

# STRATEGIC PLAN

*Imagine a Portland that everyone can call home*



**Margaret Van Vliet**

Director

Portland Housing Bureau

**Bureau Director's Meeting**

City of Portland

July 7, 2011

## STRATEGIC PLANNING PROCESS

Began May 2010

More than 800 responses to online survey

200+ people attended community meeting held in Kaiser Town Hall

Several focus groups involving community, nonprofit and business leaders

Multiple outreach methods through communications with contractor and stakeholder networks, social and traditional media



## MISSION

Solve the unmet housing needs of the people of Portland.



### We do this by:

**Building** and preserving affordable housing.

**Supporting** programs that help low-income Portlanders find, rent, buy, retain and repair their homes.

**Bringing together** our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them and identify how to pay for them.

**Reaching out** to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create.

## VISION

Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets and quality food stores.

All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

## VALUES

**Equity**

**Stewardship**

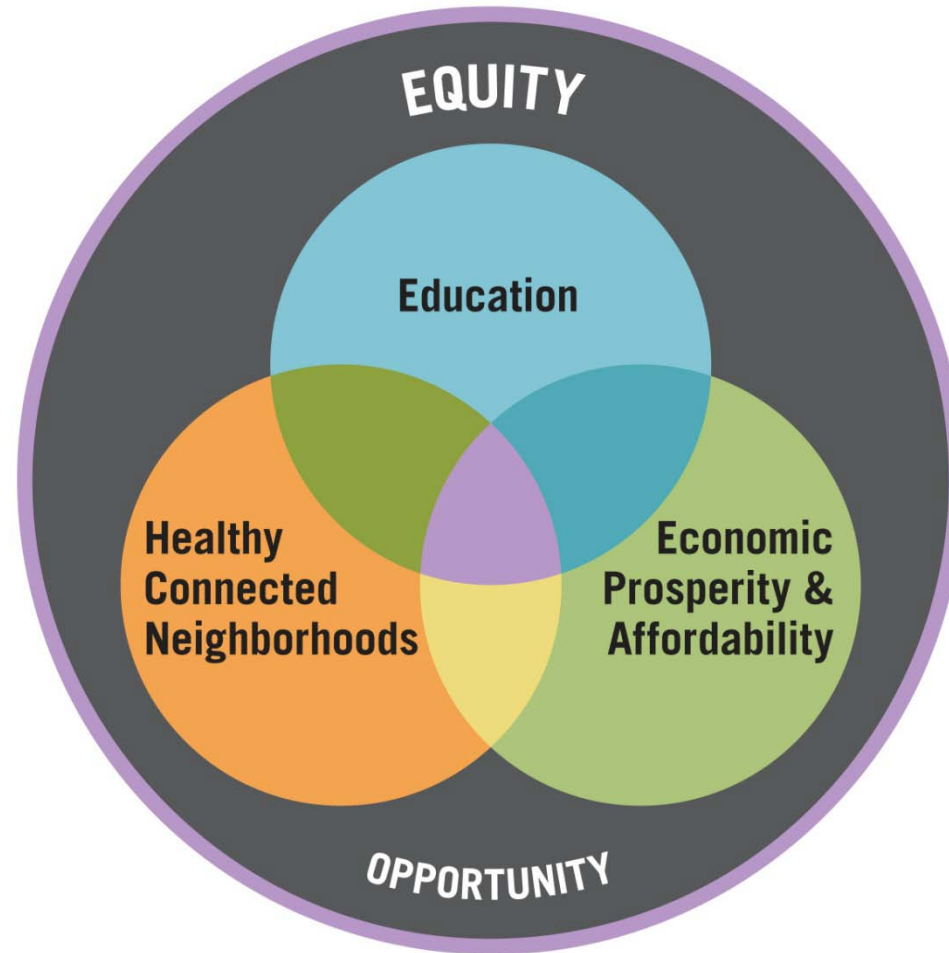
**Transparency**

**Innovation**



## THE PORTLAND PLAN

**Three strategies and an equity initiative**



## Economic Prosperity and Affordability

- Business success and living-wage job growth
- Household Prosperity and Affordability
  - Access to Housing
  - Education and job training
  - Neighborhood business vitality
  - Household economic security

## Healthy Connected Neighborhoods: Efforts and Investments

1. Vibrant Neighborhood Hubs
2. City Greenways
3. Public Decisions that Benefit Health

**Neighborhood hubs** are walkable places with concentrations of neighborhood businesses, community services, housing and public gathering places to provide residents with options for living a healthy, active lifestyle. They are centers of community life, serving as anchors for “20-minute neighborhoods,” which allow more people to meet needs locally.

