of Funds



LISC Milwaukee receives funds from a variety of local, state, and national private and government sources. This chart represents funding sources for operations, programs and investment capital (i.e. pass through for grants and loans).

Investing in LISC

LISC sees opportunity in places where many see risk. LISC succeeds because it has experienced staff on the ground collaborating with community partners, business leaders and policymakers to respond to neighborhood needs. LISC aggregates capital from a variety of sources to support neighborhood development over time. Banks, insurance companies, foundations and individuals invest or loan money to LISC and in turn LISC uses these funds to finance and provide technical support for local projects. Due to LISC's collaborative national-local structure, every dollar invested in LISC Milwaukee yields \$30 of direct community investment.

Results*

| | 2010 | Since 1995 |
|----------------------------|---------------|-------------------|
| Total Invested | \$2 million | \$27 million |
| Affordable Housing Units | 463 | 1,958 |
| Retail and Community Space | 7,900 sq. ft. | 1,364,000 sq. ft. |
| Total Leveraged | \$32 million | \$252 million |

*Does not reflect \$44 million in equity (Low Income and New Market Tax Credits) provided through LISC's National Equity Fund.

LISC
Milwaukee

660 East Mason Street, 5th Floor Milwaukee, WI 53202 414.273.1815 lisc.org/milwaukee

**MILWAUKEE LISC
THREE-YEAR STRATEGIC PLAN HIGHLIGHTS
January 2012**

Milwaukee is a city bursting with neighborhood pride. Milwaukee is home to 75 neighborhoods with distinct cultures, economies, social status and a growing number of ethnicities. Milwaukee LISC has been at the forefront helping to improve the quality of life in less fortunate neighborhoods. LISC will continue to invest in the Sustainable Community Initiative (SCI), a model with proven successes over the last five years in the Washington Park, Harambee, Lindsay Heights, Clarke Square and Layton Boulevard West neighborhoods. LISC seeks to achieve greater results in SCI neighborhoods but more focused programmatic areas.

Goal 1: Real Estate Development - Position LISC as a market leader in real estate development lending and investments

- a. Design real estate investment strategies in each sustainable community based on market driven data aligned with resident priorities.
- b. Create partnerships with government, foundations and the private sector to finance neighborhood projects, fill financing gaps and stimulate private lending.
- c. Strengthen the capacity of neighborhood partners to execute real estate strategies.

Goal 2: Commercial Corridor Revitalization - Expand LISC's role and expertise in the revitalization of commercial corridors in targeted sustainable communities

- a. Develop a commercial corridor improvement strategy for two or more SCI.
- b. Expand the pool of financial and technical assistance available to support business development.

Goal 3: Community Safety - Design and implement a comprehensive community safety initiative bridging the gap between neighborhoods and government agencies

- a. Develop a formal partnership with the Milwaukee Police Department (MPD) to garner cooperation and support for a CSI.
- b. Create a multi-neighborhood collaboration to improve safety management efforts and share costs.
- c. Establish a relationship with a data partner to collect and analyze safety statistics.
- d. Support advocacy efforts to change government policies or practices that lead to improvements in safety management.

Goal 4: Capacity Building - Increase the knowledge, skills and expertise of the Milwaukee community to implement comprehensive community development

- a. Create a leadership development program for a core group of community leaders to sustain community building efforts.
- b. Create opportunities for implementation partners to collaborate on issues and initiatives that could benefit from a city-wide approach.
- c. Create a platform in Milwaukee that educates and builds support for comprehensive community development.
- d. Integrate the AmeriCorps worker program with the capacity building program.

The following actions will be taken to ensure LISC has the capacity and resources to implement the plan.

1. Design and implement a marketing and communications strategy that builds awareness and support for sustainable communities.
2. Strengthen the internal capacity of staff and the Local Advisory Board to build LISC's credibility and influence in new areas of leadership.
3. Conduct a fund raising campaign to broaden the base of support for community development work.
4. Develop a generally accepted performance measurement system.



MILWAUKEE LISC
THREE-YEAR STRATEGIC PLAN
2012 to 2015

Executive Summary

Milwaukee is a city bursting with neighborhood pride. Historically divided the by the East, North/West and South sides, Milwaukee is home to 75 neighborhoods with distinct cultures, economies, social status and a growing number of ethnicities. In the last half century, some neighborhoods have fared better than others as a complex web of social development and change shaped communities of choice and created neighborhoods of disinvestment. Milwaukee LISC has been at the forefront helping to improve the quality of life in less fortunate neighborhoods. National and LISC Milwaukee will continue to invest in the Sustainable Community Initiative, a model with proven successes over the last five years. Building on this strong foundation LISC has shaped a new strategic direction that deepens the impact of investments in real estate development, commercial corridor revitalization and community safety and positions LISC Milwaukee as the market leader in rebuilding Milwaukee's struggling neighborhoods.

