

# Strengthening Investment in Community Priorities: A Systems Approach

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## Team

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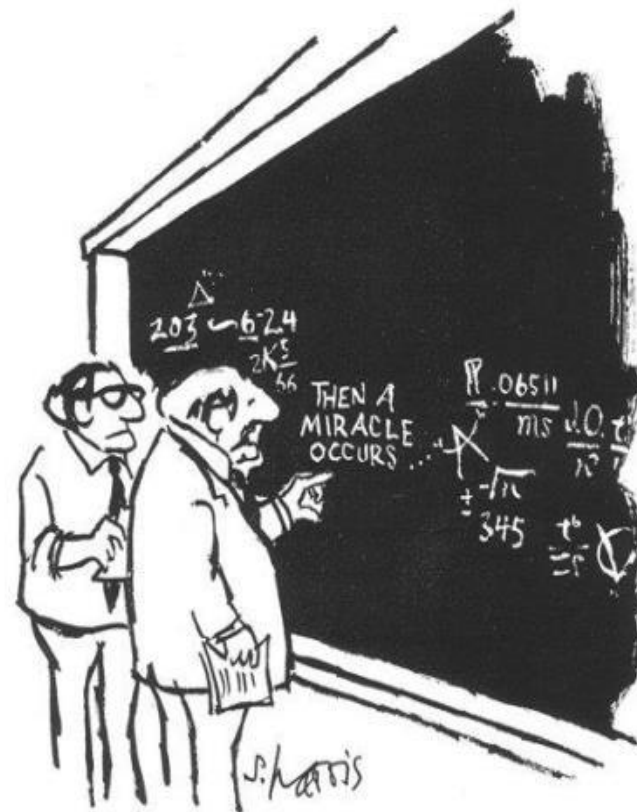
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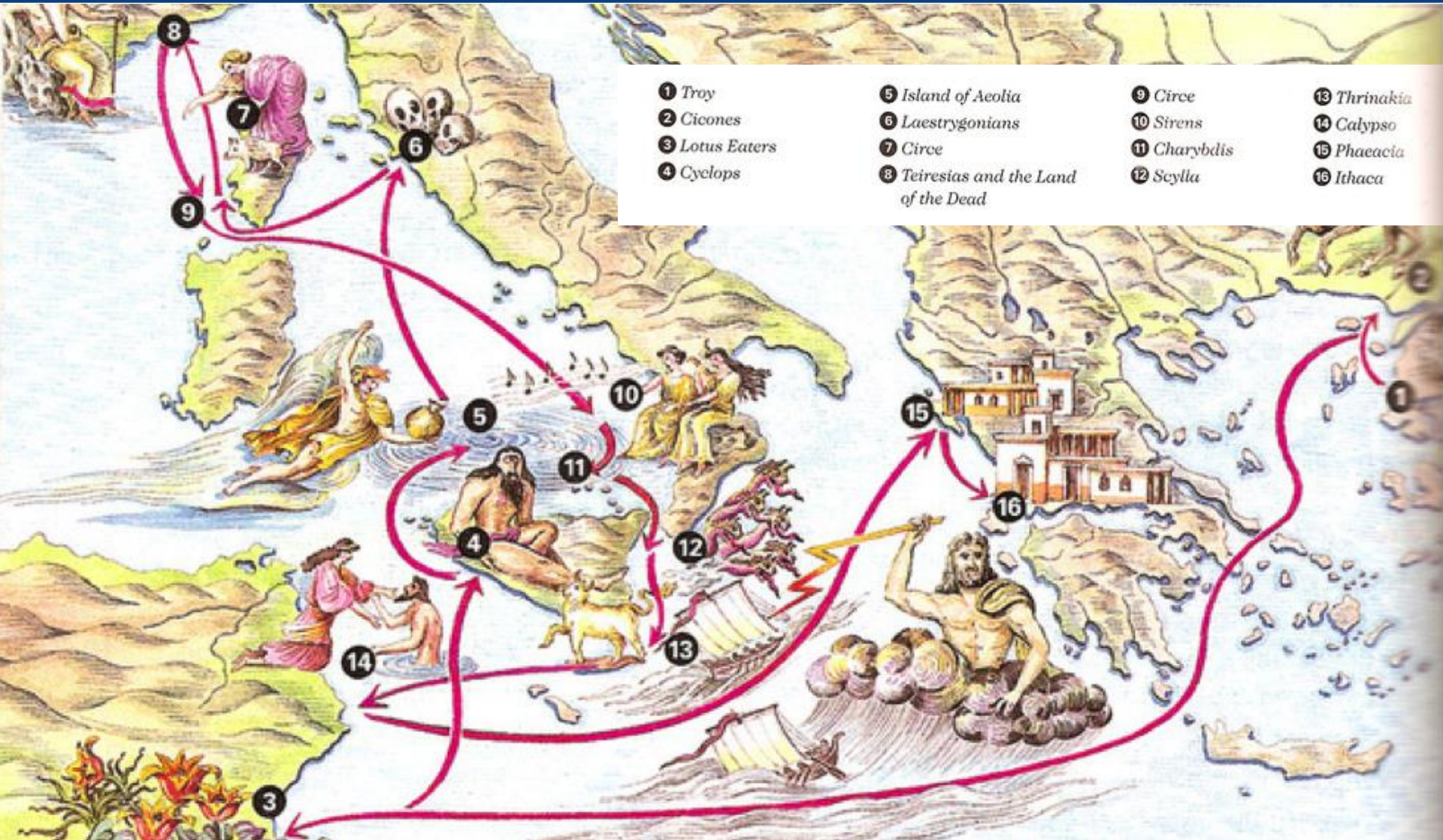
Strategy Lift

