

Attachment A

**CEDC Strategic Plan: Thematic Brainstorm – January 23, 2010 Board of Directors Retreat**

Themes	Initiatives	Activities	Outcomes
<p>Programmatic and/or Geographic Expansion</p>	<p>Job training</p> <p>Job creation</p> <p>Business development</p> <p>Alternative check-cashing business</p> <p>VCCDC becoming a bank or credit union</p> <p>Microloans and/or small business loans</p> <p>Expansion into San Fernando Valley, Santa Clarita; continued expansion into SB</p>	<p>Build new partnerships</p> <p>Establish mission-based alliances</p> <p>Train unemployed construction workers in green construction, new techniques and weatherization</p> <p>Research potential merger with other community-based organizations</p>	<p>Grow CEDC service area</p> <p>Serve more individuals, families and communities</p> <p>Expand opportunities for safe, affordable for-sale and rental housing</p> <p>Broaden CEDC’s reach within the fields of community and economic development</p>
<p>Greater self-sufficiency</p>	<p>Develop sustainable funding sources</p> <p>Diversify funding sources</p> <p>Tap into philanthro-capitalism (social entrepreneurs)</p>	<p>Access immediately available federal funding with Board direction before 12/11</p> <p>Look at CBNR as a separate business (fee-for-service to other orgs/communities)</p> <p>Consider purchase vs. resyndication of rental properties</p> <p>Determine how to best handle challenges associated with securing financing, marketing and finding qualified candidates for for-sale housing</p>	<p>Reduce/better manage risk</p> <p>Secure permanent local funding source for affordable housing</p> <p>Balance real estate portfolio</p> <p>Increase reserves in place</p> <p>Grow working capital/equity capital</p>

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Excel at the fundamentals	<p>Build to niche populations (i.e. senior citizens, HUD 202)</p> <p>Be a greater advocate for affordable housing</p> <p>Consider housing opportunities for special populations (transitional, special needs)</p> <p>Pursue joint venture development opportunities (private, banks)</p> <p>Provide rehabilitation services to existing multifamily properties</p>	<p>Recognize rapidly changing demographics</p> <p>Connect CEDC properties to broader community</p> <p>Quantify necessary return to make joint venture profitable</p> <p>Determine what aspects of development are most value-added</p> <p>Consider existing opportunities for retrofitting, acquisition/rehab (to include green), and weatherization</p> <p>Build positive relationships with key opinion leaders, stakeholders and champions</p>	<p>Reduce and better manage risk</p> <p>Improve performance</p> <p>Balance real estate portfolio, with size and product mix reflective of demographic and market needs</p> <p>Conduct on-time, on-budget project management</p> <p>Establish and/or strengthen systems and governance structure to support sustainability</p>
Increase innovativeness	<p>Show success with one or two innovative approaches and market out those successes</p> <p>Consider housing opportunities for special populations (transitional, special needs)</p> <p>Consider manufactured housing</p>	<p>Green building</p> <p>Explore how to fund projects without state funding, CRA, tax credits</p> <p>Consider how to compete for donations among over-solicited donor base</p> <p>Explore partnerships with churches, others (e.g. AYA)</p>	<p>Be on the cutting edge of community development</p> <p>Stay ahead of the curve amidst a changing economic climate</p>
Develop strong Cabrillo culture	<p>Strengthen community building within CEDC</p>	<p>Increase support and integration across divisions</p> <p>Formally document CEDC’s organizational culture and determine a way to communicate about this culture</p>	<p>Ensure the people infrastructure are in place to support sustainability</p>