LISC has partnered with neighborhood organizations, businesses, philanthropy and government to create Quality of Life (QOL) plans in the Washington Park, Harambee, Lindsay Heights, Clarke Square and Layton Boulevard West neighborhoods. This work is central to LISC's Sustainable Community Initiative (SCI) strategy. LISC has worked to build the capacity of implementation agencies to carry out these plans by investing in real estate projects, technical assistance, training and organizational development. LISC services have been delivered on a demand-response basis using relational organizing as a foundation for building strong partnerships. The community development environment is changing requiring community based organizations to do more with fewer resources. LISC is no exception recognizing that impact is limited when resources are spread too thin. SCI is the mainstay of the LISC program and resource allocation should reflect its importance. In 2011, 80% of LISC resources were spent directly in SCI neighborhoods.

As a trusted and valued collaborator, LISC is well positioned to lead comprehensive community development in Milwaukee. Going forward, LISC seeks to achieve greater results in SCI neighborhoods but more focused programmatic areas. Focusing on fewer activities and developing deeper expertise in key areas will also help to maintain LISC's relevance and market leadership in an environment struggling with dwindling resources and competing priorities. The following areas of focus were chosen based on: a) assessment of community need, b) understanding of key drivers for comprehensive community revitalization, c) ability to develop and deliver a high-value, high quality product. The following goals will leverage LISC's core competency, optimize LISC's national expertise and strengthen Milwaukee LISC's image as an industry leader:

1. **Real Estate:** Position LISC as a market leader in real estate development lending and investments.
2. **Commercial Corridors:** Expand LISC's role and expertise in the revitalization of commercial corridors in targeted sustainable communities.
3. **Community Safety:** Design and implement a comprehensive community safety initiative bridging the gap between neighborhoods and government agencies.
4. **Capacity Building:** Increase the knowledge, skills and expertise of the Milwaukee community to implement sustainable community initiatives.

Real Estate Development: LISC is known for its strong competence in financing complex urban real estate deals. Because of the national-local leverage, LISC equity and loans also bring significant new capital to the Milwaukee market. LISC has invested \$19 million in Milwaukee since 1995. Although Quality of Life plans place a strong emphasis on physical development, many lead agencies in Sustainable Community Initiative (SCI) neighborhoods did not have the capacity, readiness or market potential to initiate real estate deals. As a result of LISC's strategic intervention over the last several years, these agencies are now better positioned to lead Real Estate Development efforts. Exploratory conversations with SCI lead agencies indicate their desire for LISC to play a pro-active role in achieving real estate goals by leveraging its expertise and using its investment products to finance deals. Although lending will continue to occur citywide, the majority of investments will be made in SCI neighborhoods.

Commercial Corridor Revitalization: Support for commercial corridors is seriously threatened as the City of Milwaukee has discontinued funding for the Main Street Program and Business Improvement Districts are not self-sustaining. Vibrant business districts are anchors for SCI neighborhoods and their vulnerability must be addressed. LISC has developed high level of competencies, both nationally and locally, in developing commercial corridors and no other entity in Milwaukee is better suited to fill this critical role.

Community Safety: LISC's national reputation in this area, positive relationships with local government and deep connections with neighborhoods positions LISC to create an optimal neighborhood safety system. LISC's national Community Safety Initiative is well regarded for its safety education, crime prevention through environmental design and community-oriented policing expertise. The Milwaukee Police Chief views LISC as a critical partner in bridging the gap between government and residents. LISC and MPD will joint venture by co-funding a Community Safety Manager to design and execute a safety initiative.

Capacity Building: SCI goals will not be met if Milwaukee does not have a well-educated community development industry and neighborhoods do not have the capacity to carry-out ambitious goals. LISC has a long history of excellence in capacity building and will even further deepen its impact in this area. A recently completed capacity building strategy emphasized the need for leadership development, cross-neighborhood collaboration and help in achieving financial sustainability.

Comprehensive community development is much broader than the strategic focus areas targeted in this plan. LISC has a deep appreciation for the importance of other levers of change such as education, workforce development and wealth building. An assessment of the Milwaukee landscape concluded there are other organizations better positioned to lead these efforts. Support will continue to be offered where needed such as connecting neighborhoods to LISC's national Financial Resource Centers.