What does it take for a city to attract and deploy capital to advance its priorities?

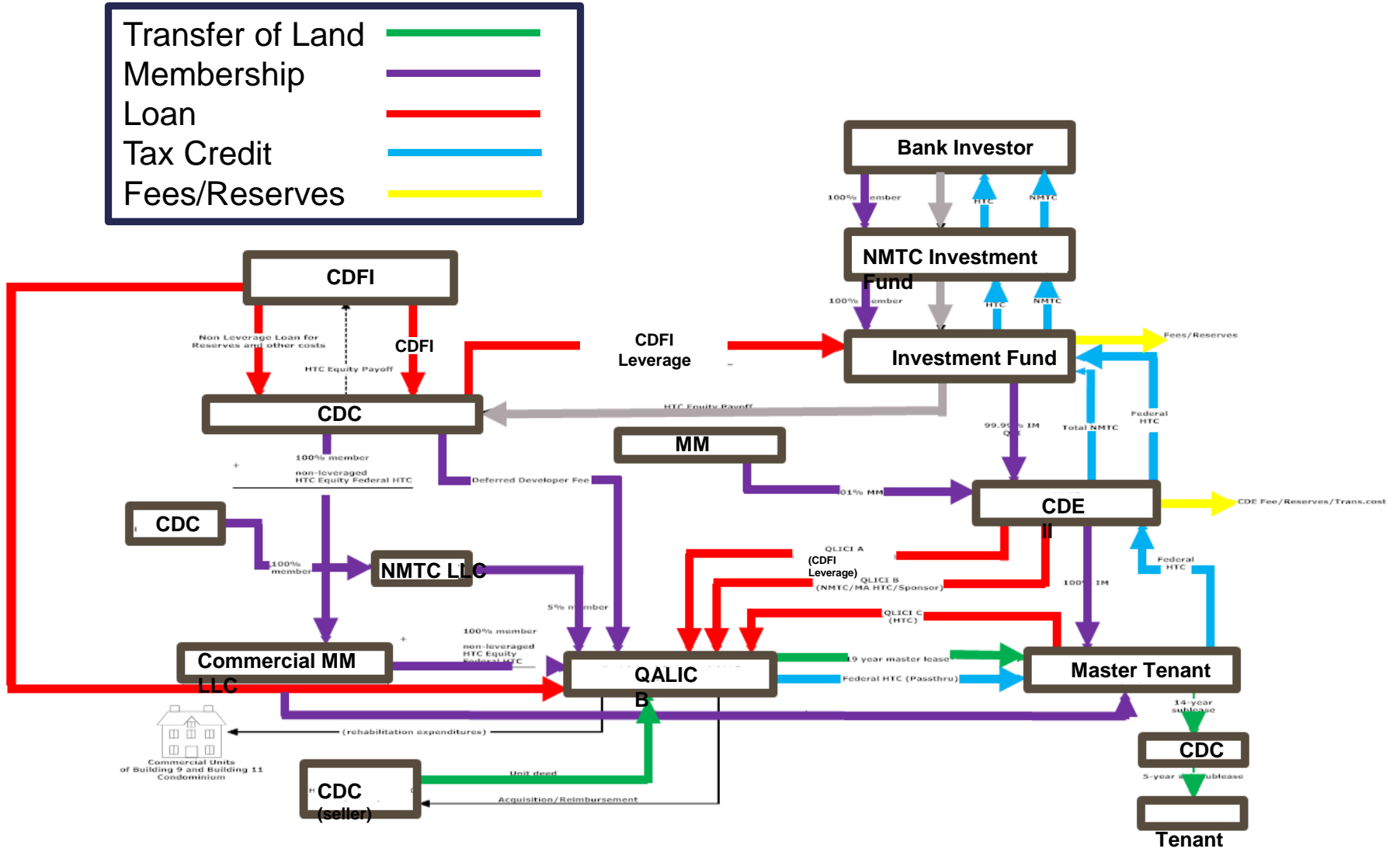


"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

# Community investment as a heroic quest



# Why is community investment so hard?





## Three functions of the community investment system

### Strategic Priorities

Ensure there is a coherent, community-endorsed vision to shape investments

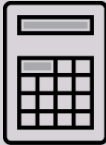
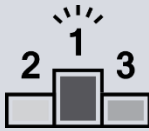
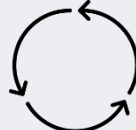


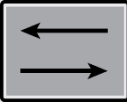
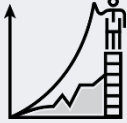

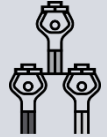
### Pipeline

Generate deals and projects that add up to the realization of the community's strategic priorities

### Enabling Environment

Shape the context that promotes or impedes the execution of the pipeline

# Rethinking the community investment system

FROM:		TO:	
	What can be financed ...		What we prioritize ...
	Transactional		Systems/ecosystem
	Single projects		Pipelines of projects
	Gap filling		Ambitious and scaled
	Reductionist, siloed		Integrative, adaptive

## Common Error Patterns

- Assume lack of capital is the problem
- Assume a pipeline of investable deals
- Develop technical solutions to adaptive challenges
- Build from investor needs, not community priorities
- Focus on \$ at the expense of other resources
- Leave finance to the finance people

