



2018 - 2021 Strategic Plan

I. Mission

The Historic South Downtown Community Preservation & Development Authority (“HSD”) is a state-created agency responsible for preserving, restoring, and promoting the health, safety, and cultural identity of Seattle’s Pioneer Square and Chinatown-International District neighborhoods.

II. Values

HSD will practice the following values throughout the organization and its actions in areas such as relationships, programming and operations:

1. **Equity.** Mitigate historic racial and social inequity and model equity in work and impact.
2. **Neighborhood Self-determination.** Advocate for Chinatown-International District and Pioneer Square to exercise self-determination with regards to our character, future, needs and wants.
3. **Continuous Learning.** Rooted in history and remain responsive to our changing neighborhoods.
4. **Accountability.** Act transparently and maximize the potential of our assets to benefit our community.
5. **Resiliency.** Respond to opportunities and threats while maintaining mission focus.

III. Strategic Goals & Objectives

HSD’s work will be guided as follows:

1. Ensure HSD programs are based on community self-determination.
 - 1.1 Cultivate community engagement that provides guidance towards HSD strategy, builds relationships and informs HSD operations.

- 1.2 Build a responsive and resilient grant-making plan that reflects community needs and wants, and strengthens community institutions and capacity.
 - 1.3 Act as a bridge between our historic neighborhoods and partners to support and advocate for our community needs.
2. Ensure the health, sustainability, and growth of HSD.
 - 2.1 Attract and support HSD leadership that is representative of our communities; and maintain strong engagement with alumni.
 - 2.2 Establish robust controls and procedures to ensure financial accountability, measurement of impact, and high ethical standards.
 - 2.3 Advocate for and secure sustainable funding sources to provide for the ongoing needs of our communities.

It is the intent of the Board to review its progress on the Strategic Plan every six months.