



# Strategic Plan



2020—2025

**Community Development**

**Advocates of Detroit**





## Dear CDAD members and partners:

We began the journey of creating this five-year strategic plan in 2019. As we continued our work to retool and finesse this plan in early 2020, the world was struck by a pandemic and we worked alongside all of you to contemplate how our work needed to change over the short, medium and long-term. In the middle of this global pandemic, Detroit, like many other cities across the globe, is fighting for an anti-racist future. This will require all of us, including **CDAD**, to change to do better.

We believe the work that **CDAD** and its members are doing holds a unique space in building this anti-racist future and in the long-term recovery from COVID-19. Our members work at the scale of everyday life. We are a membership organization and an intermediary. This means our work lives in the intersection between the micro and the macro – our members represent block clubs, community development organizations, and other groups working to strengthen Detroit’s neighborhoods and much of our work connects to policy makers and institutions.

Our strategic plan represents our commitment to our members and partners to work with all of you to build neighborhood power across Detroit. We hope what you find in the following pages illustrates our agility, our commitment to emergence and change, and our ability to support our members.

I would like to thank the **CDAD** board, staff, and all of our members for your guidance, suggestions for our future, and use of your precious time. I hope each of you sees your influence in the following pages. Thank you all for the work you do to keep this great city an example to the rest of the world of what can happen when so many people and organizations come together to support neighborhoods.

Take good care of yourselves,  
Madhavi



A woman wearing a patterned headwrap and a white blouse is speaking at a podium. In the foreground, a program agenda for the "STOP IDEST TRAP" event is visible. The agenda includes a welcome message and a list of activities and speakers.

**STOP IDEST TRAP**  
Michigan Coalition for Responsible Lending

**Welcome to the Responsible Lending Reso**

4:30 – 6:00	Registration
6:00 - 6:15	Welcome & Program Overview
6:15 - 6:40	Presentation on the Payday Loe Impact
6:40 - 7:00	Resources/Alternatives & Opp Take Action
7:00 - 7:20	Sharing Stories
7:20 - 7:40	Guest Speakers/Q&A
7:40 - 8:00	Closing Remarks, Acknowledg Invites to Action
8:00 - 8:30	Resource Fair & networking





# Community Development Advocates of Detroit

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## Strategic Plan 2020–2025

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# Detroit at a Critical Juncture: Putting Neighborhoods at the Center

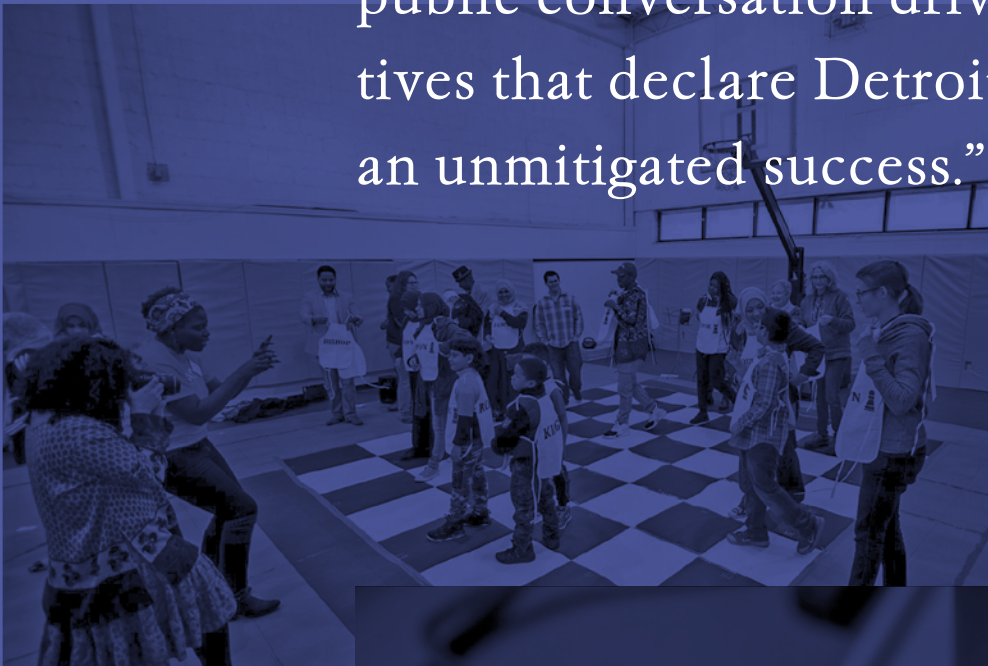
Much has changed in the last 20 years since **CDAD** was founded. Detroit lost nearly a third of its population from 1990 to 2010. The city faced economic hardship and receivership in an almost perfect storm: the loss of a significant number of high wage jobs, the relocation of major employers out of the area, a foreclosure and eviction crisis that affected more than a quarter of Detroit households, and deep cuts in public revenues as part of a national shift of resources and power away from (predominantly people of color) cities to (mostly white) suburbs.