The LISC strategy is expected to create a stronger economic base for SCI neighborhoods. Successful execution of the plan builds upon LISC's solid reputation in the community but requires a change in how LISC does business. The role of an intermediary is a delicate balance between supporting the work of grass roots partners, acting as a bridge to investors and serving as the knowledge leader to bring innovation and new ideas to the community building industry. To help neighborhoods aggregate the resources and talent needed to achieve the ambitious goals set forth in quality of life plans requires an intermediary that is not only a trusted partner, but a well respected leader in neighborhood change. LISC is well-positioned to take on this expanded role.

Background and Environmental Assessment

LISC was invited to Milwaukee in 1995 by the Greater Milwaukee Committee to direct private investment into central city redevelopment. LISC clients are primarily neighborhood-based, resident-driven organizations that are working to make their communities better places to live, work and raise children. LISC organizes resources – both financial and professional – so that resident groups and neighborhood institutions can effectively work together to address adverse neighborhood conditions in a comprehensive and coordinated manner following a neighborhood action plan that all relevant stakeholders have a hand in creating. Since its inception, LISC has invested more than \$17 million in Milwaukee communities. Those commitments have leveraged over \$200 million in additional investment producing more than 1600 units of housing and 1.4 million square feet of commercial space.

The community development environment has significantly changed in the last fifteen years and has impacted LISC, its partners and the neighborhoods where LISC is investing.

1. Government resources are dwindling making it difficult to sustain worthy neighborhood programs and services.
2. Job losses and other economic stresses have left many urban neighborhoods struggling for survival.
3. Foreclosures and the downturn in the housing market negatively impacted the viability of community development corporations – LISC's traditional partners.
4. Private sector investors are becoming more informed and interested in comprehensive community development.
5. Funders are seeking to align resources for collective impact.
6. There is growing awareness in the community of how neighborhood conditions impact other issues of community concern, such as educational performance, individual health and wellness and overall economic prosperity.

Theory of Change

In 2006, LISC launched its *Building Sustainable Communities Initiative (SCI)*, a targeted, comprehensive attempt to transform whole neighborhoods by revitalizing markets, spurring economic activity, generating income and wealth, creating safe, healthy environments, and broadening educational opportunities for all. LISC brings unprecedented advantages to the work: a long-term community presence, influential local and national partners, a track record of concrete results, and access to considerable amounts of local and national capital and expertise from diverse sources.

SCI calls for the transformation of whole communities through implementation of comprehensive approaches to neighborhood revitalization; engaging new or re-energized leadership at the community and systems level that is both authoritative and accountable; focusing strategies for change in concentrated geographic areas; applying strong mechanisms of accountability driven by community planning and leadership; building or rebuilding strong community lead institutions; working with active and expert managing intermediaries; and using sophisticated monitoring and analysis techniques to measure outcomes. LISC is heavily investing in assessments: to document the work, learn and communicate its lessons, and determine whether the initiative spurs the neighborhood change it seeks.

Vision

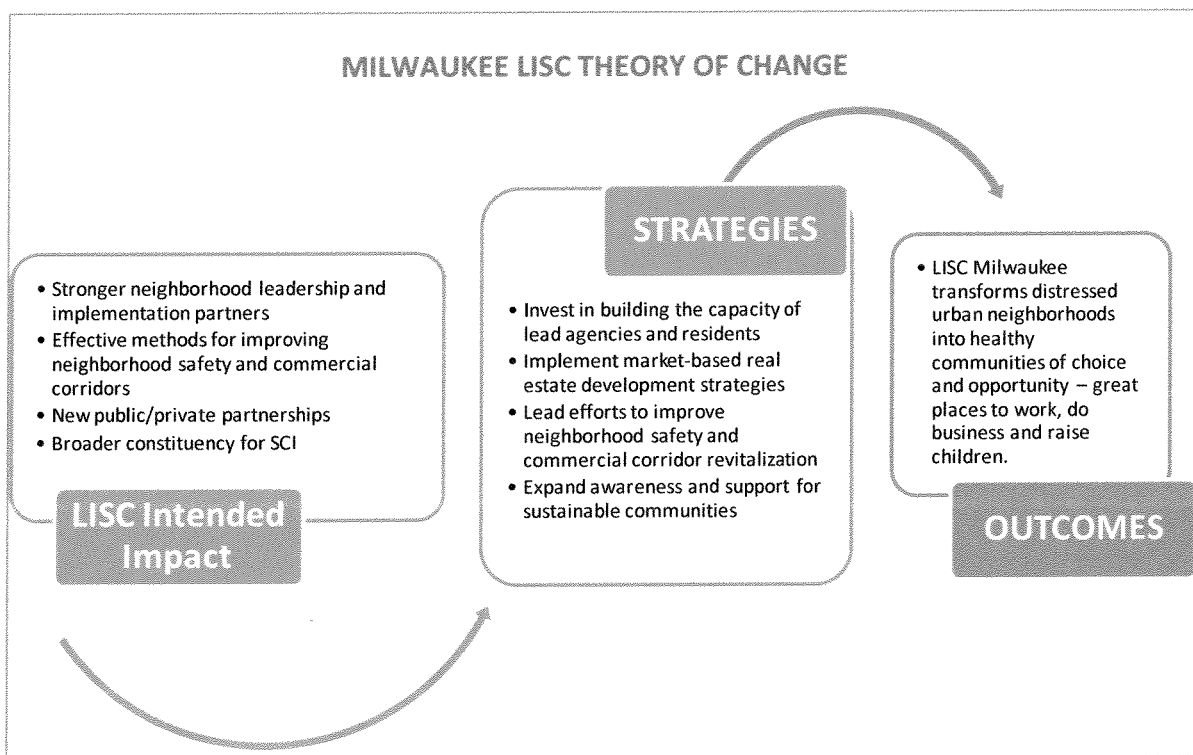
The Sustainable Communities vision, in many ways, represents a return to the roots of community development. At its core, Sustainable Communities is about helping communities to articulate *their vision* of what they want their neighborhoods to be, identify resources needed in neighborhoods for families who live there to succeed and thrive, and helping to secure those resources. It is about identifying local leadership (through individuals and organizations) that can rally resources and create multiple partnerships to help realize that vision. It is also about creating accountability for implementing projects at the neighborhood level that will result in meaningful change and impact that

