

# Housing Development Center 2021-2026 Strategic Plan



Housing  
Development  
Center



Above, and front and back covers: Residents of Station 162, QUAD Inc.'s housing community in Gresham, photographed in 2017.

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## Our Vision

*Soon, an abundance of healthy homes will support all people to thrive in communities of their choice.*



Above: Farmworker Housing Development Corporation's Woodburn housing community, Colonia Unidad, photographed in 2019.

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## **Our Mission**

*Centering those who have been historically oppressed, HDC collaborates with its partners to envision, develop, and sustain affordable homes and community places.*

## HDC's strategic planning process: past, present, and future

### PLANNING TIMELINE

#### **Preplanning: Spring 2018 to Summer 2019**

The strategic plan is rooted in work that happens prior to the planning process.

- Staff participate in a 6-month training with the Center for Equity and Inclusion. HDC equity team forms, begins leading internal culture building work.

#### **Design & Discovery: Fall 2019 to Fall 2020**

The planning process is iterative, with room to repeatedly gather and synthesize input.

- HDC's strategic planning work group and consultants design an inclusive planning process.
- Staff and board participate in kick-off and input sessions. Listening sessions are held with 28 stakeholders.

#### **Envisioning & Charting the Course: Fall 2020 to Spring 2021**

Staff and board work groups analyze data and visualize future paths.

- Work groups tack back to stakeholder input as they develop mission, vision, and values statements and five-year goals, objectives, and draft strategies.

#### **Implementation: Summer 2021 to Summer 2026**

A final plan is approved by the HDC board, on June 28, 2021, and begins to move from vision to reality.

- Staff work to refine strategies and launch implementation plan.
- Strategies continue to be adapted.

HDC's 2021-2026 STRATEGIC PLAN grew from learning and culture building work that our staff and board began in 2018. This work involved an ongoing examination of how racism and power inequities operate in our culture and workplace, and it prepared the way for a different approach to strategic planning. Our inclusive staff-led planning process drew on input from

**Our two-year planning journey amounted to a holistic revisioning of HDC's organizational purpose.**

HDC's whole staff and board and from a wide group of clients and stakeholders. We set and

held to an intention to use an equity lens at every step of the process and to center communities impacted by HDC's work.

The planning process occurred against a backdrop of disruptive change. While we worked on the plan, we saw the onset of a global pandemic, the rise of a transnational racial justice movement, and a swell of extreme weather events that caused catastrophic wildfires in Oregon. We carried out much of the process from our homes, socially distanced.

Our two-year planning journey amounted to a holistic revisioning of HDC's organizational purpose. It resulted in an updated mission statement, new vision and values statements, and bold five-year goals and objectives. Designed to be adaptive, HDC's strategic plan will soon integrate strategies and will continue to evolve over time.



Above: Residents of Argyle Gardens, Transition Projects' North Portland cohousing community, photographed in 2020.



Above, top row: residents and visitors at Evergreen Union Retirement Association's Ya-Po-Ah Terrace housing community in Eugene, photographed in 2021. Bottom row: APANO staff and community members at APANO's office and event space in southeast Portland's Jade District, photographed in 2020.

## Our Values

### **Orient to justice**

HDC understands that our intentions do not equal impact, and the systems we work within to finance and build affordable housing are steeped in white supremacy and oppression. To counter these forces, we must center non-dominant voices and meaningfully advocate as antiracists.

### **Practice creativity**

Affordable housing development is a web of complicated systems. HDC works within our internal and external communities to creatively address development challenges by maintaining transparency, participating in hard conversations, and consistently seeking improvement.

### **Seek environmental balance**

Housing development inherently impacts the environment and the communities we serve. With care for our planet, HDC seeks environmental justice. We use our influence to mitigate harmful impacts of siting and construction, to design healthy homes, and to attend to the lasting effects of our work.

### **Center community**

We trust the residents who call our projects home, our housing partners, and HDC staff to best understand their own needs. To shift power, we thoughtfully take time to engage with humility, listen to understand, and position ourselves as learners.



Above: A young resident of Salem Housing Authority's Parkway Village housing community in Salem, photographed in 2016.

## Our Goals

### *Goal 1*

**Leverage** our position to build power of Black, Indigenous, and culturally specific organizations, centering their visions of housing justice.

### *Goal 2*

**Grow** an organizational culture that makes time to foster learning, advance equity, and encourage inclusivity.

### *Goal 3*

**Prioritize** environmental justice and climate resiliency in housing design, supporting owners and residents to cocreate built environments that protect the well-being of people and the planet.

### *Goal 4*

**Strengthen** our financial and organizational capacity to advance our mission and achieve our goals.

The term *Black, Indigenous, and culturally specific organizations (or partners)* is used in this plan to refer to organizations that are led by, and specifically serve and represent, people who identify as belonging to historically marginalized cultural, racial, and ethnic communities, including Black, Indigenous, Latinx, Asian, and Pacific Islander communities, as well as communities that are marginalized as a consequence of their immigrant or refugee status.

