

Translation of Strategic Goals into Five-Year SMART Goals for CND's Lines of Business

REAL ESTATE DEVELOPMENT	FIVE YEAR GOALS 2010-2014	PROGRAM TOOLS
	Affordably and equitably house 400 low-income households, up from 208 in 2009	<ul style="list-style-type: none"> • Multi-family rental development • Homeownership development • Supportive or special needs housing • Preservation of existing housing • Green building
	Improve market conditions in two neighborhoods; Shurtleff/ Bellingham in Chelsea & Shirley Ave in Revere	<ul style="list-style-type: none"> • NSI: Acquire REO properties for redevelopment • Neighborhood planning • Strategic in-fill new development • Develop new neighborhood amenities
	Through commercial development, help local businesses and non-profits to meet community needs.	<ul style="list-style-type: none"> • Rehab or new construction of retail, office and program space • Align activity with neighborhood revitalization plans
COMMUNITY ENGAGEMENT	FIVE YEAR GOALS 2010-2014	PROGRAM TOOLS
	Build neighbor-to-neighbor relationships to increase social capital; 1000 participate in neighborhood activities each year	<ul style="list-style-type: none"> • NeighborCircles • Social events • 1st Thursday networking dinners • Community garden • Volunteer project • CND membership
	Develop leadership and resident-to-community relationships to leverage social capital; 75 leaders mobilize 350 to address neighborhood concerns	<ul style="list-style-type: none"> • Leadership Institute • CET issue campaigns • Clean-ups and beautification projects • Box Watch crime watch
	Build resident-to civic engagement; annually, 50 residents participate in or lead civic activities	<ul style="list-style-type: none"> • Neighborhood planning & implementation • Trash Task Force • Traffic Task Force • Sector 4 Police-Community Meetings
RESIDENT ASSET DEVELOPMENT	FIVE YEAR GOALS 2010-2014	PROGRAM TOOLS
	Assist 400 households annually to increase income	<ul style="list-style-type: none"> • VITA tax-preparation • Public benefits screening • In Development: Workforce development Job placement services
	Train and coach 150 households annually to build knowledge and aspiration for a better economic future	<ul style="list-style-type: none"> • Financial Empowerment classes • One-on-one coaching • Peer support groups
	Support 200 households to increase their assets	<ul style="list-style-type: none"> • IDAs • Asset-specific training • One-on-one coaching
ADMINISTRATION & FINANCE	FIVE YEAR GOALS 2010-2014	PROGRAM TOOLS
	100% of CND's properties operate with positive cash flow and adequate reserves.	<ul style="list-style-type: none"> • Development budgets • Property management • Asset management
	CND's finances adequately support and sustain programs and to continue to attract real estate investors; unrestricted net assets grow from \$1.8M to \$2.75M.	<ul style="list-style-type: none"> • Board oversight • Financial management • Fundraising • Asset management
	CND has high name recognition among CND constituents, funders and in the public realm.	<ul style="list-style-type: none"> • Communications • Public relations • Technology management