matters to local stakeholders. As a result of these actions LISC envisions Sustainable Communities will be places in which:

- The built environment is safe, decent and accessible, with a diverse set of housing options for individuals and families with a range of incomes and occupants.
- Families and individuals are able to share in the benefits inuring to their communities and build sufficient income and assets so they can thrive in the modern economy.
- Ample opportunity exists for employment and advancement; there is access to attractive goods and services; and the area is connected to and integrated in the broader regional economy.
- Residents have access to high-quality educational opportunities at every level, in facilities that enhance, rather than detract from, the learning environment
- Communities are free from crime, promote healthy lifestyles and provide opportunities for the future.

Milwaukee LISC Theory of Change

Each LISC site views SCI through a lens that reflects local market conditions, neighborhood capacities and priorities identified in quality of life plans. The environmental analysis conducted during the planning process led Milwaukee LISC to adopt the following Theory of Change.



Goals and Strategies

The following section describe the specific strategies LISC will pursue to achieve the goals in this plan.

Real Estate Development

Goal 1: Position LISC as a market leader in real estate development lending and investments.

LISC is known nationally and locally for being a strong partner in building affordable housing, creating vibrant commercial corridors and financing public facilities in disadvantaged neighborhoods. Over the last ten years LISC has invested over \$19 million in loans, grants and recoverable grants to support neighborhood development. In addition, LISC has built the capacity of several neighborhood partners through training and technical assistance.

There has never been a more important time in Milwaukee's history for LISC to exhibit leadership in real estate development. Most urban neighborhoods are struggling with foreclosures, vacancies, job loss and declining home values. The recent recession has constrained development buoyed only by a limited amount of federal stimulus dollars and government subsidies. Real estate development has been impacted by the following factors:

1. Demand continues for high risk, patient capital to seed new development
2. Private lending needs stimulation through loan guarantees, subordination and other credit enhancements
3. Updated market studies and business plans are needed to guide investment decisions
4. Constrained mortgage lending makes it difficult to deal with vacant properties
5. High volumes of vacant property plague Milwaukee neighborhoods
6. Neighborhood businesses, key generators of new jobs, are desperately in need of capital in order to reach their potential.

High risk, patient capital provides the stimulus needed to jumpstart projects in distressed markets. Emphasis on pre-development lending also offers a competitive advantage for LISC loan products and positions LISC as a market leader in community development lending. Three main strategies will build on LISC's real estate investment core competencies:

1. Design real estate investment strategies in each sustainable community based on market driven data aligned with resident priorities.

Real estate development strategies are a main feature in QOL plans including several catalytic projects identified by residents as a neighborhood priority. Several of these plans were created before or during the recession and must be retooled to reflect current market realities. To prepare for an economy that is certain to rebound, LISC will continue to proactively work with neighborhood partners to design real estate strategies using its tools, products and expertise to implement specific projects. LISC will encourage partners to engage residents during this process to reach consensus on neighborhood priorities that align with market realities.

LISC will conduct neighborhood tours with SCI implementation partners, private developers and government officials to assess neighborhood conditions and opportunities. Further market analysis will be conducted in potential investment areas. This assessment could lead to strategies such as a block-by-block targeted approach to deal with vacant properties, redevelopment of a visible street corner that could stabilize an area, working with homeowners to repair existing housing stock, developing gateways or markers to improve neighborhood entrances or working with a day care center to create a more inviting place for children to learn.

