



## **Strategic Plan Goals and Objectives**

**2020 through 2023**

**VISION STATEMENT:** HCDNNJ will be the premiere organization for New Jersey's community development sector by providing our members with critical technical assistance and resource development, public policy education and advocacy, and cutting edge research and ideas to advance housing and community development. Our members are committed to ensuring racial, economic and social justice for the residents and communities they serve. We recognize that this is an exceptional time in the fight for equality. It is incumbent on the community development sector to promote policies and resources that can address the persistent gaps that continue to harm Black and Brown communities, and prevent all of NJ's residents from meeting their full potential. In order to build a state where everyone can thrive, we need to address the systemic and institutional racism that pervades our policies and determines our resources. The Network's leadership and staff will use the strategic plan's goals and objectives to promote equity, and secure racial justice as a component of all of our activities.

### **Network Organization Development**

Raise organizational visibility to increase and expand Network reputation for expertise and excellence among members, key partners, stakeholders and decision-makers as the leading organization for and about equity in housing and community development in NJ.

Objectives:

- Continue strengthening our brand through engagement of the broader membership
- Amplify information about members and community development sector impact and importance to highlight the impact and importance of the community development sector
- Diversify Network fiscal resources
- Communicate with members, peers and decision makers regarding challenges and successes while raising plans of action
- Board and Staff Development to represent the broad spectrum of community development in New Jersey

### **Public Policy Education and Advocacy**

Secure and advance policies and resources at every level of government, as well as from the private sector to create homes and stabilize communities for low and moderate income NJ residents

Objectives:

- Enhance the public policy engagement and advocacy capacity of our member organizations at every level of government
- Ensure that justice and equity are central to public policy engagement and advocacy campaigns.
- Achieve legislative and regulatory public policies that enhance the ability of our members to meet their goals, and protect and preserve the opportunities they currently have
- Advance homelessness prevention issues as part of the community development agenda

### **Community Stabilization and Neighborhood Revitalization**

Promote community stabilization and neighborhood revitalization by supporting Network members by promoting peer sharing, program development, resource development, collaboration and efforts to address common barriers

Objectives:

- Advance our members NRTC plans/projects and expand access to resources for neighborhood planning
- Continue advocacy and support for the Affordable Housing Trust Fund and associated projects
- Identify and share proven approaches to sustainable planning and redevelopment goals in members neighborhood plans
- Secure cohesive and systematic strategies to address problem properties with municipal officials and CDC partners
- Support members efforts to address foreclosure
- Support members' efforts to combat displacement and secure homes for all
- Promote Healthy Homes & Communities Statewide Agenda
- Protect and leverage Community Reinvestment Act
- Promote Affirmatively Furthering Fair Housing

### **Healthy Homes and Communities**

Significantly improve the health of households, reduce childhood Lead Poisoning, increase safety, and raise awareness of the Network as the go to Community Development organization for Healthy Homes and Communities in NJ.

Objectives:

- Strengthen our Healthy Homes brand, become identified as the premiere statewide community development organization dealing with Healthy Homes and Communities issues and resources
- Promote the principles of environmental justice and affirmatively creating healthier communities in neighborhoods of people of color and low income populations
- Strengthen organization capacity and collaborative efforts among coalition members
- Significantly reduce childhood lead poisoning in New Jersey through Advocacy, Awareness, and Action

- Expand Healthy Homes and Communities awareness and advocacy to highlight broader target issues inclusive of those identified through the pandemic
- Develop Network website toolkit to serve as the go to clearinghouse for Healthy Homes & Communities information and resources
- Promote and advocate for HCDNNJ developed Neighborhood Empowerment and Safety Training (NEST) Program

### **Community Development and the Arts**

Promote the arts, and in particular local artists, as an expression of the community and as a community development tool, supporting Network members' efforts by providing them with resources, technical assistance, training and peer sharing opportunities while providing opportunities that are representative of the community.

Objectives:

- Arts representation should be reflective of the residents and the community itself and incorporated into and an integral part of the NEST Program and a feeling of belonging
- Identify resources for members including potential grants and other funding tools, technical assistance and training opportunities and online learning resources
- Develop in-house fee-based technical assistance and training services in creative place-making that can be offered to our members and their partners
- Link current problem properties TA & training program with other community development arts resources to develop new programs and services for our members

### **Membership Services**

Increase opportunities for members to utilize Network services (education, training, capacity building, networking and support) through collaboration and information sharing to support our members' housing and community development efforts

Objectives:

- Develop marketing plan to increase new members
- Retain existing members through showing benefits of membership
- Diversify membership base to best reflect the varying communities and needs in NJ
- Foster partnerships and collaborations with a focus on including those addressing social justice issues
- Expand resources available to members
- Increase awareness outside of the traditional networks of our members, the work, the issues, and the impact of our work and that of our members
- Create sector informational snapshots and reports that members can use to support their work and requests for funding

## **Resource Development**

Strengthen the resources and tools available for CDCs and their partners to create homes and jobs, while expanding the capacity of our members to access and put these resources and tools to work to create strong, healthy communities

Objectives:

- Expand measurable knowledge, skill level and performance of Network members and other community development professionals
- Develop solutions to address ongoing challenges related to foreclosure prevention work in NJ
- Improve and expand funding programs and investment resources
- Serve as Housing Counseling Intermediary and increase involvement in New Jersey Housing Counseling Association (NJHCA)
- Increase Community Development professional opportunities and training
- Advance Community Development sector interest to create future management professionals