The work of HDC has never been more vital. At this distinctive moment in time, the urgency of the affordable housing crisis is combined with a growing climate crisis and the disturbing reality of persisting institutional and structural racism. The work of HDC’s membership is squarely in the nexus of these three crises. No matter how we perform our work, we cannot ignore the interconnectedness that binds our efforts inexorably to housing, equity, and sustainability. In that context, HDC has developed a unique and timely strategic plan that is molded and informed by the needs and expectations of our many members and stakeholders.

Our Vision
All people throughout King County live with dignity in safe, healthy, and affordable homes.

Our Mission
Build, sustain, and inspire a diverse network committed to producing, preserving, and increasing equitable access to affordable homes.

Our Values

Equity
We are committed through our affordable housing work to disrupt, rather than perpetuate, the unjust and biased systems that have had disproportionate impacts on segments of our community.

Collective Strength
We are committed to the large-scale social change our region needs, which comes from effective multi-sector collaboration and the strength of networks.

Community
We are committed to planning, designing, developing, and operating affordable housing in a just manner that engages and empowers communities, especially those who have been historically disenfranchised or underserved.

Sustained Impact
We are committed to confronting the complex and evolving affordable housing need with impactful and sustainable approaches.
### Focus Areas & Strategic Priorities

#### 1. Support the Association’s Membership with Exemplary Services and Benefits

1A. Foster an increase in the number and depth of connections, reciprocal relationships, peer support, and partnership among members and member staff.

1B. Increase the number of members/member staff that access programming, with additional special focus on those new and/or underserved.

#### 2. Mobilize to Change Policies and Systems to Increase Resources

2A. Effectively mobilize broad coalitions of members, allies, and partners to significantly increase the impact of advocacy actions.

2B. Dramatically increase resources for producing, preserving, and creating access to affordable rental and ownership housing that is aligned with our values.

2C. Enact policies that meaningfully increase the availability of affordable housing that is equitable, accessible, and secure for low-income households.

#### 3. Identify and Support Initiatives to Diversify and Continuously Improve the Affordable Housing Sector

3A. Invest in members that develop equitable, inclusive workplaces that successfully recruit, retain, and advance BIPOC staff at all levels of staffing and leadership.

3B. Elevate community design, development, and ownership of affordable housing by supporting community-based and community-focused organizations.

3C. Foster innovation that scales the production and long-term sustainability of affordable housing.

#### 4. Strengthen the Capability and Sustainability of the HDC Organization

4A. Optimize HDC’s organizational structure and create a diverse and stable staffing model.

4B. Establish a sustainable future revenue model for the association and acquire adequate resources to support the funding needed to achieve the organization’s vision, values, and strategic priorities.

4C. Optimize HDC’s governance model to align with its strategic direction.

For more about HDC and the complete strategic plan, please visit: [www.housingconsortium.org/who-we-are/](http://www.housingconsortium.org/who-we-are/)