The dominant narrative about Detroit became that of a city incapable of governing itself and requiring the intervention of the state through emergency management, through which the state was able to control the city's governance. This period in history is viewed by many residents as a denial of their voice. During this time, there were few opportunities for community engagement and many decisions were made outside of public view. The 'comeback' has been marked by the tensions of 'solving' the most 'urgent issues' and caring for community.

Several critical events and their resulting impacts took place in Detroit over **CDAD's** 20-year history including:

- Population loss and foreclosure crisis
- Erosion of the ability of municipal government's capacity
- Emergency management
- Increase in vacant land and buildings
- Targeted neighborhood investments
- Shift to a city of majority renters
- Attraction of more affluent residents and consumers
- A worsening water-access crisis
- Increasing racialization of poverty

“Too often, stories about the negative impact of inequitable development in Detroit are often marginalized in a public conversation driven by narratives that declare Detroit’s ‘comeback’ an unmitigated success.”





These were just a few of the factors that led many to believe that the city’s “renaissance” was taking place inequitably and in a way that did not benefit its longtime residents; the very same residents who cared for the city and kept roots in the city during the hard times. The neighbors who would spend their time mowing the lawns of abandoned homes, paying their taxes, volunteering and helping to hold the city together even as investments were being reserved for neighborhoods they did not live in.

Too often, stories about the negative impact of inequitable development in Detroit are often marginalized in a public conversation driven by narratives that declare Detroit’s “comeback” an unmitigated success. More recently, there is a growing understanding of there being “two Detroits”—one that has been left behind and further harmed by inequitable development.

## Redefining Development, Moving into Leadership

Detroit also has a long history of resistance. Block clubs, neighborhood associations, community development organizations, trade unions, activist faith institutions and more are an important part of the city’s social fabric. **CDAD** members are a part of this tradition. Working in partnership with groups in the city, state and nationwide, **CDAD** is fighting for a different vision of development; one rooted in equity where all neighborhoods participate in the decision making and all neighborhoods equitably reap the benefits. Our members have been working hard over the years to confront these challenges. The work of our members and allies are creating new opportunities to define community development, and the processes that govern it.

The effort to win the Detroit Community Benefits Agreement ordinance, approved by voters in 2016, is one just one example of how people power resulted in change. The ordinance offers important, albeit imperfect mechanisms for holding developers more accountable and has already provided Detroit neighborhoods with some benefit including affordable housing

“The challenges facing our communities are too large to be tackled by any one organization.”



units, local business opportunities and recreational space. As neighborhood organizations and city government work together to review and strengthen the ordinance, our hope is that opportunities for greater accountability and neighborhood benefit will expand.

Another important opportunity to make community development more accessible and equitable is found with Building the Engine of Community Development in Detroit (BECDD). BECDD was started at **CDAD** over ten years ago and was then known as System Reform. This work was codified by a coalition of community development actors as an effort to align and connect the community development ecosystem. BECDD is part of a pivotal shift in how **CDAD** has been working as we expand from engaging in advocacy as an external partner to playing a leadership role in designing and managing processes in partnership with the city and other community development partners. We realize that we must pay close attention to the impact of these opportunities, and the roles that **CDAD** plays, on our effectiveness as advocates as well as the larger community development ecosystem. The recent coronavirus pandemic only underscores how truly vulnerable many residents are and the critical work we must do to ensure healthy and vibrant neighborhoods for all Detroiters.

The challenges facing our communities are too large to be tackled by any one organization. We need the community development sector to be strong, and connected, where resident-based groups, community development organizations, organizers, government, and others work together to define strategies that meet these challenges and take advantage of opportunities. Our members provide a variety of interventions that support their communities. It is this spirit that calls us to see community development work as encompassing not only bricks and mortar development projects, but also the work of building neighborhood power, namely protecting human rights, creating connected communities, participatory planning, community organizing, and creating strategies that advance racial justice at all levels of society. Our renewed mission and plan outlined in the following pages reflect our vision for how **CDAD** will operate in the next five years. This plan was drafted two months before the 2020 coronavirus crisis struck Detroit.