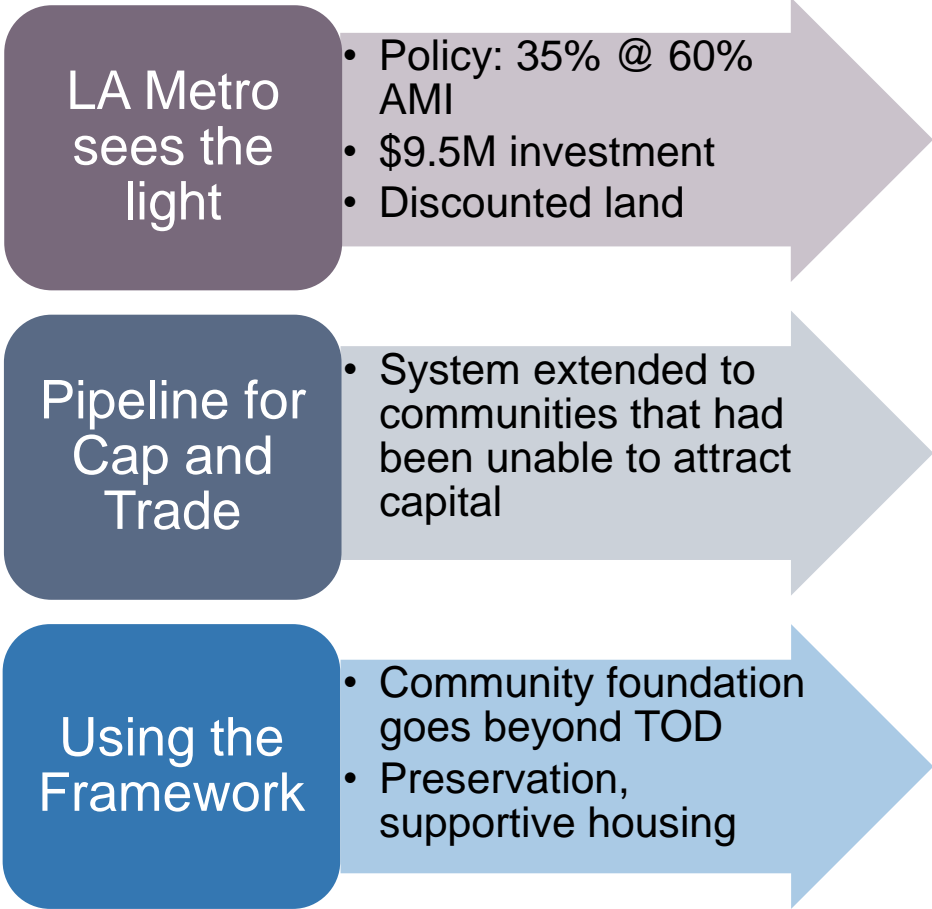


# Approach in Action: Los Angeles

## CONTEXT

- Major transit expansion: opportunity and threat
- Regional collaborative lacked staff
- Fragmented efforts

## SHIFT IN MINDSET AND PRACTICES



# Approach in Action: The Bay Area

## CONTEXT

- Top community investment system but growing affordable housing crisis
- Great Communities Collaborative: the challenge of “sufficiency”
- BART-owned land!



## ANTICIPATED REGIONAL RESULTS



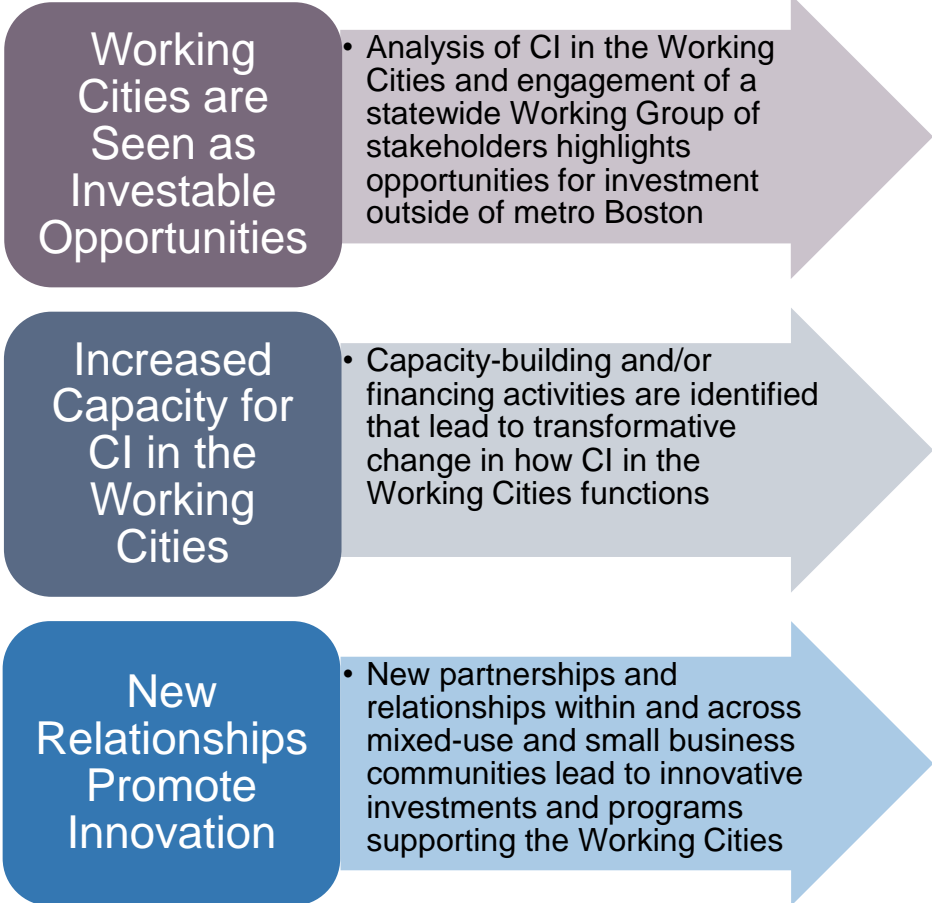
# Approach in Action: MA Working Cities

## CONTEXT

- Cross-state Fed-led collaborative challenge
- Underperforming post-industrial cities with little access to strong metro Boston CI infrastructure
- State level initiatives to focus on these cities



## ANTICIPATED REGIONAL RESULTS



## For more information:

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Or visit [www.kresge.org/library/community-investment-focusing-system](http://www.kresge.org/library/community-investment-focusing-system)