

**Mile High Community Loan Fund
Strategic Plan 2015 - 2017**

Summary Goals & Objectives

Goal I—Expand the volume, scope and reach of MHCLF’s lending activity to support consequential and viable community development real estate projects.

Objective 1: Deploy at least \$26 million to support affordable housing, community facilities, and economic development/neighborhood revitalization projects by the end of 2017.

Objective 2: Continuously refine business model to reduce constraints and attain growth, impact and self-sufficiency goals.

Objective 3: Use strong organizational infrastructure to administer at least one loan program and portfolio for organizations delivering community development financing resources to Colorado communities.

Objective 4: Support innovative financing solutions for high priority community challenges including flood recovery, homelessness, access to education and TOD development projects.

Goal II—Achieve financial self-sufficiency to insure the sustainability of the organization and realize social impact objectives.

Objective 1: Increase loan fund capital under management by at least 15% of total assets annually.

Objective 2: Diversify sources of loan capital with the addition of five new investors by year-end 2017.

Objective 3: Increase loan fund capital invested by existing investors by 20% of 2014 investments by year-end 2017.

Objective 4: Seek operating grants and equity funding to maintain existing pricing, increase leverage and fund development services.

Objective 5: Achieve consistent positive net income and grow net assets by at least 5% annually.

Objective 6: Maintain an interest rate spread of 3.5% over a cost of funds.

Goal III: Maintain and grow existing partnerships and establish new partnerships.

Objective 1: Expand partnerships with local, regional and national CDFIs to increase the total loan fund capital deployed in Colorado communities.

Objective 2: Collaborate with economic development entities and special districts to expand neighborhood revitalization project lending.

Objective 3: Strengthen partnerships with State Division of Housing and local governments to meet shared affordable housing and community development financing goals.

Objective 4: Leverage the foundation community's program related investments to support the development of non-profit community facilities projects.

Objective 5: Expand MHCLF's visibility through increased participation in appropriate trade associations.

Objective 6: Remain actively engaged in regional livable communities and TOD initiatives to maximize economic opportunity for low-income individuals and households.

Goal IV: Refine and strengthen social impact measurement practices.

Objective 1: Use industry metrics and add new impact measurements as appropriate to strengthen social impact assessments.

Objective 2: Establish systematic approach to market assessment activities.

Objective 3: Remain engaged in industry-wide efforts to measure and document CDFI social impacts.

Goal V: Grow the organizational capacity to position MHCLF for growth, sustainability and social impact.

Objective 1: Ensure that policies and systems are commensurate with the needs of a more diversified and growing organization.

Objective 2: Make effective and efficient use of technology.

Objective 3: Refine and implement marketing and outreach plan that supports growth projections.

Objective 4: Perform organizational needs assessment and implement recommendations for management, staffing and governance.

Objective 5: Continue to be a leader in promoting CDFI collaboration and advocacy.