



2024 – 2026

# Strategic Framework

Ideas. Innovation. Impact.





Strategic Framework  
2024-2026



Photo credit: Better Housing Coalition

# Organizational Vision & Mission

**Vision** All people live in vibrant, inclusive, healthy communities, where access to safe, affordable, and sustainable homes creates opportunity, wealth building, and economic mobility.

**Mission** Through practitioner-driven peer exchange, policy, and innovation, we leverage the individual strengths and mobilize the collective power of our member organizations, in service to our vision.





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# Strategic Framework

The Housing Partnership Network's 2024-26 "Housing for All" Strategic Framework define our key areas of focus over the next three years across our core functions (e.g., membership services, peer exchange, policy and advocacy, programs, capital aggregation and deployment, communications, and innovation/social enterprise). See infographic representation on page 9 and detailed objectives under each pillar on pages 10 to 11.



## **Strengthen Member Impact and Capacity**

Members experience improved effectiveness, resilience, and capacity through enhanced member services, enterprises, and engagement opportunities provided by HPN.



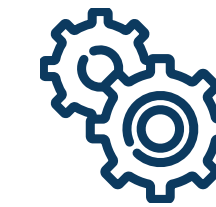
## **Advance Housing Justice & Racial Equity**

People our members serve have more just and equitable access to affordable homes, resulting in improved economic wellbeing, and combating the historic racism in America's housing system.



## **Sustain and Expand the Supply of Affordable Homes**

The quality and quantity of healthy and climate-resilient affordable homes provided through our members is increased by solutions that accelerate production and enhance the focus on protecting and sustaining the existing portfolio of homes.



## **Catalyze Systems Change**

HPN has mobilized our members and is collaborating with partners and stakeholders in the affordable housing and adjacent sectors to drive national-level systems change that will modernize and support the housing ecosystem to create efficiency, provide adequate resources, and unleash the sector's potential.



## **Drive Operational & Financial Excellence**

HPN's business model and infrastructure are optimized to ensure financial sustainability, enhance operational excellence, and advance approaches to innovation.



# Current State

## The Urgency of Now

**The national housing crisis has reached an all-time high and severely impacts the livelihood of people residing in both metro areas and rural communities across the country.** This crisis garnered the attention of mainstream and alternative media as well as elected officials and political candidates on both sides of the aisle. However, the country continues to fall short in providing enough affordable and available homes for people in need by 7.3 million<sup>1</sup> rental apartments and homes for-purchase. As a result, millions of people remain unhoused, in unstable homes, or struggling under the rising cost burden of market-priced housing. A stable home is the foundation for economic stability, wealth-building, job security, and so many other aspects of wellbeing and self-sufficiency. This crisis must be addressed to ensure the health and sustainability of our communities.

**Housing Partnership Network's 100+ members collectively provide almost 1.5 million of the country's currently available affordable homes, housing approximately 6 million people.**

As leaders and innovators in the nonprofit affordable housing sector, our members have the expertise, experience, and mission-driven dedication to do more, and are poised to do so. **They have been constrained and confined, though, by a system that is inefficient, does not leverage their capacity, and has failed to evolve in response to changing needs and growing costs.**

<sup>1</sup> "The Gap: A Shortage of Affordable Rental Homes, 2023," National Low Income Housing Coalition, March 16, 2023, <https://nlihc.org/gap>.





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Photo credit: Eden Housing

There are not enough resources readily available to meet the need and the current system is complex, cumbersome, and inefficient. Climate change, rising development and operating costs, and other political and economic headwinds threaten HPN members' existing portfolios and business operations, and hamper their ability to accelerate production and preservation and sustain their existing housing stock. **Long-standing federal, state, and local programs have provided critical investments in affordable housing over the last 40 years** and must be maintained but have not grown with rising costs and inflation and are insufficient to meet the current need. **In addition to improving and expanding existing housing and community development programs, we need new transformative solutions and streamlined systems to capitalize on the potential and capacity that exists in the nonprofit affordable housing sector.**





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# Long-Term Aspiration for the Sector

In order to achieve HPN's vision for society, there are shifts that need to occur within our membership and the broader housing ecosystem, including the upstream influences on a person's ability to become and remain housed, and to grow their income and wealth.

