



**Five-Year *Mission-Driven* Strategic Plan  
(January 2025 - December 2029)  
September 10, 2024**

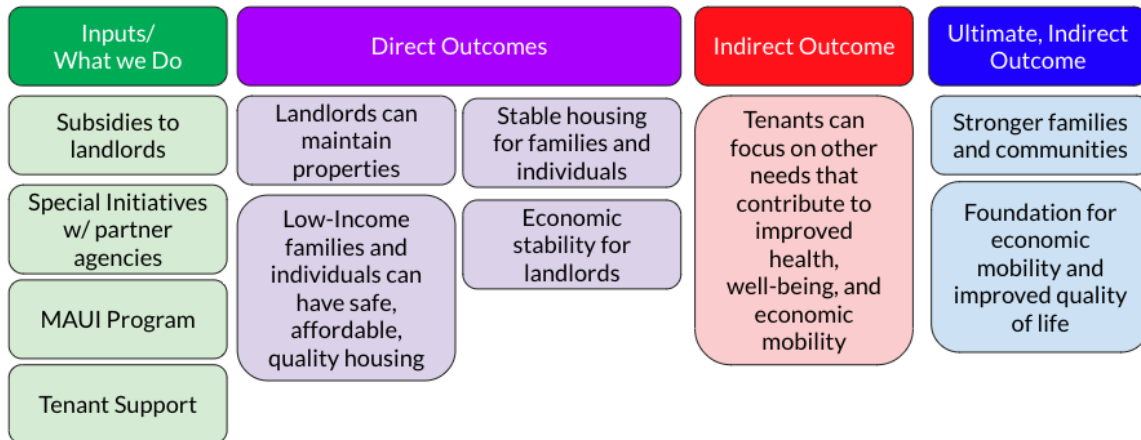
**Executive Summary**

**Organizational Identity**

<b>Vision</b>	The vision of the Trust Fund is that families and individuals in Chicago have an affordable, stable place to call home, which provides a solid foundation for improving health, well-being, economic mobility, and community resilience.
<b>Mission</b>	The mission of the Trust Fund is to provide low-income individuals and families in Chicago access to stable, quality, safe, affordable housing by investing in rental subsidies and affordable housing projects throughout Chicago’s communities.
<b>Mandate</b>	<p>The Chicago Low-Income Housing Trust Fund was established in 1989 through an ordinance of the City of Chicago to provide “<b>financial or other assistance</b> to address the permanent housing needs for persons <b>at or below 50% of the median income</b> for the City of <b>Chicago</b>.” The Trust Fund is an independent 501 c(3) organization whose Board is appointed by the Mayor of Chicago and confirmed by the City Council.</p> <p>As part of a continuum of organizations working to provide affordable housing options to Chicago residents, the Trust Fund currently emphasizes serving families and individuals living at or below 30% of the area median income (AMI).</p>

## Theory of Change

The long-term vision for the organization represents the end goal toward which the Trust Fund is orienting and mobilizing its resources and activities. The Theory of Change speaks to the Trust Fund’s working assumption of how mission-aligned activities will lead to this long-term vision (intended impact).



## Organizational Guiding Principles

The Trust Fund will orient to the following organizational principles to guide how the Trust Fund engages with others, operates internally, makes decisions, and evaluates new opportunities.

- Collaborative** We work in mutually respectful collaboration with the City of Chicago, service provider agencies, and landlords, as a resource and a partner to reduce housing instability in Chicago.
- Proactive** We orient toward being proactive and generative in our efforts to address the affordable housing crises in Chicago and in our interactions with our agency, City, and landlord partners.
- Data-Driven** We value high-quality, accurate, and accessible data to inform decision-making, continuous improvement, and impact storytelling.
- Impact-Oriented** We strive to sustain deep, meaningful, and focused impact on the low-income, rent-burdened families and individuals in Chicago where we can make the biggest difference with our resources.
- Adaptive** We strive to be nimble, adaptive, and responsive in our approach to supporting our landlord and agency partners and meeting the changing needs of the families and individuals who ultimately benefit from our work.
- Improvement-** We are willing to embrace change and innovate when needed to pursue continuous

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improvement and increased effectiveness in how we are achieving our mission impact.

