

SCIDPDA STRATEGIC IMPACT/PLAN 2022 - 2026

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



PDA's North Star

PDA's Intended Impact

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
- Model of inter-connected supports and services for residents, businesses, and workers

The PDA, as a steward of the CID

guides, influences, resources & implements community development in the CID to benefit all, including those with limited opportunities

- ❖ PDA leverages its semi-public status, community/public/private CID stakeholder relationships and Lines of Business to reach its north star

Affordable housing is developed and CID properties preserved to meet community needs	Systems operate better to serve CID community needs	Significant capital infusion/ investment for PDA use is cultivated to benefit the CID	PDA organization and lines of business are developed to achieve intended impact & sustainability
<ul style="list-style-type: none"> ❖ Affordable Housing ❖ Key CID Property Preservation/ Development 	<ul style="list-style-type: none"> ❖ CID Small Business Advocacy – Recovery ❖ Community Investment/Improvements 	<ul style="list-style-type: none"> ❖ Community Preservation -PDA Flexible/Quick Capital Fund 	<ul style="list-style-type: none"> ❖ Leadership continuity & bench strength development ❖ Stability for people & properties of PDA ❖ Strong & Adaptive PDA Financial Position ❖ Clear & Impactful PDA Stewardship Role
<ul style="list-style-type: none"> ▪ 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 <i>Other LOB input for development project considerations and decision-making</i> 	<ul style="list-style-type: none"> ▪ 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 <i>Proactively further key issues via key partnerships advocacy & engagement</i> ▪ ST3 – track/monitor project & advocate with project authorities to mitigate harm and best serve CID long term ▪ Clean & Safe – Support advocacy for neighborhood-appropriate/- effective policies and strategies ▪ Unreinforced Masonry (URM) – Track/monitor and mitigate harmful impact to CID; advocate resources for CID community education & URM implementation 	<ul style="list-style-type: none"> ▪ Identify public investment sources ▪ Private investment – Assess feasibility and risks/ rewards of private revolving fund 	<ul style="list-style-type: none"> ▪ 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