HPN's goal is not only to increase and sustain the supply of and access to affordable homes (both rental and owner-occupied), but also to incubate and elevate innovative and catalytic solutions that lead to continuing transformative changes in the broader affordable housing landscape.







## For the sector, HPN envisions:

- **A human-centered and equity-forward approach** to ensuring individuals become and remain housed that elevates the role the nonprofit affordable housing sector plays to address housing instability, homelessness, homeownership, and asset and wealth building for households with low and modest incomes and people of color.
- **A housing development and finance ecosystem** that expedites and streamlines the production, preservation, and stewardship of green, healthy, affordable rental and owner-occupied homes, and related support services throughout our country.
- **A coordinated national housing strategy** that accurately identifies the housing needs across all income levels, determines the magnitude of financial and other resources required to meet the demand, and establishes clear strategies for all levels of government and the private market to implement interventions and investments that support scaled production, stewardship, and impact.





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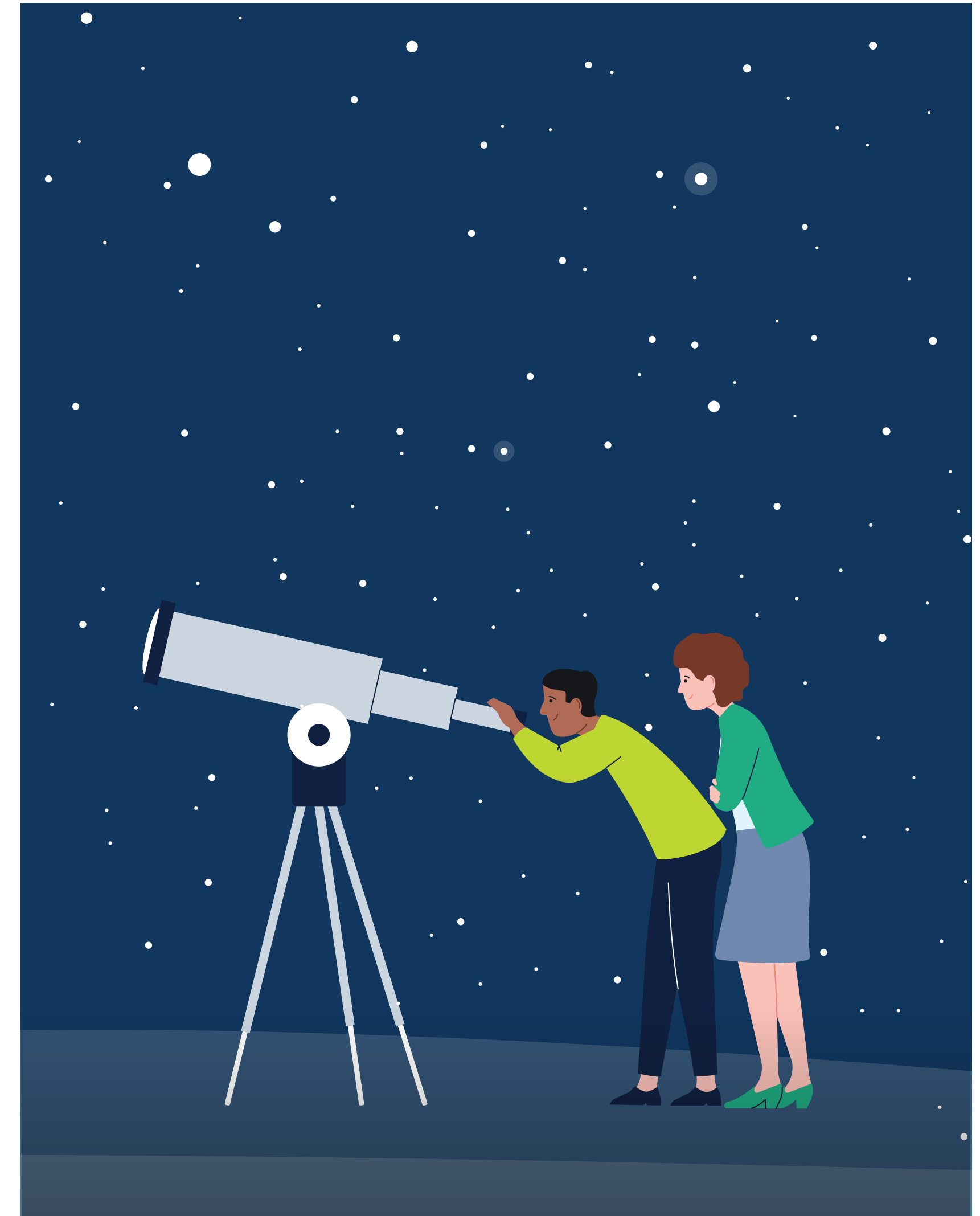
# Our “North Star”