Initial assessments of the Layton Blvd, Lindsay Heights and Washington Park neighborhoods indicate potential opportunities to partner on the refinancing and expansion of an Asian Market, scattered site redevelopment of vacant and foreclosed houses, park improvements and a multi-tenant health and wellness center.

2. Create partnerships with government, foundations and the private sector to finance neighborhood projects, fill financing gaps and stimulate private lending.

The recent recession and continued struggles with foreclosures have made it extremely difficult to attract private investments to SCI neighborhoods. Lenders may be more willing to partner if loans are made in concert with other Quality of Life investments such as safety, economic development or home repair programs that reduce loan value risk.

LISC will change its approach to lending from a response/demand lender to a development partner. It will do this by convening meetings with government and private lenders to showcase

real estate opportunities, guide lending discussions and identify financing gaps in the market. LISC will also explore innovative financing strategies for investing in distressed neighborhoods such as use of government funding to finance loan guarantees or other credit enhancements, securing Program Related Investments to make low-interest loans to homeowners or possibly partnering with organizations to develop new mortgage products.

Because of its knowledge, experience, relationships and access to national resources, LISC is ideally positioned to serve as a conduit for investment in Milwaukee's struggling neighborhoods. By leveraging its assets, LISC will establish a \$2 million pool of high risk, patient capital to fund predevelopment expenses. This capital will be used to pay for market studies, land acquisition, environmental assessments, seed capital for neighborhood enterprises and other expenses necessary to jumpstart development. Predevelopment investments should fill LISC's lending pipeline by getting a foothold early in the deal, establishing LISC as a valued partner. Although this strategy targets LISC resources to SCI neighborhoods, loans and a portion of recoverable grants will be invested city-wide.

3. Strengthen the capacity of neighborhood partners to execute real estate strategies.

The recession has diminished the capacity of Community Development Corporations to execute real estate strategies and a struggling economy may make it difficult for CDCs to recover in the short term. LISC will help neighborhoods figure out the best way to achieve real estate goals by partnering with for profit developers, encouraging cross-neighborhood collaboration and providing technical assistance to build in-house capacity.

Commercial Corridor Revitalization

Goal 2: Expand LISC's role and expertise in the revitalization of commercial corridors in targeted sustainable communities

Commercial corridors are a focal point in most Milwaukee SCI Quality of Life Plans. Vibrant commercial districts attract residents, encourage private investment and promote safety. The business district is often the gateway into the neighborhood and its health and condition shapes a community's image. Distressed districts promote disinvestment and discourage the attraction of new residents. The needs of commercial corridors are complex. Physical development is required to restore vacant properties to productive use. Small business owners need technical assistance to grow and flourish. Corridors must be nurtured and attended by addressing safety issues, lighting, promotions and event planning.

Milwaukee has traditionally supported neighborhood business districts through the establishment of Business Improvement Districts (BIDs) and through government and philanthropic support for the Main Street Milwaukee program. Most of the BIDs are not financially self sustaining. Since the City of Milwaukee has ended their support of the Main Street Milwaukee program, due to budgetary constraints, there is really no entity providing systematic support for the revitalization of Milwaukee's neighborhood commercial corridors.

Milwaukee must address this issue or efforts to bring stability to urban neighborhoods will be severely compromised. An organizational support structure must be developed for each neighborhood that best fits their environment. Neighborhoods must collaborate with the rich network of organizations that support business development in Milwaukee and look for new ways to finance corridor activities. Extensive outreach, communication, and relationship building will communicate the benefits of corridor improvement activities attracting more participation and cost sharing.

Based on its experience in managing the Main Street Milwaukee program and utilizing support from the national office, LISC has developed high degree of competency in commercial corridor revitalization. LISC will take a leadership role in addressing these issues by connecting businesses to technical

assistance providers, increasing access to capital and encouraging owners to actively participate in sustaining the vitality of the district. In this role, LISC will pursue the following strategies.

1. Develop a commercial corridor improvement strategy for two or more sustainable community neighborhoods.

LISC will take a more comprehensive approach to its commercial corridor revitalization program by integrating and focusing other programmatic efforts to achieve more impact. LISC is providing technical assistance in Layton Boulevard West to strengthen their commercial corridor strategy. Efforts are underway to extend the Main Street methodology to the other three corridors in the SCI neighborhoods and to align commercial corridor activities with the recently completed Quality of Life plans. Business owners are being actively engaged in developing sustainable solutions. LISC will proactively work with SCI implementation partners to find new resources for commercial corridor activities, such as expanding on its already successful relationship with the Wisconsin Economic Development Corporation (formerly, the Wisconsin Department of Commerce). Other SCI strategies such as real estate development, safety management, and workforce development will be integrated into commercial corridor improvement efforts. The success of this approach will be replicated in other sustainable communities.