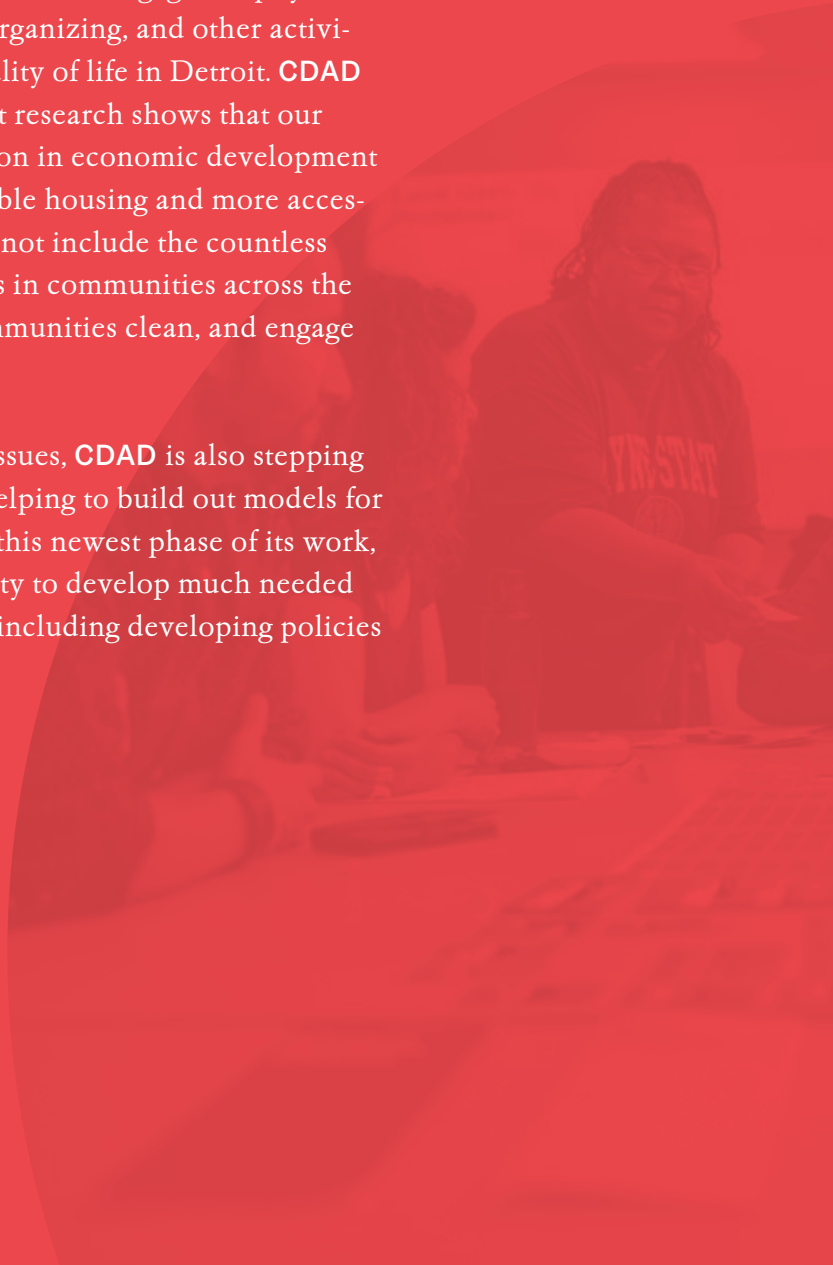




## About CDAD

Community Development Advocates of Detroit (**CDAD**) has served as the leading voice for Detroit's community development sector for more than 20 years. As a membership centered organization with more than 100 dues-paying members, **CDAD** advocates for public policies and resources that advance the work of nonprofit, community-based organizations and resident-led groups in Detroit neighborhoods who are engaged in physical development, land use planning, community organizing, and other activities designed to stabilize and revitalize the quality of life in Detroit. **CDAD** members are making an impact as independent research shows that our members have provided more than \$250 million in economic development including new or rehabilitated units of affordable housing and more accessible commercial retail space. This figure does not include the countless hours of time and talent expended by residents in communities across the city in their efforts to mitigate blight, keep communities clean, and engage in resident safety patrols.

