

Strategic Plan Summary 2022–2025

Housing Development Consortium of Seattle-King County



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 inextricably 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.



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About HDC

HDC exists to serve as an advocate, relationship broker, and convener in the work of affordable housing throughout King County. We are an association of roughly 200 member organizations and businesses who seek to advance housing stability. For over three decades, HDC has served as a network weaver, bringing together nonprofit, government, and business. We strive each day to create a more robust and connected sector to better respond to our region's incredible need. HDC believes that large-scale social change — the kind needed to address our most urgent regional challenges — comes from effective sector-wide coordination rather than from the isolated efforts of individual organizations. We are known nationally for participating in and shepherding groups through complex and often contentious conversations with the goal of unifying around a shared housing agenda.

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/