



**Fifth Avenue Committee**  
Our Community. Our Future.

# Fifth Avenue Committee Strategic Plan Overview 2021-2025

FAC's Strategic Plan is the culmination of a process which includes insights from diverse stakeholders, and builds on 40+ years of experience. The resulting plan will help us center racial justice, integrate our strategies, collaborate internally, and build community power.



## VISION

FAC envisions an equitable and just New York City where all people can live with dignity and respect in stable and thriving communities that are inclusive, healthy, and sustainable.

## MISSION

FAC advances economic, social and racial justice in New York City through integrated, community-centered affordable housing, grassroots organizing, policy advocacy and transformative education, training and services that build the power to shape our community's future.

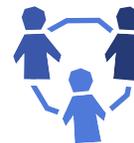
## VALUES



**Advocacy**



**Joy**



**Collaboration**



**Learning**



**Empowerment**



**Trust**

# Our Work

FAC uses diverse and complementary strategies, all of which drive us towards our long term goal to create a more just, sustainable, inclusive and equitable New York City. We build physical infrastructure, creating and maintaining safe, affordable and healthy housing, community facilities, and renewable energy. We foster community-driven power, through organizing, advocacy and leadership development. And we transform the lives of individuals and families, through financial stability, asset building, education and employment services.

## Community-centered, anti-racist, integrated, multi-solving approach



### BUILD

- Affordable housing, community facilities and commercial spaces
- Renewable energy and community controlled infrastructure
- Development, preservation and maintenance of quality housing and mixed-used projects



### POWER

- Leadership development
- Popular education
- Community organizing
- Advocacy for community and systems change



### TRANSFORM

- Connection to and provision of benefits and services
- Adult education for literacy, job readiness, and bridge to sector-based training
- Marketing and lease-up of affordable housing
- Sector-based workforce training\*
- Homeownership asset building and preservation\*

\* Provided by FAC affiliate

# Strategic Impact Goals

Our plan includes three impact goals, which will guide FAC towards creating change, both within our organization, and for the people and communities we serve.

## GOAL A

**FAC centers racial justice in its mission and approach to help create a more just and equitable NYC.**

FAC has recognized for many years that racial justice is central to all of our efforts, and to our long term impact. Throughout our planning process in 2019-20, the urgency and necessity to name this focus and bring it to life became ever clearer. We are proud to speak explicitly about the focus we have always known is critical to our success.

## GOAL B

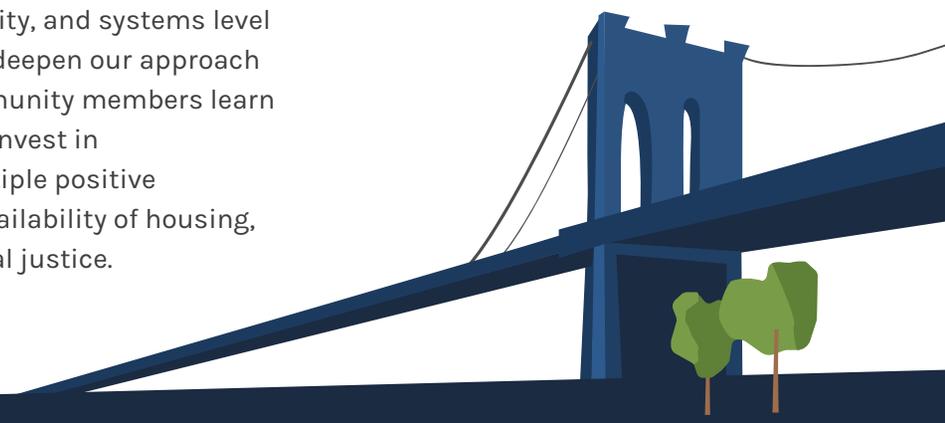
**FAC's impact is increased through the internal integration, coordination, and collaboration of its multifaceted programs and services.**

We know that we can only achieve sustainable change at the individual, community, and systems level if we ensure that the sum of our work is greater than its individual parts. We will deepen our approach to working with individuals, by integrating our programs and ensuring that community members learn about and participate in the full range of services available to them. We will also invest in “multi-solving”, where we intentionally use single strategies that can lead to multiple positive outcomes. For example, by developing affordable housing, we can increase the availability of housing, foster better health for tenants, and improve climate resiliency and environmental justice.

## GOAL C

**FAC builds local power to shape communities and advance equity and justice in NYC.**

FAC was founded by local residents from diverse backgrounds, following the 20th Century’s Civil Rights and anti-redlining movements. We have a long history of grassroots organizing. We do our best work when, with our constituents, we speak truth to power and ensure that our programs, community development projects, and the policies we advocate for are driven by residents’ needs and ideas. We will build on this legacy and strengthen this critical component of our work.



# Strategic Organizational Goals

Our Strategic Organizational Goals will ensure that FAC has the necessary organizational infrastructure and culture to help us achieve our ambitious impact goals.

## GOAL 1

FAC invests in its staff and organizational culture to ensure a sense of trust, collaboration, and joy.

---

## GOAL 2

FAC has well-defined centralized data and evaluation systems to promote internal learning and program efficacy.

## GOAL 3

FAC continues to have an energized and engaged Board of Directors that continues to grow and sustain its strategic capacity, external outreach, and financial strength.

---

## GOAL 4

FAC has a robust and diverse funding pool to invest in its internal operations and deepen and expand its programs.

---

## GOAL 5

FAC is visible and clearly understood by participants, community members, partners, and policy makers.