## Healthy Connected Neighborhoods: Efforts and Investments

1. Vibrant Neighborhood Hubs
2. City Greenways
3. Public Decisions that Benefit Health

- Planning a System of Hubs
- Neighborhood Businesses and Services
- Healthy Affordable Food
- Quality, Affordable Housing
- Gathering Places and Opportunities for Social Connections
- Sustainable Urban Form
- Local Initiatives and Distinctiveness

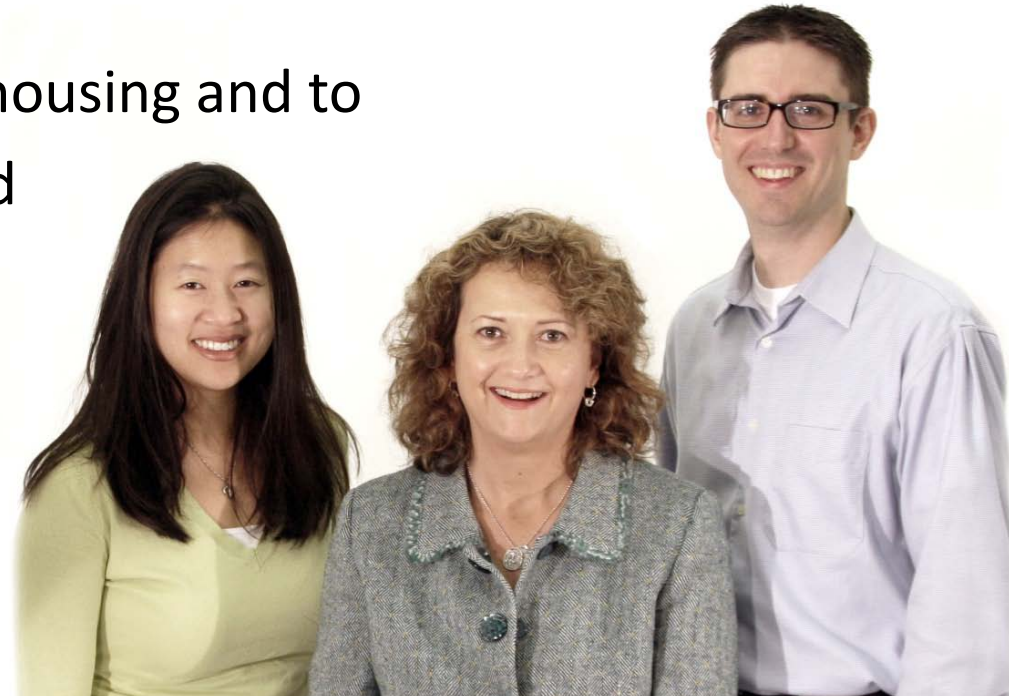


## Goal 1: HOUSING

Meet Portland's need for quality affordable homes for its residents.

## Goal 2: EQUITY

Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.