As a trusted resource and advocate on policy issues, **CDAD** is also stepping up its engagement with local government by helping to build out models for community engagement and collaboration. In this newest phase of its work, **CDAD** has worked with its members and the city to develop much needed infrastructure for neighborhood involvement, including developing policies and principles.







## Our Mission

To build the power, effectiveness and voice of community development and neighborhood improvement organizations in ensuring just and equitable development that benefits all Detroit's neighborhoods.

We serve our members through:

- public policy advocacy
- community engagement
- strong neighborhood initiatives
- capacity building and knowledge sharing to strengthen our practice and collective impact



## Our Vision

We envision a Detroit where all neighborhoods have equitable voice, power and influence in neighborhood decisions; and there is a just and comprehensive system of community development that centers the needs and visions of community residents.

# Our Core Values and Guiding Principles

CDAD's mission and vision operate much like a compass to guide our work and define our North Star. We also defined core values and guiding principles that get at the heart of how we go about this work because principled outcomes require principled processes. The values and principles outlined below are incorporated into every aspect of our work.



## Core Values

### **EQUITY**

Acknowledging that community development is about social justice—the right of everyone to participate, make decisions and determine the future of their neighborhoods and community.

### **INTEGRITY**

Performing our work in a way that inspires trust, is transparent, and accountable.

### **RESPECT**

For ourselves, colleagues, members, partners and specifically the expertise of Detroit residents.

### **DIVERSITY**

Appreciation and inclusion of different viewpoints, experiences, cultures and backgrounds, with a commitment to ensuring diversity in **CDAD**'s organization, activities and Detroit's community development industry.

## Guiding Principles

- We are committed to social justice
- We serve as strong policy advocate
- We support the existence of healthy and vibrant neighborhoods for all Detroiters
- We create valuable member benefits and resources
- We recognize and uplift Neighborhood voice

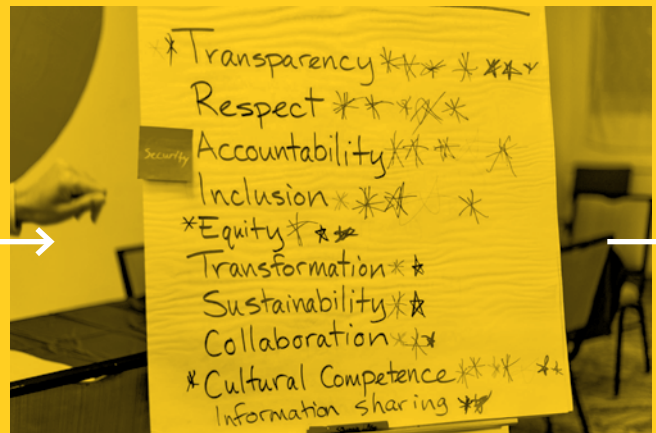






# Overview of the Strategic Planning Process

As a membership centered organization, **CDAD** was committed to a planning process that engaged its whole staff, board and members. Board and staff worked closely together to review and revise its foundational documents – mission, vision statement, guiding principles and core values. In addition, staff worked with the Higher Ground Change Strategies, the process facilitator, to develop a set of goals and strategic priorities that were vetted with the board. These documents were vetted at a membership meeting in October 2019 where members also provided insight regarding **CDAD** roles, the community development landscape and where **CDAD** should prioritize its work. Higher Ground also conducted interviews with selected staff and board members. More on the process is outlined in the diagram below.



## Gather feedback, build shared analysis and land framework

- Conduct interviews and surveys with staff, board, key stakeholders
- Identify key themes
- Decide on vision, goals, landscape analysis

## Review and refine goals, priorities and foundational frames

- Vet priorities with key constituencies
- Staff to “finalize” components, goals, objectives
- Complete draft for board review





## Develop the plan and the dissemination plan

- Identify audiences and dissemination goals
- Final draft disseminated after revisions and approval

## Implementation

- Workplanning Process TBD



Building Sustainable Infrastructure to Hold Our Work

**GOAL 1.**  
Strengthen CDAD’s infrastructure to ensure its long-term sustainability and capacity to effectively achieve its mission

Capacity and Power Building

**GOAL 2.**  
Build capacity and power of CDAD membership to effectively engage in community development as practitioners, decisionmakers and stakeholders