2. Expand the pool of financial and technical assistance available to support business development

Although the physical vibrancy of commercial corridors is critical to attract pedestrians and customers, the health of businesses operating in the corridors is equally important. Healthy businesses create jobs and are much more likely to hire local residents. Neighborhood business owners are more involved in other quality of life issues such as safety, education and workforce development. Thriving businesses invest in their surroundings increasing property values and making the neighborhood more attractive. More attention and resources will be focused on business owners aimed at growing and expanding the economic base of sustainable communities.

Milwaukee LISC was selected for a National LISC pilot program offering small business loans financed with new market tax credits. The loans are targeted to owner-occupied real estate of existing businesses and provide affordable rates and terms that improve business cash flow. Connections with business support organizations, such as the Wisconsin Small Business Development Center and the Department of City Development Neighborhood Business Development Team will be made to provide technical support and training to business owners.

LISC will continue its work with the Multicultural Entrepreneurship Institute to incubate and support emerging minority businesses and will explore the creation of a venture capital fund using EQ2 investments from local financial institutions to provide seed capital for these start-up businesses (see additional comments under Goal #1).

Community Safety

Goal 3: Design and implement a comprehensive community safety initiative bridging the gap between neighborhoods and government agencies

Community safety pervades every aspect of a neighborhood's quality of life. Streets must feel safe to retain and attract new residents. Commercial corridor safety is a high priority to maintain good businesses and attract investments. School routes must be secure to ensure children arrive at school unharmed. Jobs are created in safe environments. A comprehensive safety initiative is needed that addresses crime at the neighborhood level, builds collaborative relationships with government officials and makes systemic improvements to community safety that will have a positive impact in all Milwaukee neighborhoods. LISC's national reputation in this area, positive relationships with local

government and deep connections with neighborhoods positions LISC to create an optimal neighborhood safety system.

In addition to the obvious economic benefits of greater community safety, there is increasing evidence that that safer communities have a direct impact on physical and mental health. In other words, even if we can't succeed in lifting someone out of economic poverty, by expanding an individual's "freedom from fear", we can improve their quality of life and well-being by creating safer communities.

This is an opportune time to launch a comprehensive safety initiative. Milwaukee's Police Chief is committed to improving neighborhood relations and wants to partner with LISC in this effort. LISC's national expertise in safety management provides a replicable model for Milwaukee. SCI lead agencies have expressed interest in a cross-neighborhood collaboration focused on safety issues to have more collective impact. Federal programs that support community safety are being revamped to be more integrative with other neighborhood improvement efforts. Milwaukee will have a competitive advantage to attract these resources by having a well designed program and partnerships in place when funding opportunities are announced.

LISC will pursue the following strategies to launch a comprehensive community safety initiative:

1. Develop a formal partnership with the Milwaukee Police Department (MPD) to garner cooperation and support for a CSI.

LISC will establish a formal partnership with the Police Department to design and implement a multi-neighborhood safety initiative. A safety manager position will be co-funded by LISC and MPD. The safety manager will be responsible for relational organizing between Police and neighborhood safety coordinators. The safety manager will also develop relationships with other government officials such as the Prosecutor's office and code enforcement agents to identify strategies that deter or prevent crime.

2. Create a multi-neighborhood collaboration to improve safety management efforts and share costs

LISC will convene a group of neighborhood leaders from a cross section of sustainable communities to partner with government on a comprehensive safety initiative. LISC's role will be to facilitate planning sessions, conduct learning journeys, offer training opportunities and reach consensus on a safety management strategy that addresses crime specific to each neighborhood but raises the visibility and impact of safety efforts across neighborhoods. The strategy will include how safety management activities will be staffed and funded at the neighborhood level.

3. Establish a relationship with a data partner to collect and analyze safety statistics

An effective safety management program should be data-driven and reflect crime realities, not anecdotal information. Working with the Police Department, LISC will collect and analyze safety data and use this data will be used to inform strategies at the neighborhood and city-wide level.

4. Support Advocacy efforts to change government policies or practices that lead to improvements in safety management

LISC will work with the Community Justice Council to address systemic issues that impact safety in all Milwaukee neighborhoods. Efforts currently underway include the work of the District Attorney to offer alternative sentencing that addresses the root causes of crime such as drug addiction, providing greater structure and support for the Community Prosecution Unit in addressing nuisance situations, encouraging land banking as a tool to handle vacant and abandoned properties that attract crime and working with code enforcement agents to change penalties or provide incentives for dealing with absentee landlords.