## Housing for All: Transforming America’s Affordable Housing System

Guided by our mission, HPN will leverage its platform to drive changes in the affordable housing delivery system that substantially close the rental housing and homeownership gap for people with low and modest income and people of color across the country.

**HPN will work in collaboration with our members and partners to address current challenges and shape the national narrative defining the housing crisis.**

In doing so, we will position HPN’s members and the nonprofit affordable housing sector as critical to the solution, ready to leverage their people-first, community-based, and practitioner-driven expertise and resources at scale.





# Strategic Framework 2024-2026

Housing for All: Transforming America's Affordable Housing System

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## Advance Housing Justice & Racial Equity

People our members serve have more just and equitable access to affordable homes, resulting in improved economic wellbeing, and combating the historic racism in America's housing system.

## Sustain & Expand the Supply of Affordable Homes

The quality and quantity of healthy and climate-resilient affordable homes provided through our members is increased by solutions that accelerate production and enhance the focus on protecting and sustaining the existing portfolio of homes.

## Drive Operational & Financial Excellence

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# Objectives

## MEMBERS

### Strengthen member impact and capacity

- Improve member impact, financial sustainability, and growth.
- Strengthen representation and engagement of diverse communities within HPN's membership – particularly among underrepresented member business lines, populations served, Black, Indigenous, and people of color (BIPOC)-led groups, rural areas, and geographies.
- Advance Implementation of Racial Equity, Diversity, Inclusion + Belonging (REDI+B) principles and practices within member organizations.

## PEOPLE

### Advance housing justice and racial equity

- Enhance and elevate member initiatives that improve opportunities for homeownership and/or asset building for their residents and communities, with a focus on reducing racial disparities.
- Advance policies and practices that build and support members' robust, financially sustainable resident services programs and human-centered housing practices.





## Objectives continued

### HOUSING

#### Sustain and expand the supply of affordable homes

- Elevate and scale innovative and effective member-driven and industry solutions to expand production and preservation, while responding to stewardship challenges for multi-family housing.
- Significantly increase the resources for homeownership development and lending, especially to grow the opportunities for BIPOC communities.
- Support member access to existing and new capital for pre-development, development, portfolio stewardship, and organizational health, including raising public and private capital for greening affordable housing.
- Take advantage of the generational opportunity provided by the Greenhouse Gas Reduction Fund (GGRF) to get significant resources to the affordable housing community to green and decarbonize their portfolios.

### SYSTEMS

#### Catalyze systems change

- Articulate and promote a positive narrative for the affordable housing sector that clarifies and emphasizes the sector's important role in addressing the housing crisis in the U.S., supporting community development, and driving economic mobility and racial equity.
- Develop and advance a national housing strategy vision that proposes equitable, just, forward-thinking solutions to remove barriers and constraints, expand and increase funding and resources, and streamline processes to modernize the nation's current housing delivery systems.

### INFRASTRUCTURE

#### Drive operational and financial excellence

- Strengthen the business model and financial position of HPN consolidated and individual entities to ensure current and long-term sustainability.
- Enhance operational efficiency, organizational culture, and integrate REDI-B principles across HPN consolidated and individual entities, including all vendor relationships.



Cover page photo credits: Arlington Preservation of Affordable Housing,  
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**Learn more  
about our work**



[www.housingpartnership.net](http://www.housingpartnership.net)