Systems and Policy Change

**GOAL 4.**  
Develop and advocate for innovative policies that support the work of CDAD members and advance equitable development throughout Detroit

Shaping the Public Conversation on Community Development

**GOAL 5.**  
Raise CDAD’s local and national profile as a credible thought leader on neighborhood-centered, equitable development

**GOAL 3.**  
Increase CDAD’s effectiveness in engaging and building neighborhood power





## ★ Our Change Model

**CDAD** centers neighborhood power and voice in the community development process. This is reflected in its change model where public policy advocacy, community engagement, capacity building and strong neighborhood initiatives are the key methods **CDAD** uses to build neighborhood power. Strategic communication runs through every component of **CDAD**'s change model including mechanisms for listening to members, effectively communicating with our publics and controlling the narratives that shape our work.



## ★ CDAD Strategic Priorities and Five-Year Goals

**CDAD** identified four strategic priorities or organizational pillars that frame its work overall. These priorities or pillars are rooted in **CDAD**'s change model. Every goal, objective and activity fit within one or more of these strategic priorities. The chart to the left outlines each strategic priority and where each of **CDAD**'s five primary goals fit within its priorities. Of these four strategic priorities, the first is inward looking and focused on organizational development and structure including staff support and development. The remaining priorities are more externally facing and focus on **CDAD**'s work and impact in the world. Although they are organized as “pillars” for visual clarity in the chart to the left, the actual relationship between strategic priorities is more like a Venn diagram where areas are more fluid and overlapping.



# CDAD Five Year Goals and Objectives

Staff engaged in deeper planning discussions to identify objectives and 2025 indicators for each of the primary goals. These objectives were vetted with board members in a board-staff retreat and then refined to reflect team assessments related to conditions and capacity.

## Primary Goals

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**GOAL 1.**  
Strengthen CDAD’s capacity to ensure its long-term sustainability to achieve its mission.

## Objectives by 2025

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- OBJECTIVE 1.1:**  
CDAD is appropriately staffed and staff has the capacity and resources to effectively implement the strategic plan.
- OBJECTIVE 1.2:**  
CDAD is sustainably resourced with a combination of multi-year funding from diverse sources, including 100% of current funders, new funders, and earned revenue.
- OBJECTIVE 1.3:**  
CDAD’s work reflects our four (4) pillars of change while acting as a model to our members of being an organization that has a culture of wellbeing and self-care for staff.
- OBJECTIVE 1.4:**  
CDAD committees and board are serving the needs of our members and ensure that our work reflects our four (4) pillars of change.

## **2025 Indicators**

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Maintain a core staff of at least seven (7) full-time staff.

Maintain 100% of members each year and grow **CDAD** membership by 25% by 2025.

Member participation in committees and workgroups increases each year.

**CDAD** received higher scores on yearly member satisfaction survey in 2025 than 2020.

15% of **CDAD** core budget is from earned revenue, funding retained by 100% of current funders and 2-3 new funders.

# CDAD Five Year Goals and Objectives

## Primary Goals

### GOAL 2.

Build capacity and power of CDAD membership to effectively engage in community development as practitioners, decisionmakers and stakeholders.

## Objectives by 2025

### OBJECTIVE 2.1:

CDAD's capacity building work increases members' ability to effectively do their work and influence policy through formal and informal programming and technical assistance.

### OBJECTIVE 2.2:

CDAD members engage regularly in racial equity work and have organizational plans to improve key equity indicators within all levels of their own organizations and in the neighborhoods where they work.

