







2024 - 2026

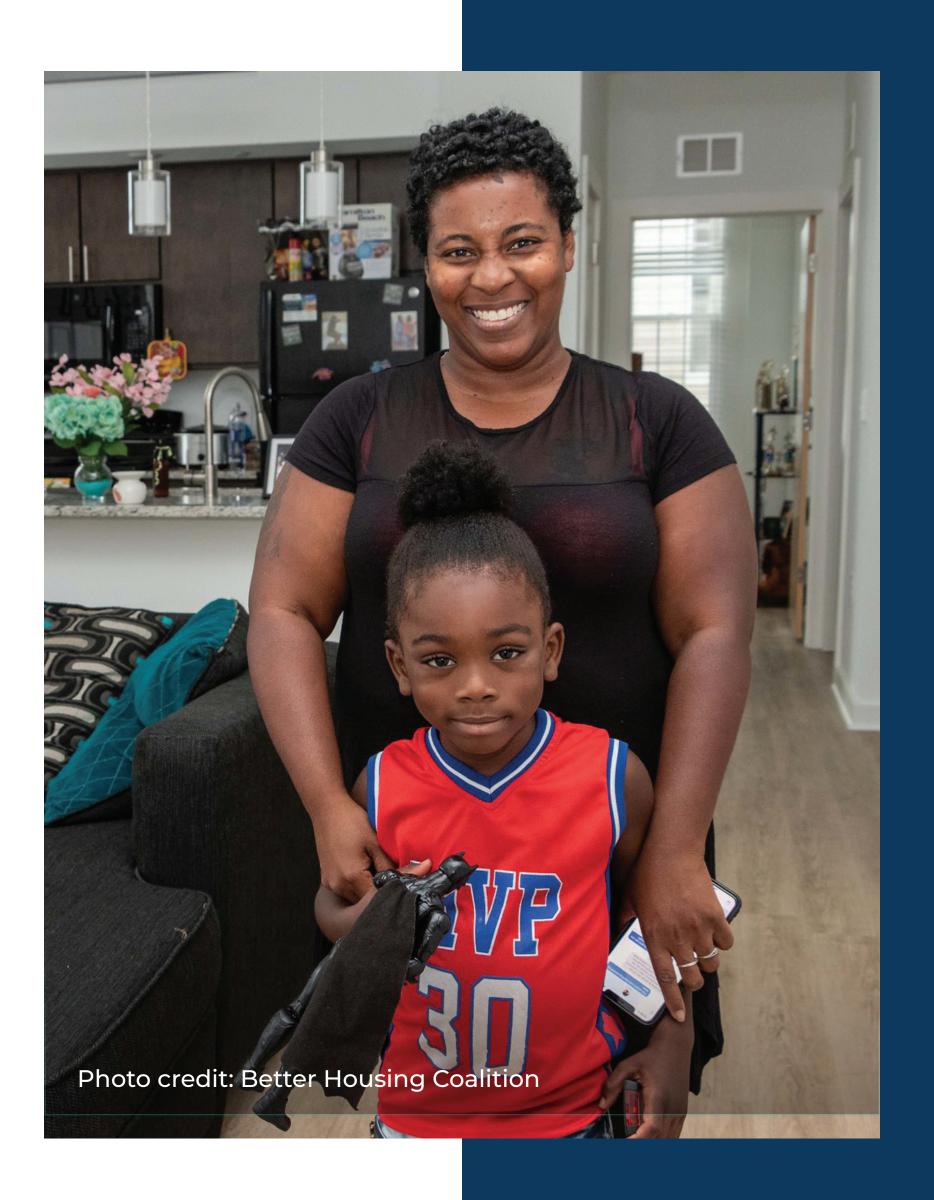
Strategic Framework











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

To leverage the individual strengths and mobilize the collective power of our member organizations to bring innovative solutions to America's affordable housing and community development sectors. We do this through practitioner-driven peer exchange to deliver creative housing policy, programs, and financing to our network members.



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 Access & Equal Opportunity

People our members serve have equitable access to affordable homes, resulting in improved economic wellbeing, and addressing discrimination 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 million¹ 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, wealthbuilding, 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.

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





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.



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, asset and wealth building for households that experience the highest housing cost burdens.
- 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.





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 practitionerdriven expertise and resources at scale.



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Objectives

AEMBERS

Strengthen member impact and capacity

- Improve member impact, financial sustainability, and growth.
- Strengthen representation and engagement of diverse communities within HPN's membership.
- Advance principles and practices that support members to represent and reflect the communities they serve.

PEOPLE

Advance housing access and equal opportunity

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



Objectives continued

USING

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 multifamily housing.
- Significantly increase the resources for homeownership development and lending, especially for households that aspire to be first generation homebuyers.
- Support member access to existing and new capital for pre-development, development, portfolio stewardship, and organizational health, including raising public and private capital for improving sustainability of affordable housing.
- Take advantage of opportunities to improve sustainability, energy efficiency, and portfolio resilience.

YSTEMS

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.
- •Develop and advance a national housing strategy vision that proposes 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.

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 across HPN consolidated and individual entities.

Cover page photo credits: Arlington Preservation of Affordable Housing, Mercy Housing, MidPen Housing, and Framework.

Learn more about our work



www.housingpartnership.net