## **Goal 3: RESOURCE DEVELOPMENT**

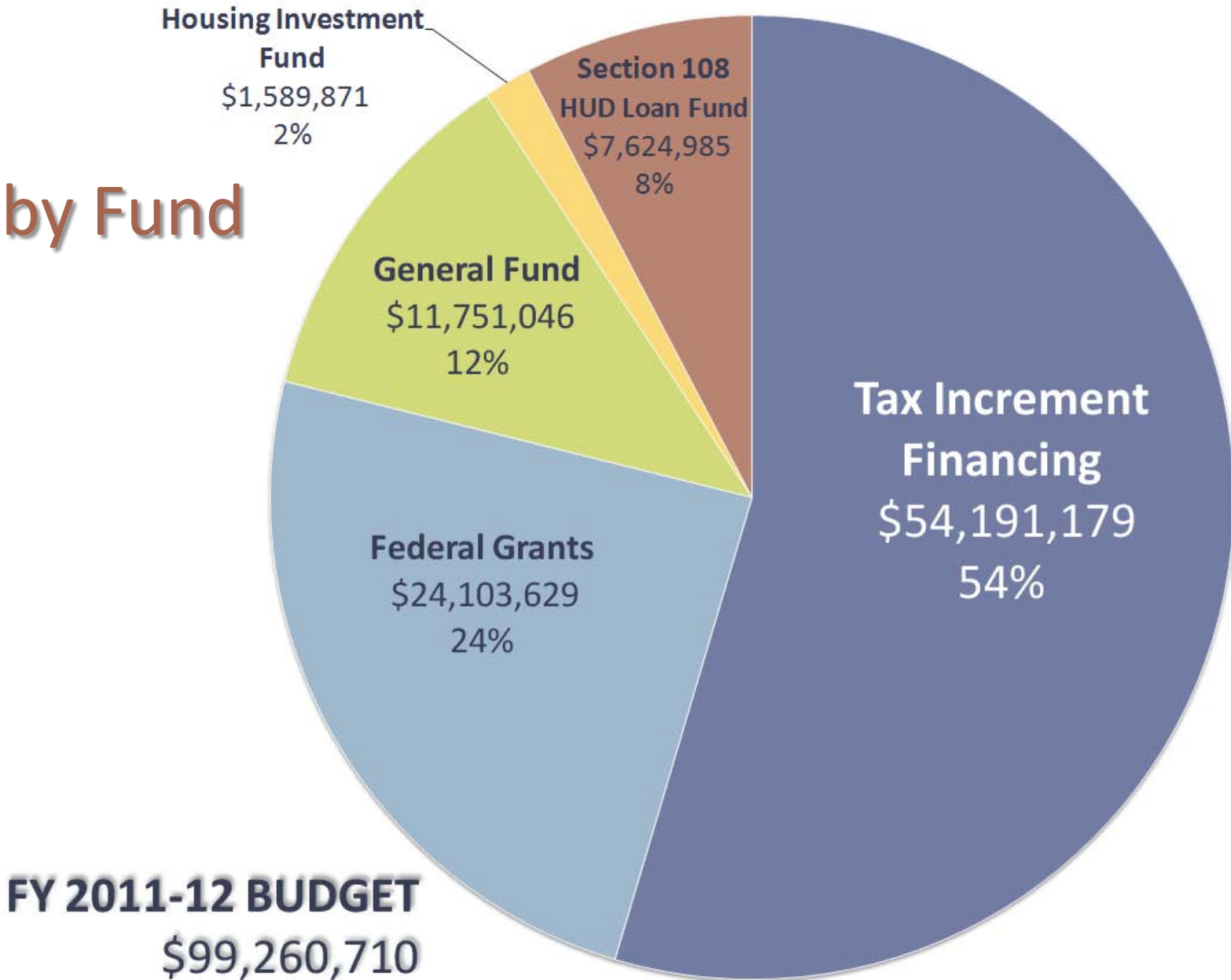
Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system.

## **Goal 4: ORGANIZATION**

Build a strong, dynamic Portland Housing Bureau that provides the highest level of leadership and service to our customers, employees and the community.

