



December 1, 2023

TO: CADA Board of Directors

SUBJECT: **DECEMBER 8, 2023, Board Meeting**
AGENDA ITEM 10
STRATEGIC PLAN UPDATE AND DISCUSSION

CONTACT: Danielle Foster, Executive Director
Kim Tucker, Facilitator/Consultant, Impact Foundry

RECOMMENDED ACTION:

For Board review and discussion.

STRATEGIC PLAN UPDATE

Staff has continued work with the plan consultant, Kim Tucker, to begin drafting the components of the plan as Kim continues outreach and conversations with CADA staff to ensure a wide-range of input. Staff is also contracting for local assistance to complete the tenant survey as an additional source of feedback. Each of these components and Board discussion at the December meeting will contribute towards a draft plan coming to the Board in early 2024.

Since the last discussion in October, staff has also provided additional background information related to CADA's existing authorities and resources in an effort to support the Board's discussion of CADA's role and vision looking forward into the next five years. These materials are intended to provide the background needed for further Board conversation on this topic as part of the plan's next steps. Additional details and background related to the plan update process can be found in the Background section below and attachment.

BACKGROUND: CADA 2023 STRATEGIC PLAN UPDATE PROCESS OVERVIEW AND STEPS TO DATE

Overview: Multi-prong approach that incorporates input from the City and State, CADA Board, CADA Staff, CADA Community Partners, and CADA Commercial and Residential Tenants.

Goals of Plan Update Process:

1. A Thoughtful Plan: Ensure key community stakeholder and Board of Directors input into the strategic plan, along with staff.
2. Accountability of the Plan: Align staff work plans and personnel evaluation criteria with key objectives of strategic plan.
3. Build Organizational Culture: Engage staff in establishing organizational values and link these values to staff performance reviews and elements of the business plan.
4. Tell a Compelling Story & Engage Our Community: Update and ensure consistency in use of CADA's branding assets: logo, mission, vision, values, tag line.

Timeline and Process:

City and State, CADA Board, and Community Partners: At the August 18th Board Meeting, Board members, representatives of the City and State, and representatives of Community Partners discussed the following questions:

- 1) What do you value most about CADA and its work?
- 2) How can we best partner with you and your organization over the next five years?

The subject areas of these comments are summarized in the attached (Attachment 1) for review and discussion.

Invited Community Partners included:

- State DGS representatives
- City Mayor and D4 representatives, City staff Office of Innovation and Economic Development and Planning Division representatives
- Sacramento Regional Transit representative
- SMUD representative
- Sacramento Downtown Partnership (DSP), Midtown Association, R Street Partnership representatives
- Artist representative
- CFY representative, Anthem Housing representative, Pacific Housing representative, Habitat for Humanity representative, Urban Capital representative
- Step Up representative
- Former Executive Directors

Written comments were also requested from Atlas Lab, Friends of Fremont Park, Fulcrum Properties, Miradae, Mogavero Architects, Ravel Rasmussen Properties, SKK, Tricorp, Urban Elements, Vrilakas Groen architects, and others.

CADA Staff: All CADA staff received a Values Survey to vote on CADA's top organizational values in this update. Surveys are continuing to be received and information will be shared at the meeting. Kim Tucker also facilitated a brief conversation with the Leadership Team on August 29th and another focused discussion at the September 12th Leadership Team meeting. Values statements are in draft form and staff was provided an ice cream party for its survey responsiveness. Kim Tucker has been conducting one on one conversations with all of CADA's leadership staff and others upon request. Kim is also attending the December 5th Leadership Team meeting for additional conversation and follow-up to the values statements and other aspects of the plan.

CADA Commercial and Residential Tenants: Survey questions will be sent to tenants to provide them opportunity to comment on what is working and what they would like CADA to consider as part of our priorities over the next five years. CADA is working with a consultant to complete this survey of CADA tenants.

Board of Directors Engagement:

- Kim Tucker reached out to Board members between August 10 – 31 to invite their reflections on the priorities of CADA.
- September 29th and October 27th will be strategy sessions with the Board of Directors.
- The Board received additional background information on CADA's authority and resources.
- The results of Board input will be incorporated into a draft strategic plan to be presented for Board discussion in early 2024.

Follow-up interviews, focus groups, and/or other steps to gain staff input and partner input will be carried out as needed.

This information will be combined and aligned with the current CADA Business Plan, and will provide a vision for the next five years. This vision will be further incorporated into staff incentives, evaluations, board reports, and other organizational documents.

POLICY ISSUES

CADA works to update its Strategic Plan every five years. Due to COVID and staff retirements, this process has been delayed. This process is critical to prioritizing current goals and future policy and program areas and in continuing to be a good partner, landlord, and community agency.

STRATEGIC PLAN

This item is to work on the update of the existing, expired Strategic Plan, receiving input from partners, tenants, staff, and Board.

FINANCIAL IMPACT

The facilitator contract does not require Board authorization because it is less than \$50,000. The Strategic Plan will guide use of CADA resources.

ENVIRONMENTAL REVIEW

Not applicable. This is an administrative action and is not a project subject to the requirements of the California Environmental Quality Act (CEQA).