### OBJECTIVE 2.3:

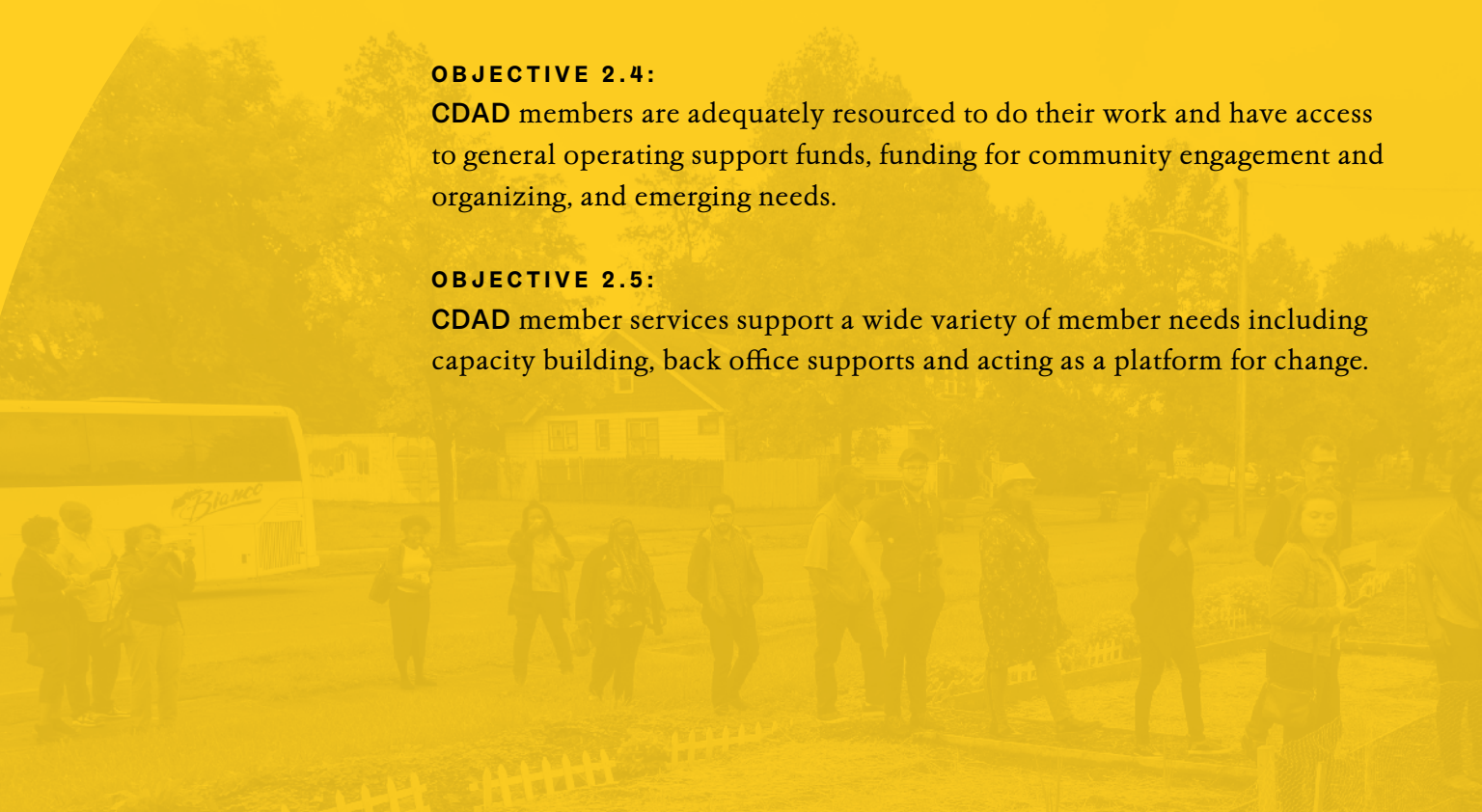
CDAD members work with our citywide youth council to effectively engage youth in their work and organizations and make space for youth to lead in all levels including board, staff, volunteers, and as engaged residents in their communities.

### OBJECTIVE 2.4:

CDAD members are adequately resourced to do their work and have access to general operating support funds, funding for community engagement and organizing, and emerging needs.

### OBJECTIVE 2.5:

CDAD member services support a wide variety of member needs including capacity building, back office supports and acting as a platform for change.





## 2025 Indicators

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**CDAD** receives more requests for capacity building and technical assistance each year.

**CDAD** receives high scores on evaluation of capacity building and technical assistance.

75% of community development organizations use and implement **CDAD**'s "Framework for Excellence."

Over 50% of **CDAD** members engage in racial equity work and have organizational plans to improve key equity indicators within their own organizations and in their work.

Over 50% of **CDAD** members engage young people in their work and organizations (reflected at the board, staff, committee, volunteer levels.)

Positive evaluation of **CDAD** member services each year.



# CDAD Five Year Goals and Objectives

## Primary Goals

**GOAL 3.**  
Increase CDAD’s effectiveness in engaging our members, partners, and key stakeholders to build neighborhood power.

