Our Vision

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

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.
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.
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.
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.

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.
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 1.1**
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.

**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.

**OBJECTIVE 1.4**
Leverage our position to build power of Black, Indigenous, and culturally specific organizations, centering their visions of housing justice.

**OBJECTIVE 1.5**
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.
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.”

Measurable Outcomes: Goal 3

**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.

**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

**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.

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

HDC is deeply grateful to the individuals and organizations who contributed to the creation of this plan:

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

Julie Cody, Natasha Detweiler, and Tanya Stagray, Oregon Housing and Community Services
Ann Melone, US Bank
Claudia Cantu, Farmworker Housing Development Corp.
Gina Leon, Umpqua Bank
Tim Zaricznyj, Providence Health Services
France Fitzpatrick, independent consultant/former HDC employee
Nicole Utz, Salem Housing Authority
Paul Lumley, Native American Youth and Family Center
Eli Spevak, Orange Splot
Alma Flores, REACH Community Development
Bill Van Vliet and Rachel Bidou, NOAH (Network for Oregon Affordable Housing)
Andrew Colas, Colas Construction
Diane Linn, Proud Ground
Shawn Bower, Iron Tribe
Amy Thompson, NARA
Tony Bernal, Transition Projects, Inc
Ali O’Neill, O’Neill Construction
Beth Epps and Jim Hlava, Cascadia Behavioral Healthcare
Pat Daniels, Constructing Hope
Chris Hagerman, The Bookin Group
Mike Magee, Berughs Delaney Architecture
Melissa Baker, Bridge Housing
Sarah Schubert, Human Solutions, Inc.
Molly Rogers, Portland Housing Bureau

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
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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.