# Goals and Objectives at a Glance

## Goal 1

**Leverage** our position to build power of Black, Indigenous, and culturally specific organizations, centering their visions of housing justice.

### OBJECTIVE 1.1

Do the work to build authentic relationships with our Black, Indigenous, and culturally specific partners.

### OBJECTIVE 1.2

Diversify the pool of consultants we bring to project development teams.

### OBJECTIVE 1.3

Adapt our offerings to fit the housing development goals of our Black, Indigenous, and culturally specific partners.

## Goal 2

**Grow** an organizational culture that makes time to foster learning, advance equity, and encourage inclusivity.

### OBJECTIVE 2.1

Weave HDC's emergent values into internal policies and decision-making practices.

### OBJECTIVE 2.2

Resource equity-centered learning and culture building within HDC.

### OBJECTIVE 2.3

Value staff and board members as individuals and empower their growth.

### OBJECTIVE 2.4

Respond to demand for training and mentoring in affordable housing development and asset management.

## Goal 3

**Prioritize** environmental justice and climate resiliency in housing design, supporting owners and residents to cocreate built environments that protect the well-being of people and the planet.

### OBJECTIVE 3.1

Grow our knowledge base.

### OBJECTIVE 3.2

Influence the energy efficiency and resource efficiency of the buildings we develop.

### OBJECTIVE 3.3

Incorporate resilient design into the buildings we develop.

## Goal 4

**Strengthen** our organizational and financial capacity to advance our mission and achieve our goals.

### OBJECTIVE 4.1

Evolve our business model to support our strategic plan.



### IMPLEMENTATION TIMELINE

Diamonds indicate target dates for achieving measurable outcomes listed on pages 14-16. Bright red bars indicate periods of focused strategy implementation, and dark red bars represent periods of continued implementation activity after target outcomes are reached. Gray bars represent fiscal years, which end on June 30.



Above: Residents of Salem Housing Authority's Parkway Village housing community, photographed in 2016.

## What do we mean when we say *housing justice*?

**THE FIRST GOAL** of this plan expresses HDC's intent to "leverage our position to build power of Black, Indigenous, and culturally specific organizations, centering their visions of *housing justice*." Though strictly defining this term would counter the intent of the goal, we'd like to share some of the thinking and assumptions that led us to use these specific words.

When we say *housing justice*, we are acknowledging that housing systems have determining effects on the opportunities we have to exercise our freedoms and

pursue our goals—and that all aspects of our lives are affected by where we live and how our homes are provided and paid for.

**If you are poor, Indigenous, or queer, have physical disabilities, experience mental illness, or lack citizenship status, you have the housing you need.**

When we hear *housing justice*, we hear echoes of

racial justice and social justice. We hear the voices of community leaders say that systemic barriers to opportunity can be overcome only through systemic change. And that when a Black or brown mother earns \$102, minus \$60 in childcare and transportation costs, for a day's work at Oregon's minimum wage, she is facing multiple systemic barriers to housing opportunity.

When we envision *housing justice*, we see communities where, if you are poor, Indigenous, or queer, have physical disabilities, experience mental illness, or lack citizenship status, **you** have the housing you need. Where there is no such thing as an intergenerational racial wealth gap driven by histories of housing segregation and discriminatory policies for financing and subsidizing homeownership.

As housing providers, we are acknowledging that only by tending to impact, building relationships across differences, and using our power to push against systems of oppression can we contribute to the creation of a world where *everyone has a healthy home and is thriving in a community of their choice*.

# Measurable Outcomes: Goal 1

**Leverage** our position to build power of Black, Indigenous, and culturally specific organizations, centering their visions of housing justice.

## OBJECTIVE 1.1

Do the work to build authentic relationships with our Black, Indigenous, and culturally specific partners.

### Measurable Outcomes 1.1

By June 2022, 100% of HDC clients representing Black, Indigenous, and culturally specific organizations will agree or strongly agree that HDC staff are doing the work to build authentic relationships.

By June 2022, 100% of HDC staff will agree or strongly agree that they have the tools and capacity they need to work toward and maintain authentic relationships with our Black, Indigenous, and culturally specific partner organizations.

Our best thinking, today, is that building authentic relationships looks like this:

- Listening and feeling heard; seeing and feeling seen; including and feeling included; valuing and feeling valued.
- Taking time to get to know each other as whole individuals.
- Bringing awareness to barriers that impede connection, understanding, and trust. These barriers may include biases, blind spots, status and power differences, and time and resource constraints.

## OBJECTIVE 1.2

Diversify the pool of consultants we bring to project development teams.

### Measurable Outcomes 1.2

By June 2023, 100% of development projects that are project managed by HDC will have consultant teams that reflect the racial and ethnic diversity of the communities we work within.

Consultant teams are the architecture, engineering, legal, and other firms that contribute essential expertise and technical services to real estate projects.

## OBJECTIVE 1.3

Adapt our offerings to fit the housing development goals of our Black, Indigenous, and culturally specific partners.

### Measurable Outcomes 1.3

By June 2025, 100% of surveyed individuals representing Black, Indigenous, and culturally specific partner organizations will agree or strongly agree that HDC has fulfilled their requests for products, services, and technical tools to support their affordable housing development goals.