Team Player

We recognize that we are part of a continuum of organizations and agencies working to meet the affordable housing and supportive services needs of families and individuals in Chicago. We operate as an important part of that system, partnering and building bridges and relationships where we need to help ensure the tenants who benefit from our programs have access to other services they need to remain stably housed.

Five-Year Strategic Priorities

Over the next five years, the Trust Fund will seek to advance its mission toward achieving its vision by focusing on the following four strategic priorities.

- 1 Empower Tenants Towards Improved Health, Well-Being, and Economic Mobility**

**Outcome:** Enhance the Trust Fund’s role in supporting tenants that benefit from its programs to advance towards improved health, well-being, and economic mobility, ideally in partnership with the City and supportive service agencies.
- 2 Improve Housing Options for Underserved Low-Income Residents Throughout Chicago**

**Outcome:** Strategically improve the geographic and demographic reach of the Trust Fund’s programs to ensure low-income individuals and families most impacted by housing instability have access to secure affordable, quality housing in the neighborhood of their choice.
- 3 Expand Availability of Affordable Housing Units**

**Outcome:** Strengthen and diversify the Trust Fund’s network of landlord relationships and development investments to increase the number of affordable, safe, quality housing units that are available to Chicago families & individuals, with an emphasis on those living at or below 30% of AMI.
- 4 Strengthen the Trust Fund’s Long-Term Financial Sustainability**

**Outcome:** Sustain funding from existing sources and secure new, diverse revenue streams to allow the Trust Fund to expand its mission impact and secure its long-term financial sustainability.

## Strategic Priority Goals, Success Measures & Objectives (Detail)

### Strategic Priority #1: Empower Tenants Towards Improved Health, Well-Being, and Economic Mobility

**Outcome:** Enhance the Trust Fund’s role in supporting tenants that benefit from its programs to advance towards improved health, well-being, and economic mobility, ideally in partnership with the City and supportive service agencies.

#### Overarching 5-Year Success Metrics (by December 31, 2029):

- Increased number of service provider partnerships (from X to Y, across the continuum of social determinants of health areas impacting housing stability)
- **Tenant Housing Stability:** Improved in tenant housing stability, based on data self-reported by tenants and/or collected through partner/landlord reporting [e.g., number or percentage of tenants remaining housed through milestone increments (2-5 years, 5-18 years)]
- **Tenant Health:** Improvement in tenant health indicators (as reported by service provider agencies partners or self-reported?)
- **Tenant Wellbeing:** Improvement in self-reported well-being/quality of life metrics
- **Tenant Economic Mobility:** Increase in the number of tenants that “graduate” from requiring the Trust Fund’s assistance (e.g., their income puts them over the 30% AMI threshold)
  - Increases in tenant income and/or other economic indicators
  - Self-reported improvement in consistent financial stability (e.g., consistent checking account, etc.)

#### Milestone Objectives/ Strategic Pathways:

- 1.1. Determine what additional tenant-facing services and support the Trust Fund can feasibly provide based on expressed tenant need, using both existing and new funding sources (e.g., supporting tenants with security deposits or moving fees, etc.)
- 1.2. Working in collaboration with City agencies, service providers, and other partner organizations, activate a service provider referral network to connect tenants to support and resources across the continuum of the social determinants of health.
- 1.3. Strengthen and formalize the Trust Fund’s internal structures and systems to enable increased tenant-facing interaction and support.

## Strategic Priority #2: Improve Housing Options for Underserved Low-Income Residents Throughout Chicago

**Outcome:** Strategically improve the geographic and demographic reach of the Trust Fund’s programs to ensure low-income individuals and families most impacted by housing instability have access to secure affordable, quality housing in the neighborhood of their choice.

