

Strategic Plan 2011-2013



CommonBond
COMMUNITIES



40 Years of Stable Homes & Strong Futures.

ABOUT COMMONBOND

FOR 40 YEARS, COMMONBOND COMMUNITIES HAS SERVED THE REGION

and is now the largest nonprofit provider of affordable housing with services.

CommonBond develops, owns or manages 5,000 rental apartments and townhomes throughout 50 cities in Minnesota, Wisconsin and Iowa. Close to 8,000 people—families, seniors, and people with disabilities and other barriers—call CommonBond home. More than 2,000 of these individuals are children. On average, resident household income is \$14,000 a year.

COMMONBOND IS CONSIDERED A NATIONAL LEADER AND INNOVATOR

in the affordable housing and community development field. The organization demonstrates that top-quality affordable housing combined with onsite Advantage Services for residents, transforms lives, engages the local community and provides a long-term asset to the surrounding neighborhood.

CommonBond is strongly positioned to continue to help communities address their affordable housing and community revitalization needs, while assuring people with low incomes achieve their goals for stability, advancement, and independence.

This Strategic Plan provides a framework for CommonBond to fulfill its mission and grow at a sustainable pace through 2013.

CommonBond is proud to present its 2011-2013 strategic plan. The new plan builds on our history as an entrepreneurial, mission-driven organization with expertise in real estate development, property management and human service delivery. Our plan is both bold and focused. We have emphasized both impact and sustainability. We have sharpened our strategies, focus, and growth parameters. You will also find a refreshed mission, vision and set of values. We are excited about our future together.

—Paul Fate, President and CEO CommonBond

OUR MISSION

CommonBond builds stable homes, strong futures, and vibrant communities.

OUR VISION

Every person has a dignified, affordable home that supports independence and advancement within a flourishing community.

OUR VALUES

RESPECT

We value all persons, treat others with dignity, and conduct our business with honesty.

HOPE

We believe nothing is more important than hope in the future and opportunities to realize dreams.

INNOVATION

We encourage an entrepreneurial approach to challenges.

PARTNERSHIP

We forge long term relationships at all levels to broaden and deepen our impact.

STEWARDSHIP

We assure excellent results with limited human capital and financial resources.

JUSTICE

We work to advance social and economic justice for all.

Travelers has been investing in CommonBond Communities since 1980 because the organization successfully creates affordable housing within a broader community development strategy. Their housing with services provides safe, quality affordable homes while creating stability and greater self-reliance. They represent the gold-standard for this kind of work.

—Andy Bessette, Executive Vice President and Chief Administrative Officer, Travelers

STRATEGIC PRIORITIES

PRIORITY I

Increase and preserve the supply of quality affordable housing with services. We will:

- Add 1,000 new units.
- Refinance and preserve 600 units in CommonBond's existing portfolio.
- Maintain a portfolio of 500-700 units managed for other owners.
- Continue to provide services that improve resident stability, advancement and independence.
- Develop a comprehensive expansion plan for housing with services into new geographic markets.
- Incorporate green environmental practices fully in our housing and operations.

PRIORITY II

Engage community leaders and the public in achieving CommonBond's mission. We will:

- Complete the *Open 4000 Doors* campaign while increasing annual funding.
- Increase CommonBond brand awareness.
- Educate the public about affordable housing, resident services, and community development.
- Influence public policy in partnership with others in our field.
- Fully deploy the Board of Directors in achieving our goals.
- Ensure volunteer opportunities that benefit the volunteers, CommonBond and the community.

PRIORITY III

Build the capacity of CommonBond to excel and achieve its strategic vision. We will:

- Ensure that CommonBond's financial position sustains and advances excellence, growth, and innovation.
- Improve internal processes, systems, and capacities to advance the mission, support growth, and manage risk.
- Move to a new headquarters.

The quality and variety of your housing developments was exceeded only by the knowledge, expertise and professionalism of your staff. You should be very proud of your real estate portfolio and the significant positive impact that you are having on your community. I was particularly impressed with your “Advantage Centers” and the role they play.

—Rocky Marcoux, Commissioner
Department of City Development, City of Milwaukee

CommonBond helped me pass through the struggles I encountered. They helped me see the world beyond which I was situated. They implanted dreams in my heart and set the bar high. These caring people gave me a ladder to climb, and in the process, held my hand. They were the first to teach me about college.

—Former CommonBond resident youth,
recent college graduate and Fortune 100 scholarship fellow



Stable Homes



Strong Futures



Vibrant Communities



CommonBond
COMMUNITIES

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