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# CREATING THE FUTURE - FAMILY HOUSING FUND – 2015-2019

## STRATEGIC FRAMEWORK

For 35 years, the Family Housing Fund has positively influenced the Twin Cities affordable housing and community development fields as an intermediary—a funder, a convener, an educator, and a supporting organization of government. In an effort to honor the Family Housing Fund’s legacy and prepare the organization to address emerging issues moving forward, the Board of Directors has approved an adaptive action Strategic Framework that will guide the organization through 2019.

This zero-base strategic planning process, which explored scenarios from concluding all Family Housing Fund activities to expanding the organization’s core mission, included in-depth interviews with more than 70 stakeholders. The resulting Strategic Framework affirms the Family Housing Fund’s commitment to creating housing opportunities that connect residents to transit, jobs, education, amenities, and services, and focuses future work on supporting the system in adapting to the needs of families in a complex and changing environment.

The Family Housing Fund Board of Directors and staff are currently planning the implementation of the Strategic Framework, which allows for flexibility to include both existing programs and create new initiatives that respond to needs of the affordable housing and community and economic development network. The Family Housing Fund will create decision making policies and practices that will provide a foundation for shared action; knowledge as the key to effective policy, process, and practice; and collaboration and adaptive capacity across the affordable housing system, ultimately, creating healthy, equitable, and economically competitive communities.

### Our Vision

The Family Housing Fund’s **vision** is that every family in the Minneapolis-Saint Paul metropolitan area has a home they can afford and a place from which they can prosper and contribute to the larger community.

### Our Mission

The Family Housing Fund’s **mission** is to help the affordable housing network adapt to the needs of families in complex and constantly changing conditions by:

- Drawing on networks of relationship to identify emerging issues and impending crises that affect housing for families,
- Consolidating and interpreting data to inform decision making,
- Recommending adaptive policy, process, practice,
- Convening stakeholders (within and beyond the affordable housing network) for collective action on urgent and emerging issues,
- Leveraging existing and building new financial, social, political, and information capital for flexible and risk-tolerant investments, and
- Testing promising ideas and shares results.

### Our Process and Practice

The Family Housing Fund catalyzes work within the affordable housing network in four primary ways:

- **Financial capital** provides support to initiate and activate projects, and it catalyzes the investments of others.
- **Political capital** accesses and leverages the power of government and community voices.
- **Information capital** drives decision making and action in complex systems.
- **Social capital** connects individuals and groups into action networks that have capacity beyond what any one might hold.

The Family Housing Fund uses the following **simple rules** to influence decision making and action:

- Support units of government to provide effective and efficient affordable housing,
- Focus on voice and choice for families,
- Optimize the whole affordable housing ecosystem and all its parts,
- Leverage all forms of capital (financial, information, social, political),
- Build and maintain networks, and
- Collaborate.