### Overarching 5-Year Success Metrics (by December 31, 2029):

- Increase in total number of individuals/families served (from current to X by 12/31/29)
- Improvement in parity between demographics served by the Trust Fund and the demographics of total rent-burdened individuals/families in Chicago
- Improvement in the equitable distribution of Trust Fund subsidies across Chicago neighborhoods (*e.g. considering how to add options in high-opportunity community areas and preserve options in gentrifying areas*)
- Strategic expansion of the Trust Fund’s subsidy program into X of the remaining 22 neighborhoods where the Trust Fund currently does not have a presence (based on where there is most need and opportunity for affordable housing choices)

### Milestone Objectives/ Strategic Pathways:

- 2.1. Align the Trust Fund’s subsidy program and affordable housing investments to approach parity between the demographics served by the Trust Fund and the demographics of total rent-burdened individuals and families in Chicago.
- 2.2. Improve the Trust Fund’s engagement with target underserved populations identified as those most rent-burdened or impacted by housing instability (e.g., low-income Black, Latine, immigrants, people with disabilities, people reentering the general population.)
- 2.3. Expand the presence and visibility of the Trust Fund’s subsidy program(s) and investments into more Chicago neighborhoods where the supply of affordable housing options does not meet the demand.

### Strategic Priority #3: Expand Availability of Affordable Housing Units

**Outcome:** Strengthen and diversify the Trust Fund’s network of landlord relationships and development investments to increase the number of affordable, safe, quality housing units that are available to Chicago families & individuals, with an emphasis on those living at or below 30% of AMI.

#### Overarching 5-Year Success Metrics (by December 31, 2029):

- Increase in the number of available units, with specific attention on increasing units in target communities (*communities TBD*)
- Increase in the number of participating landlords
- Increase in diversity of participating landlords (e.g., women-owned, minority-owned, building size, etc., location)
- Improvements in the relationship between the Trust Fund and landlords (measurable through landlord satisfaction survey)
- Increase in the amount of funding available for MAUI projects to improve the availability of affordable housing stock in target communities

#### Milestone Objectives/ Strategic Pathways:

- 3.1. Strengthen Trust Fund systems, processes, and communication with landlords to increase landlord engagement in trainings, continuously improve compliance, streamline requirements, and enhance overall satisfaction with the subsidy program.
- 3.2. Proactively promote the Trust Fund program to recruit landlords in targeted communities in which there is a high need but low inventory of quality affordable housing.
- 3.3. Enhance emphasis on ensuring participating landlords are providing high-quality, safe, secure housing.
- 3.4. Strengthen the Trust Fund’s alignment with City priorities to strategically generate increased MAUI funding that meets the demand for affordable housing in target communities.

## Strategic Priority #4: Strengthen the Trust Fund's Long-Term Financial Sustainability

**Outcome:** Sustain funding from existing sources and secure new, diverse revenue streams to allow the Trust Fund to expand its mission impact and secure its long-term financial sustainability.

### Overarching 5-Year Success Metrics (by December 31, 2029):

- Increase total funding by X \$ by December 2029 from existing and new sources (*Need to establish a baseline and stretch goal*)
  - Existing funding to support current subsidies maintained (or increased)
  - X \$ in new funding to support an increased number of families/individuals secured
- Improve the diversification ratio of funding sources
- Increase the total corpus from \$10.5M to X by December 2029 (target number TBD in year one)

### Milestone Objectives/ Strategic Pathways:

- 4.1. Ensure stability for existing individuals and families supported by Trust Fund subsidies by preserving and strengthening funding from current existing sources, taking into account inflation, rent increases, IDA changes, etc.
- 4.2. Identify and secure new funding that will allow the Trust Fund to increase its visibility and reach into underserved communities and community areas.
- 4.3. Develop and implement against an accurate five-year budget, incorporating informed projections for City and State funding, as well as goals for new or increased funding, and taking into account anticipated expense increases.
- 4.4. Increase strategic engagement in policy advocacy activities to sustain funding from the City of Chicago and the State of Illinois.
- 4.5. Enhance data collection, tracking, and reporting systems and disciplines to improve data-driven storytelling, decision-making, and continuous improvement initiatives.
- 4.6. Strengthen the Trust Fund's branding, messaging, and marketing to tell a more accurate and differentiated story of its impact and value.
- 4.7. Strengthen staff capacity, satisfaction, and internal systems to improve efficiencies, effectiveness, and ability to execute expansions outlined in the strategic plan.