Capacity Building

Goal 4: Increase the knowledge, skills and expertise of the Milwaukee community to implement sustainable community initiatives

LISC will continue to build the capacity of sustainable community partners to better execute Quality of Life plans through technical assistance, training, networking and peer to peer learning. LISC, the Zilber Family Foundation, the United Neighborhood Centers of Milwaukee and SCI convening agencies co-developed a capacity-building program for Sustainable Communities partners. Priorities identified are leadership development, communications, collaboration, public policy advocacy and financial sustainability.

LISC will focus its capacity-building resources on leadership development, peer-learning and cross neighborhood collaborations. LISC will also play a more purposeful role in creating a culture in Milwaukee that values the benefits of comprehensive community development, realizes the importance of resident engagement and seeks to empower neighborhoods in achieving QOL goals.

Traditionally, LISC has partnered with CDCs and built the capacity of this industry to develop affordable housing and create vibrant commercial districts. Comprehensive community development has expanded the role of CDCs and also broadened LISC's partners and investments. As such, national LISC (e.g. through the Institute for Comprehensive Community Development) has gained expertise across these disciplines that can be brought to bear in Milwaukee and will deepen how the local LISC office can build capacity using existing local resources. LISC will help to shape how public and private resources are utilized to increase the knowledge, skills and capacity of community builders.

Four inter-related strategies will be pursued to achieve the capacity building goal:

- 1. Create a leadership development program for a core group of community leaders to sustain community building efforts.**

Comprehensive community development requires strong resident, non-profit, government and civic leaders working collaboratively to solve complex neighborhood problems. QOL plans will not be successful if a cadre of leaders, from the grass roots to the roof tops, is not working towards the same goals.

LISC will implement a leadership development program starting at the neighborhood level. Through a partnership with the Zilber Family Foundation, United Neighborhood Centers of Milwaukee and Cardinal Stritch University, LISC will champion the design and implementation of a training curriculum for neighborhood stakeholders to learn how to lead and manage neighborhood improvement activities. The curriculum will create opportunities for neighborhoods to share information, learn best practices or work together on common issues.

- 2. Create opportunities for implementation partners to collaborate on issues and initiatives that could benefit from a city-wide approach**

Although SCI recognizes the importance of place-based or neighborhood-based strategies, there are certainly occasions where neighborhoods could benefit from working collaboratively to improve community development systems or tackle persistent problems such as foreclosures. Cross-neighborhood collaboration will also help to leverage expertise and stretch limited resources. LISC will serve as convener and facilitator to bring groups together, develop a common agenda and work collaboratively on an issue that could have impact on the industry as a whole or benefit multiple neighborhoods.

3. Create a platform in Milwaukee that educates and builds support for comprehensive community development

A key recommendation of the Brophy Report was that LISC take the initiative in organizing community developers and stakeholders to collaborate on a shared vision for the community development system in Milwaukee and to become organized advocates for it. A noteworthy result from the Neighborhoods Matter symposium, and the subsequent participation in the Policy Link Equity Summit, was the strong desire among community developers to come together, to learn from each other and support each other.

LISC will support this desire to create a shared agenda for strategy and action, and concurrently increase the visibility and importance of sustainable communities, through training, technical assistance and peer to peer learning opportunities. Learning opportunities will be provided at the grass root and grass top levels. LISC will develop a series of training classes, brown-bag luncheons, networking events and symposiums to increase local knowledge and participation in sustainable communities.

4. Integrate the AmeriCorps worker program with the capacity building program

The AmeriCorps program has served as a cost-efficient vehicle to provide support to the non-profit community while building the employment skills of program participants. The AmeriCorps program will retain this core value, but the program will be revamped to be an integral component and resource for the capacity building programs. For example, LISC will explore using half or quarter time AmeriCorps slots to hire neighborhood residents to conduct marketing, outreach and community organizing. Participants will receive leadership training. Over time this will build a cadre of neighborhood leaders that will serve the community long after the AmeriCorps stint is completed.

Infrastructure Building

Milwaukee's ability to help neighborhoods achieve quality of life goals requires the collective effort of government, philanthropy and the private sector to work cohesively to finance community building efforts. New strategies are being discussed by groups such as the Community Development Funders Alliance that is expected to reshape how Milwaukee collaboratively invests its resources in order to have a more collective impact. Because of these emerging strategies and due to declining government resources and lack of alignment between different units of government, an entity is needed to help mediate different investment strategies and help coordinate investments that are appropriate to different neighborhoods. LISC will be at the forefront of these discussions ensuring that sustainable communities are fairly represented and positioned to benefit from the outcome of these discussions. As decisions are made about intended impact, LISC will evaluate its role as leader, convener, partner or supporter and act accordingly.