## Objectives by 2025

- OBJECTIVE 3.1:**  
CDAD members are actively shaping CDAD’s work on an ongoing basis through participation in our program planning, development of our public policy agenda, and participation in committees and the board.
- OBJECTIVE 3.2:**  
CDAD members have influence on all levels of decision-making that impacts neighborhoods, affordable housing and quality of life issues, including decisions made by government, institutions, systems, and developers.
- OBJECTIVE 3.3:**  
CDAD is a resilient and nimble organization that uses creativity and collaboration in order to build the power of our members and be responsive to the changing context of Detroit’s community development ecosystem.
- OBJECTIVE 3.4:**  
Local planning tables are established and making decisions in neighborhoods across the city.
- OBJECTIVE 3.5:**  
CDAD provides leadership and coordination to at least one key initiative to build a stronger, more connected, and more powerful community development sector that leads to measurable change and impact in the communities we serve.

## 2025 Indicators

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Increase in **CDAD** member participation in **CDAD** meetings, surveys, workshops, events, etc.

Increase in number of **CDAD** members who positively influence development decisions.

Engage in 5 special projects that advance the community development ecosystem by 2025.

At least fifteen (15) local planning tables established by 2025.

City of Detroit and **CDAD** members work together to develop a community engagement framework that is used by a variety of city departments and others who impact Detroit's communities.

City-wide community development focused multistakeholder collaboration hosted by **CDAD** is meeting its goals and objectives.





# CDAD Five Year Goals and Objectives

## Primary Goals

### GOAL 4.

CDAD, its members, and partners will influence decision-making on CDAD's Public Policy Priorities.

### GOAL 5.

Raise CDAD's local and national profile as a credible thought leader on neighborhood-centered, equitable development.

## Objectives by 2025

### OBJECTIVE 4.1:

CDAD members and partners will be informed and effective advocates in advancing CDAD's Policy Agenda.

### OBJECTIVE 4.2:

Through participation in coalitions and working groups, CDAD and its members impact a variety of critical issues including affordable housing, community benefits, and land use as well as other issues impacting neighborhoods such as transportation, public safety, environmental justice, etc.

### OBJECTIVE 4.3:

CDAD supports its members in building neighborhood voice and power in development by creating resources and opportunities for members to engage in community organizing as a crucial component of their work.

### OBJECTIVE 5.1:

CDAD staff and members are regularly consulted/called upon to provide key insights into community development and place-based work based on our experiences working in a city that many others turn to for promising practices and insights.

CDAD is a centralized place for local community development information and we share promising practices from the field and member stories and work with our academic partners to engage in necessary research projects to advance the sector.

## 2025 Indicators

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Increase number of boards, commissions, and coalitions that **CDAD** staff and members participate in.

Increase in number of the hours **CDAD** staff supports our partner coalitions with time, knowledge and talent.

The number of members who have participated in policy activities, advocacy campaigns, Policy Committee meetings and/or policy events increases by 50% (compared to the base year 2020.)

**CDAD** and its members positively influence at least 10 community development related policies by 2025.

**CDAD** members receive funds to engage in community organizing work in their neighborhoods.

**CDAD** staff and members present at local, statewide and national conferences, including BMCC, DVC, CDS and others.

**CDAD** staff participate in at least one international conference as speakers, presenters, or workshop leaders.

**CDAD** staff, board, and members quoted in community development publications and media stories at least twice a year.

Increase in social media indicators (number of 'likes', retweets, shares, etc.)