We will first improve our understanding of unmet needs identified in 2020 stakeholder interviews, then develop and implement a plan to fulfill them.

# Measurable Outcomes: Goal 2

**Grow** an organizational culture that makes time to foster learning, advance equity, and encourage inclusivity.

## OBJECTIVE 2.1

Weave HDC's emergent values into our internal policies and decision-making practices.

### Measurable Outcomes 2.1

By June 2024, 100% of HDC staff and board will agree or strongly agree that our internal policies and decision-making practices, including our approach to staff and board recruitment, support a commitment to equity and reflect our mission, vision, and values.

## OBJECTIVE 2.2

Resource equity-centered learning and culture building within HDC.

### Measurable Outcomes 2.2

By June 2023, a three-year work plan will be established for HDC's equity team, with appropriate time, funding, authorization, and support granted to staff to fulfill equity-centered learning and culture building.

## OBJECTIVE 2.3

Value staff and board members as individuals and empower their growth.

### Measurable Outcomes 2.3

By June 2023, 100% of staff and board members will agree or strongly agree that they feel valued, encouraged, and empowered to define and access personalized pathways for growth and career advancement.

## OBJECTIVE 2.4

Respond to demand for training and mentoring in affordable housing development and asset management.

### Measurable Outcomes 2.4

By June 2024, HDC will create learning opportunities for both staff and clients to build our collective capacity to develop and sustain affordable housing.

## KEYSTONE OBJECTIVES

The following objectives are prioritized in our implementation timeline, because we believe they create a foundation for reaching other objectives in the plan:

- Do the work to build authentic relationships with our Black, Indigenous, and culturally specific partners.
- Resource equity-centered learning and culture building within HDC.
- Grow our knowledge of core concepts of environmental justice and of community priorities related to climate resiliency.
- Evolve our business model to support our strategic plan.



Above: REACH Community Development's Orchards at Orenco Phase III housing community in Hillsboro's Orenco Station district, photographed in 2018.

## Measurable Outcomes: Goal 3

**Prioritize** environmental justice and climate resiliency in housing design, supporting owners and residents to cocreate built environments that protect the well-being of people and the planet.

### OBJECTIVE 3.1

Grow our knowledge base.

#### Measurable Outcomes 3.1

By December 2023, HDC staff and board will build our knowledge of core concepts of environmental justice and of community priorities related to climate resiliency, leading to improved understanding of how we, as members of the development industry, can counteract climate change.

The Environmental Protection Agency defines environmental justice as “the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.”

### OBJECTIVE 3.2

Influence the energy efficiency and resource efficiency of the buildings we develop.

#### Measurable Outcomes 3.2

All development projects HDC undertakes after July 2024 will address energy and resource efficiency in their design and operation.

### OBJECTIVE 3.3

Incorporate resilient design into the buildings we develop.

#### Measurable Outcomes 3.3

All development projects HDC undertakes after July 2024 will incorporate resilient design.

Resilient design is design that responds to current and projected environmental conditions caused by climate change and other emergent threats.

## Measurable Outcomes: Goal 4

**Strengthen** our organizational and financial capacity to advance our mission and achieve our goals.

### OBJECTIVE 4.1

Evolve our business model to support our strategic plan.

#### Measurable Outcomes 4.1

By June 2023, HDC will adapt its organizational structure and create multi-year financial and operational objectives to support its strategic plan.

## Acknowledgements

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### Stakeholders

The following individuals participated in interviews with HDC staff and board members, providing essential input and insights that informed this plan.

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Opposite page: Caritas Housing/Catholic Charities of Oregon's redeveloped Molalla Gardens housing community, in Molalla, photographed in 2017.

### Consultants

Daesha Ramachandran (Tusk) and Nancy Davis (Nancy Davis Consulting) guided the planning process.

### HDC staff and board

A work group composed of staff members from all departments of HDC led the planning process. Every member of HDC's staff and board participated in the creation of this plan.

### Equity trainers

Training facilitators at the Center for Equity and Inclusion and members of HDC's staff equity team led staff conversations and learning that provided critical grounding for this plan.

### IMAGE CREDITS

Station 162 residents (covers and inside front cover) by Shawn Records.

Colonia Unidad development (p. 2) by Josh Partee.

Argyle Gardens residents (p. 5) courtesy Transition Projects.

Ya-Po-Ah Terrace residents (p. 6) by Carlos Camarena.

APANO office and event space users (p. 6) by Justin Katigbak.

Parkway Village residents (pp. 8 and 12) by Kristal Passy.

Orchards at Orenco Phase III (p. 17) by Casey Braunger, courtesy Ankrom Moisan Architects.

Molalla Gardens development (this page) by Sally Painter.

### PUBLICATION INFORMATION

This document was published in October 2021. HDC's strategic plan is adaptive, and updates will be published to [www.hdc-nw.org](http://www.hdc-nw.org).





THOUGHTS become WORDS  
WORDS become ACTIONS  
ACTIONS become CHARACTER  
CHARACTER is EVERYTHING