Attachment:

- 1) Strategic Plan Community Listening Session Summary – August 18, 2023, with written comments from community partners (updated October 2023)

Strategic Plan Community Listening Session Summary- August 18, 2023 (WAL) and Written Comments from Community Partners

Subject	Comments/Concerns
Support for the selection of Danielle Foster as the ED of CADA (CITY)	<ul style="list-style-type: none"> • "loss for the City but a great visionary for CADA" (CITY) • "no one better for this work" (CITY)
Support for CADA expanding its role within the CITY, doing creative things to better the community, like CLTRE Club, considering all the aspects of community development and being nimble (CITY)	<ul style="list-style-type: none"> • CADA looks at the neighborhood as a community, not just one use or another, partnerships and events (R Street PBID) • Agreement for CADA to consider expanding its boundaries and finding opportunity parcels- (DSP) • Look at expanding across downtown (CITY) • Supportive of concept with a desire to consider CADA's overall role as a housing organization across the region compared with other organizations (BOARD) • Don't let expansion distract from the community development components- grocery store, child care, etc., supportive of downtown focus (CITY) • Supports expansion so long as it is balanced with hitting existing objectives (R Street PBID) • Wouldn't want expansion to impact ability to be nimble, resourced (Board Member) • "a bigger geographic area is a good idea" (SacRT) • Supportive of expanded boundaries (Urban Capital) • Don't dilute a great thing (Local Artist) • Supportive of keeping a sense of place in CADA's work (BOARD)
CADA has been instrumental in how the downtown city looks today (STATE)	<ul style="list-style-type: none"> • Agreement from Urban Capital- "great buildings from CADA" • Agreement from SacRT- "enjoyed the transformation of the City under CADA" • Agreement from R Street PBID- "the impact of CADA has been great" • Agreement from DSP- "appreciates CADA's looking forward focus" • Agreement from CITY- "and how do we partner in the downtown and make up for the loss of state workers?" • Agreement from CFY- "CADA has been CFY's favorite development partner"
CADA ensures wrap around services to CADA tenants who need it in order to ensure their successful integration into the community (SERVICE PROVIDER- Step Up)	<ul style="list-style-type: none"> • Continue to grow supportive services to ensure adequate resources for tenants (Step Up) • Continue using partnerships to provide services

Subject	Comments/Concerns
Support for CADA prioritizing the Middle-Income Housing Program (DEVELOPER-Urban Capital, CITY, DEVELOPER-CFY)	<ul style="list-style-type: none"> • Need for middle-income housing is quite apparent in the affordable housing application process, most recently at ARY Place (CFY) • Supportive of CADA "scaling up more housing solutions"- (Urban Capital) • The City is interested in providing "seed money" to match CADA on the Middle-Income Housing Program (CITY) • Supportive of CADA providing other models to ensure downtown occupancy and culture (DSP)
CADA prioritizes public art and esthetic, a sense of place and supports local artists, compensating them appropriately (LOCAL ARTIST)	<ul style="list-style-type: none"> • CADA provides access to opportunity (LOCAL ARTIST/TENANT) • Supportive of maintaining this value (BOARD)
Support for CADA prioritizing homeownership in urban neighborhoods. (DSP)	<ul style="list-style-type: none"> • Supportive of homeownership options downtown, has been looking at lease to own models (Urban Capital) • Supportive of CADA providing other models to ensure downtown occupancy and culture (DSP)
Support for CADA partnering on technical assistance and legislative work on reforming Condominium Defect Liability (CDL) legislation. (DSP)	<ul style="list-style-type: none"> • Supportive of reform and options for ownership housing (Urban Capital) • Supportive of looking at other models that work (DSP)
Support for CADA prioritizing sustainability, all-electric, green features, etc. (SMUD)	<ul style="list-style-type: none"> • Supportive of advanced warning for development of new construction projects (SMUD) • Supportive of housing and transit connection and CADA's work as a streetscape partner (SacRT)
Support for evaluating opportunity to update the Capitol Area Plan (BOARD)	<ul style="list-style-type: none"> • "serves as our North Star." (BOARD) • "encouraged by these ideas" (STATE)

Written comments:

Former Director-

- strengths- fiscal stability, skilled in affordable housing production, good community relations, non-profit arm, respected Board
- weaknesses- length of land leases, age of building stock, lack of media presence/recognition for successes
- opportunities- development sites, transit-oriented sites that could allow for development in Sacramento and Yolo and the metropolitan area, non-profit arm for affordable housing and workforce housing- can establish CADA as a leader for Sacramento and the capitol area and surrounds, media partnerships to expand CADA reputation, assist with State reuse work, pursue available affordable housing funding, a vision for success and means to accomplish it
- threats- state budget deficit

Metro Chamber-

- value your commitment to finding creative solutions to housing challenges, which is going to continue to be key
- CADA is moving quickly on both small, hyper-local projects that building community and on large scale projects that build housing, and community
- Chamber is happy to support CADA's work and partner on creative solutions

Urban Elements-

- Need ED furthers innovation and builds consensus around the mission
- Continue to be focused and clear on your role and responsibilities, work with partners who understand what they contribute and why
- We are committed to explore creative ways to partner in housing innovation
- Let's continue to innovate and create strategic partnerships
- Be willing to make mistakes in the process of innovating and getting things right

SKK Development-

- CADA is a great asset/tool for the City of Sacramento
- CADA has played and will continue to play a vital role in the physical development of the Capitol area
- Response to the City and local neighborhood
- CADA's willingness to pursue innovation solutions working with the private sector to provide workforce housing is something we encourage.
- SKK is interested in partnering with CADA on development of new mixed-use projects, particularly new ownership housing which has not occurred since our development project more than 20 years ago.
- SKK would also like to work with CADA to acquire recently constructed apartments for long-term operation as affordable workforce housing, both within and outside the Capitol Area.