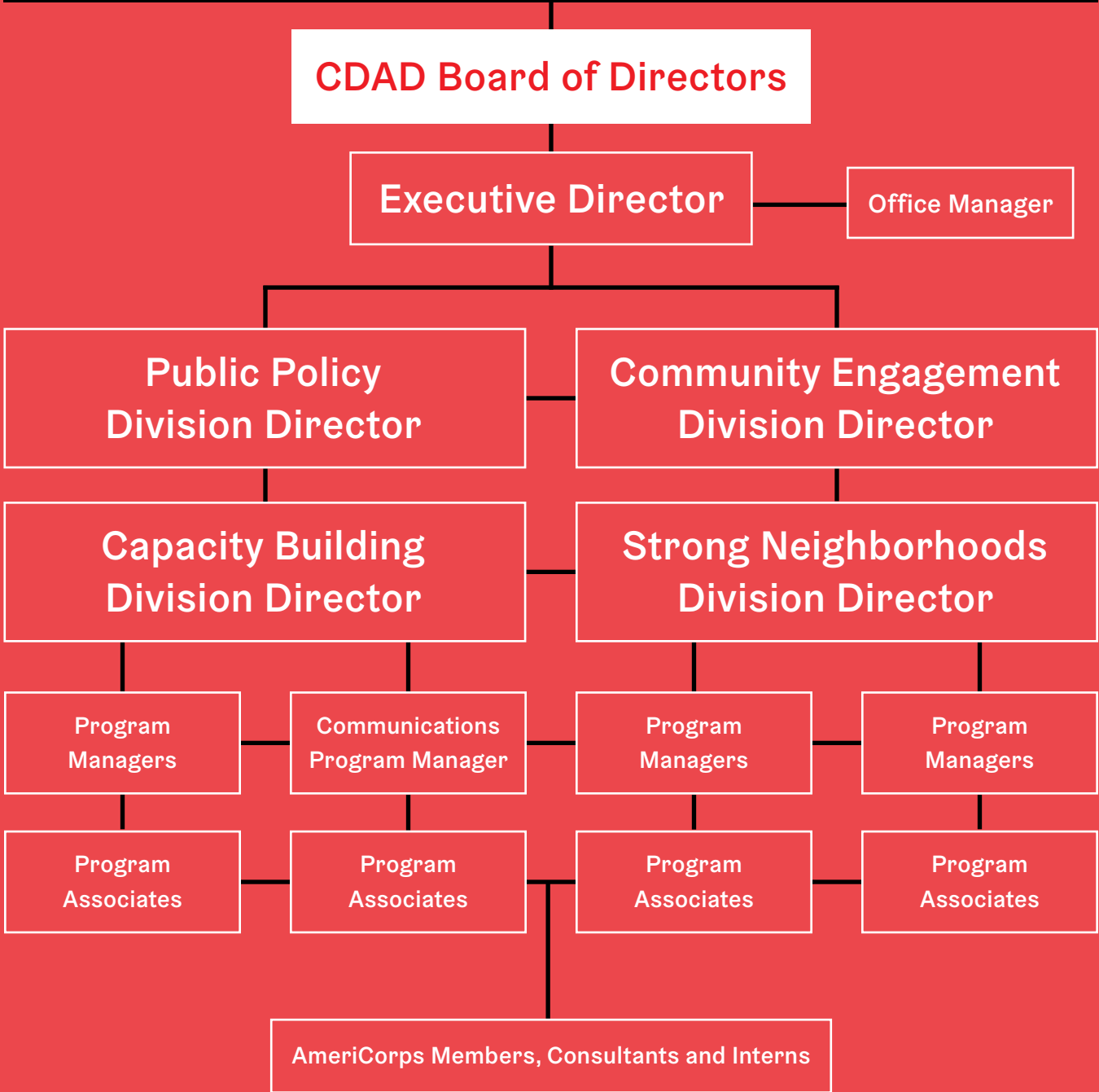






# CDAD Organizational Chart

## CDAD Members Organizations, Partners and Individuals



## Staff List

**Madhavi Reddy**

*Executive Director*

**Yolanda Jackson**

*Public Policy Manager*

**Kyra Thomas**

*Office Manager*

**Stacey Young**

*Community Engagement  
Associate*

**Akua Hill**

*Capacity Building Director*

**Ruth Johnson**

*Public Policy Director*

## Board List

**Sherita Smith**

*Grandmont Rosedale  
Development Corporation,  
District 1*

**Michelle Lee**

*Jefferson East Inc., District 4*

**Christianne  
Malone**

*Build Institute, CDO/NIO  
At-Large*

**Kwaku Osei**

*Cooperative Capital,  
At-Large*

**Crystal Head**

*Sinai-Grace Guild CDC,  
District 2*

**Jeanine Hatcher**

*Genesis HOPE CDC,  
District 5*

**Yelena Ramautar**

*O'Hair Park Community  
Association, CDO/NIO  
At-Large*

**Shannon Smith**

*JP Morgan Chase  
Foundation, At-Large*

**Pat Bosch**

*Nortown Community  
Development Corporation,  
District 3*

**Phyllis Edwards**

*Bridging Communities Inc.,  
Board Chair, District 6*

**Lucius Vassar**

*Cinnaire, At-Large*

**Danielle Hilliker**

*Joy-Southfield CDC  
District 7*

**Representative  
to be determined**

*MACC Development,  
CDO/NIO At-Large*

**NIO = NEIGHBORHOOD IMPROVEMENT ORGANIZATION**

## Contact CDAD

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