As LISC expands its core competencies into new areas such as leadership development and safety, new partnerships and funding opportunities will emerge. Effective communications will be a key component of LISC's strategy to advance neighborhood work and to build a stronger economic base. A compelling message that communicates the value of sustainable communities and the importance of LISC's role in accelerating SCI goals is needed to capture new audiences and attract new stakeholders to the table.

Over the last three years, LISC has grown its capacity to address the more complex roles associated with sustainable communities. The results are better relationships with neighborhood groups, competence in real estate lending and development and improved visibility in the field. This platform of accomplishment takes the Milwaukee LISC program to a new level of leadership that requires organizational changes to deliver more impactful results. The Milwaukee LISC Advisory Board (LAB) must also solidify its more engaged committee structure in order to better support and govern the implementation of this strategy.

The following actions will be taken to ensure LISC has the internal infrastructure and resources to implement the plan.

1. Design and implement a marketing and communications strategy that builds awareness and support for sustainable communities

A key observation of the Brophy Report is that improvement to the community development system in Milwaukee will require a significant increase in substantive communication among the key parties. The purpose of the increased communication, the Report notes, is to:

- Keep key players informed on what is going on in the system, in neighborhoods, and within the lives of the key players involved.
- Create a learning environment so that large and small lessons can be distilled as quickly as possible.
- Build trust among the players, and to help participants in different roles to understand the value that each brings to the table.
- Create opportunities to intervene when something harmful to collective efforts might be on the horizon.
- Break down stereotypes and prejudices, racial and otherwise.

The Report recommends that LISC step up its communication function, serving as the communications link in the community development system and also play the role of being the feedback loop for the system.

Consequently, an effective marketing and communications strategy will be designed using a multi-pronged approach. The first is to educate and build awareness for sustainable communities. The second is to communicate the results of investments. The third is to create opportunities for networking and learning among and between “resource providers” and “resource users”. The net result of these activities will be to provide more visibility for LISC as thought leader, convener and facilitator in an industry that has dramatically changed since LISC’s inception.

2. Strengthen the internal capacity of staff and the LAB to build LISC’s credibility and influence in new areas of leadership

LISC will adopt a new way of doing business in neighborhoods to strengthen relationships with community partners while developing core competencies in specific disciplines. LISC will continue to focus its efforts in sustainable community neighborhoods. A staff person will be assigned one or more neighborhoods as the primary relationship manager. Each staff person will also be assigned to lead specific components of the plan such as real estate development, commercial corridor, safety and capacity building. Staff will work cross-functionally to strengthen relationships with neighborhood partners while bringing in expertise on certain strategies on an as needed basis. As LISC deepens its work in more specific disciplines, the LAB should assure its membership have expertise or influence in these fields.

3. Conduct a fund raising campaign to broaden the base of support for community development work

LISC will need to broaden the base of support for its work using its existing relationships to leverage more funding for the field. National studies have shown that neighborhoods that have developed cohesive plans and have strong leadership and capacity to get the work done have attracted far more resources than neighborhoods that have not evolved to this point. This should position the LISC SCI neighborhoods to benefit from the growing

awareness that comprehensive community development begets more impact than stand-alone initiatives focused on only one aspect of a complex social issue. LISC's fund development approach will focus on shoring up the current funder base, identifying new partners and resources for an expanded LISC role and leveraging and attracting government resources.

4. Develop a generally accepted performance measurement system

David Bornstein, author of the book "How to Change the World", describes collective impact as a "disciplined effort to bring together dozens or even hundreds of organizations in a city (or field) to establish a common vision, adopt a shared set of measurable goals and pursue evidence-based actions that reinforce one another's work and further those goals." The collective impact framework is a useful vehicle to describe the work of LISC and of comprehensive community development in general. A key component of the collective impact framework, and another key recommendation of the Brophy Report, is the development of a shared measurement system – to ensure that all efforts remain aligned, enable participants and investors to hold each other accountable and to learn from each other's successes and failures.

Milwaukee is currently one of four cities that LISC's national office of Research and Assessment is using to pilot a method for measuring the the effectiveness and impacts of community and economic development investments. In addition, LISC in Milwaukee has employed "Success Measures" in the Harambee and Washington Park neighborhoods to assess impact using a more qualitative approach. Building on this base of knowledge, LISC will work with its neighborhood partners to create a local culture of data-based, community problem solving. LISC will work with partners to identify the primary goals of our collective efforts and then, working with LISC's office of Research and Assessment, as well as the Nonprofit Data Center and the UW-Milwaukee Center for Economic Development, establish a system of measuring progress toward those goals.