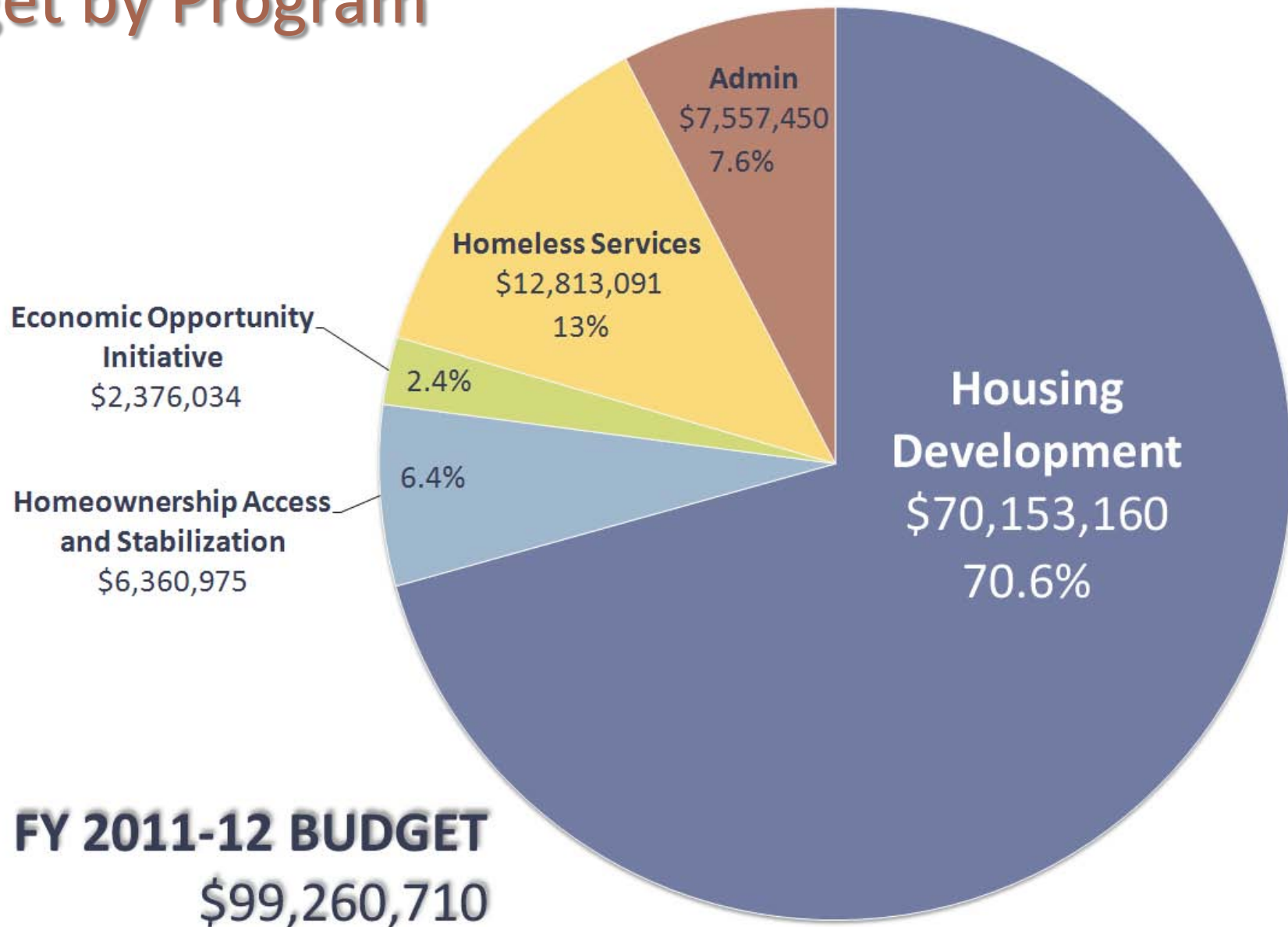
# Portland Housing Bureau

## Budget by Fund



# Portland Housing Bureau

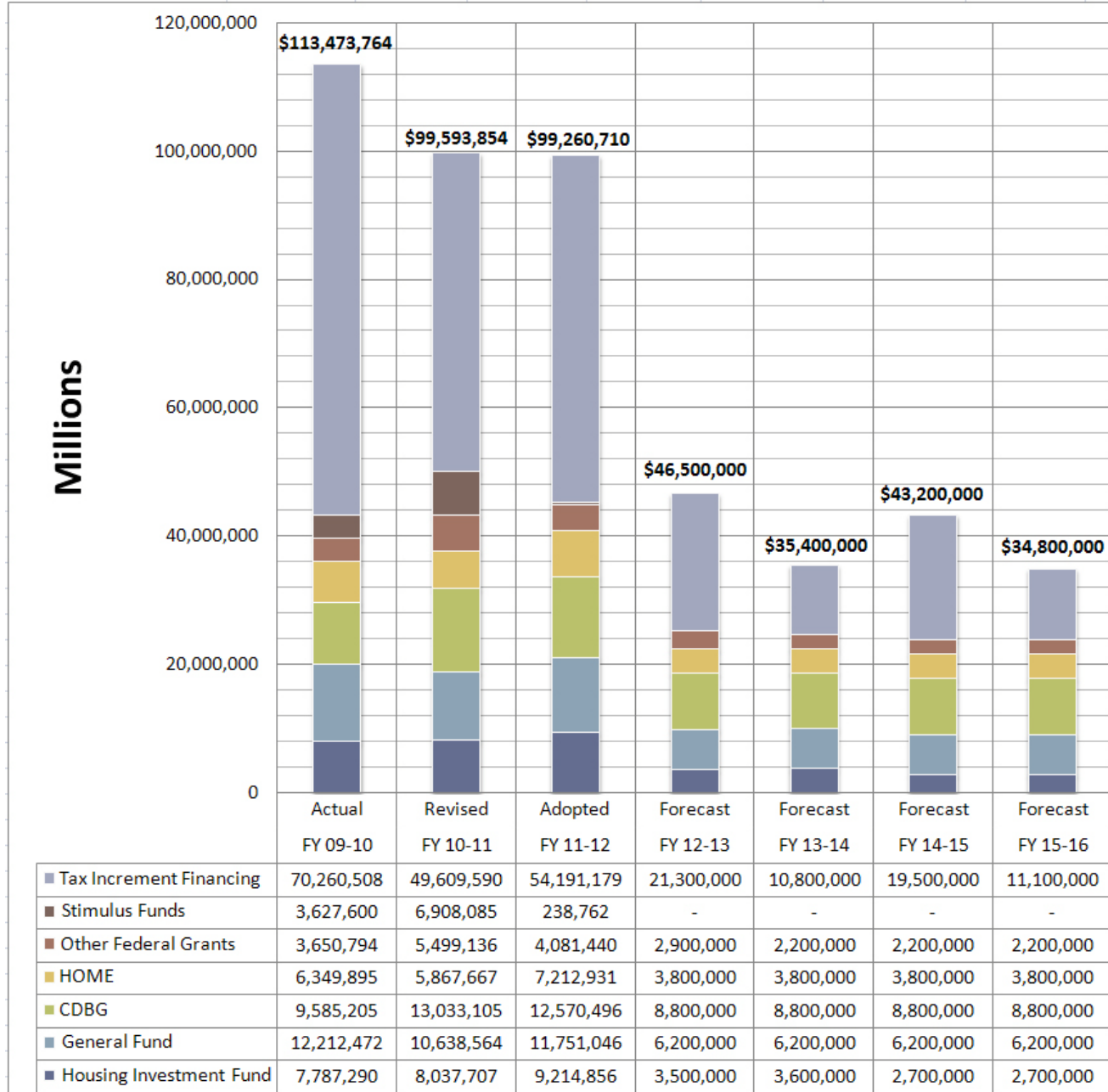
## Budget by Program



# Portland Housing Bureau

## Fund Forecast

- HIF drops in FY12-13 assuming the Section 108 Loan Program being fully allocated.
- The General Fund drops in FY11-12 because the one-time only General Fund dollars are not included beyond the current fiscal year.
- CDBG in FY10-11 and FY11-12 appears high because it includes carryover funds.
- Stimulus funds were fully expended in FY10-11; however, there is a small amount of carryover to FY11-12.



## Goal 1: HOUSING

Meet Portland's need for quality affordable homes for its residents.

- Produce and preserve housing to meet the needs today's market cannot.
- Move people quickly from homelessness into housing in a way that lasts.
- Increase the ability of low-income, minority households to access homeownership opportunities.
- Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.
- Maintain the health, safety and viability of the existing housing stock.

## INVESTMENT PRIORITIES

- 1** Provide more rental housing for the most vulnerable people.
- 2** Move people quickly from homelessness to permanent housing while preventing families from losing their homes.
- 3** Help Portlanders from communities of color buy a home or keep the home they already own.
- 4** Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

## Goal 2: EQUITY

Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.

- Remove discriminatory barriers confronting Portlanders trying to access housing.
- Ensure equity for underrepresented populations in city-supported housing programs.
- Increase participation by minority-owned and economically disadvantaged firms in Housing Bureau's programs and construction projects.
- Use the Housing Bureau's influence, investments and partnerships to create fair housing close to quality jobs, schools, transportation and other elements of sustainable communities.



## Goal 3: RESOURCE DEVELOPMENT

Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system

- Develop new financial resources to meet the most critical unmet housing needs.
- Wisely spend our money in a way that produces the best long-term results while ensuring equitable access to housing services.
- Manage existing housing stock and landlord partnerships to maintain long-term value for the community.

## Goal 4: ORGANIZATION

Build a strong, dynamic Portland Housing Bureau that provides the highest level of leadership and service to our customers, employees and the community.

- Develop an organizational culture that values employees, promotes innovation and respects diversity.
- Set and meet the highest standards for customer service and regulatory compliance.
- Provide the community with clear, consistent, reliable data on Portland's housing needs and trends, and on the performance of our programs and projects.
- Clearly communicate to the public the value of the Portland Housing Bureau, our programs and partners, and the community needs we address.
- Ensure that a wide range of perspectives inform decision-making and policy-setting.