



DRAFT STRATEGIC PLAN

Board of Directors
September 17, 2026

FORMATION TO IMPLEMENTATION

Feasibility & Planning – Trust Formation – Implementation

2021-2025

Needs Assessment

Stakeholder Engagement

Governance & Funding Analysis

2026+

Programs – Funding – Partnerships – Projects

The Strategic Plan provides the framework for the Trust's initial years of operation.

BOARD DISCUSSION FRAMEWORK

As we review the Strategic Plan, consider three questions:

1. Is this the right mission and vision for the Trust?
2. Are these the right strategic goals and initial housing program priorities?
3. Does this provide the right blueprint for moving from formation into implementation?

Board Action Requested: Approve the South Bay Regional Housing Trust Strategic Plan

Our Mission

- To empower South Bay cities with flexible funding, strategic guidance, and technical assistance that advance local housing priorities, expand housing opportunity, and support the development and preservation of affordable and supportive housing across the region.

Our Vision

- A collaborative South Bay region that expands housing opportunities through innovation, strategic partnerships, and coordinated Trust resources—supporting access to diverse housing choices that strengthen community stability and economic vitality.



**MISSION &
VISION**

SEVEN STRATEGIC GOALS

- 1. FUNDING** - Secure & Expand Resources
- 2. GOVERNANCE** - Accountable & Sustainable
- 3. COLLABORATION** - Regional Partnerships
- 4. TECHNICAL ASSISTANCE** - Strengthen City Capacity
- 5. PERFORMANCE** - Measure Results
- 6. COMMUNICATIONS** - Demonstrate Impact
- 7. PROGRAMS** - Invest in Housing

These are the seven goals identified by the Plan and summarized in the staff report.

LEVERAGE
FUNDING

- Federal / County / State / City / Philanthropy / CDFIs / SCAG

TECHNICAL
ASSISTANCE

- Identify sites / Evaluate opportunities / Connect cities & developers / Advance project pipeline

REGIONAL
COLLABORATION

- Member cities / SBCCOG / Developers & lenders / Housing partners

MEASURE &
COMMUNICATE
RESULTS

- Projects & units / Trust investment / Outside funding leveraged / Geographic impact

HOW THE TRUST
CREATES VALUE



Multifamily Affordable Rental Housing

Gap and subordinate financing



Acquisition & Predevelopment

Early-stage financing / CDFI partnerships



Preservation

Deed-restricted housing & Naturally Occurring Affordable Housing (NOAH)



Homeownership

Income-qualified ownership opportunities



Compliance Monitoring

Potential service for member cities

INITIAL HOUSING
PROGRAM
PRIORITIES

FINANCIAL STRATEGY
– MAKE EVERY
DOLLAR GO FURTHER



Measure A/LACAHSA



Leverage with other sources



Housing Investment



Loan Repayments / Program Income /
Fees / Undisbursed Interest Income

DIVERSIFY – LEVERAGE - REINVEST

FROM PLAN TO ACTION

NOW

- Establish strong governance & financial systems
- Secure initial funding
- Build project/data tracking

NEXT

- Launch initial housing funding programs
- Establish technical-assistance approach
- Build city/developer project pipeline
- Pursue additional funding partnerships

ONGOING

- Measure results
- Report to the Board
- Communicate accomplishments
- Adjust priorities as needs and resources evolve

The background of the slide is a dark, textured surface filled with numerous question marks of varying sizes and shades of gray and brown, creating a sense of depth and repetition.

QUESTIONS?
DISCUSSION