Critical Problem: Displacement of the CID as a unique ethnic neighborhood*
*Historically significant haven for API immigrants/other People of Color and that continues to be a cultural home for APIs

North Star
The CID is able to continuously evolve as a VITAL, ECONOMICALLY VIABLE & COHESIVE UNIQUE ETHNIC NEIGHBORHOOD.
- AAPI heritage community, cultural hub and community anchor
- Safe home for new immigrants/refugees, Black, Indigenous & other People of Color, & those with limited opportunity
- Model of inter-connected supports and services for residents, businesses, and workers.

PDA’s Unique Contribution/Impact
The PDA, as a steward of the CID, guides, influences, resources and implements community development in the CID to benefit all, including those with limited opportunities.
- It leverages its semi-public status, community/public/private CID stakeholder relationships and its Lines of Business to reach its north star.

PDA’s Theory to Achieve Change
I. Outcome: Affordable housing is developed and community properties are preserved to meet the needs of the CID
II. Outcome: Systems operate better to serve the needs of the CID community
III. Outcome: Significant capital infusion/investment for PDA’s use is cultivated to benefit the CID community
IV. Outcome: PDA’s lines of business and organization are developed to achieve strategic impact and sustainability

SCIDPDA MISSION - To “preserve, promote, and develop the CID as a vibrant community and unique ethnic neighborhood” working to revitalize and preserve the neighborhood by providing services in 3 areas: affordable housing & commercial property management, real estate development, and community economic development and community engagement.

VISION
The PDA, through its stewardship of the CID’s physical & social environments, including Little Saigon, creates:
- a more affordable community with new housing options for residents of all ages and incomes;
- a more economically thriving community with new business entrepreneurship alongside long time home-grown mom and pop stores;
- a more safe, walkable, livable, community that offers services, amenities and supports for all who live, work and play in the neighborhood;
- a more socially connected community that comes together to preserve the unique neighborhood legacy and cultural identity.
- A model for attracting, developing and retaining its own workforce as a vital community asset

VALUES
- Stewardship - Safeguarding, strengthening & growing the tangible/intangible assets of the CID and supporting others in preserving it
- Equity - Prioritizing the underserved and/or those with few or limited access to resources and opportunities
- Collaboration - Working together across boundaries toward shared goals to meet the needs of our neighborhood, community and our staff
- Integrity- Exemplifying the SCIDpda’s values in every aspect of our work
- Sustainability – Ensuring the SCIDpda is strong enough to do its work
- Accountability - Accepting responsibility and ownership of our commitments to our neighborhood and our staff
The CID is able to continuously evolve as a VITAL, ECONOMICALLY Viable & COHESIVE Unique Ethnic Neighborhood

- AAPI heritage community, cultural hub, community anchor
- Safe home for new immigrants/refugees, BIPOC & those with limited opportunity
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<table>
<thead>
<tr>
<th>Affordable housing is developed and CID properties preserved to meet community needs</th>
<th>Systems operate better to serve CID community needs</th>
<th>Significant capital infusion/investment for PDA use is cultivated to benefit the CID</th>
<th>PDA organization and lines of business are developed to achieve intended impact &amp; sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>CID Small Business Advocacy – Recovery</td>
<td>Community Preservation -PDA Flexible/Quick Capital Fund</td>
<td>Leadership continuity &amp; bench strength development</td>
</tr>
<tr>
<td>Key CID Property Preservation/Development</td>
<td>Community Investment/Improvements</td>
<td>Identify public investment sources</td>
<td>Stability for people &amp; properties of PDA</td>
</tr>
</tbody>
</table>

- Determine different housing needs in the CID & PDA’s skill area (e.g., senior; family; not homeless PSH)
- Develop current/likely affordable housing projects (North lot, Goodwill site)
- Explore/identify 1 new potential CID project
- Likely properties in CID identified & tracked & possible public funding sources identified; Negotiation and acquisition
- Due diligence conducted & strategy appropriate to property defined

Other LOB input for development project considerations and decision-making

Proactively further key issues via key partnerships advocacy & engagement

- Assess current state; identify target businesses to retain/sustain
- Develop & implement data driven strategy (value add, high community ROI)
- Fill PDA vacancies made from vetting process/cost-benefit analysis
- Identify public investment sources
- Private investment – Assess feasibility and risks/ rewards of private revolving fund

- Create ED, CFO & Directors succession plan
- Develop/deepen Board Leadership
- Develop/expand/support Staff Leadership
- Collect resident service needs/trends data & define and implement a service model
- Develop PM standards & improve practices (on time rents, low vacancies)
- Improve asset management/physical needs
- Vet new commercial tenants for PDA spaces
- Create a clear picture & tools for monitoring PDA financial health – Balance sheet; Reserve policy; Reserves reflect CN assessment
- Fundraise to raise unrestricted operating revenue – increase net by 10% year over year, broaden donor/stakeholder base
- Develop a CI plan & screen for prioritizing focus
- Develop a screen for PDA role in public community engagement
- Develop an assessment for PDA-involved projects
- Develop communications plan & regular messaging on PDA’s role and intended impact

- Other LOB input for development project considerations and decision-making

- Unreinforced Masonry (URM) – Track/monitor and mitigate harmful impact to CID; advocate resources for CID community education & URM implementation

- Clean & Safe – Support advocacy for neighborhood-appropriate/- effective policies and strategies
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