







# Three strategies and an equity initiative



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# Economic Prosperity and Affordability: Efforts and Investments

- Business success and living-wage job growth
- Household prosperity and affordability

- Access to Housing
- Education and job training aligned with industry needs
- Neighborhood business development
- Household Security

### Healthy Connected Neighborhoods: Efforts and Investments

- Vibrant Neighborhood Hubs
- 2. City GreenWays
- 3. Health in Decision Making

- Goods and Services
- Healthy and Affordable
  Food
- Quality, Affordable Housing
- Walkability
- Opportunities for Social Connections
- Ecodistricts



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#### MISSION

Solve the unmet housing needs of the people of Portland.

#### VISION

All 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** We are committed to social justice in the delivery of housing to all residents of Portland's diverse communities. We embrace diversity in our workforce and culture.

**STEWARDSHIP** We invest, leverage and prioritize spending in ways that provide the highest public value and have the greatest influence on critical housing needs.

**TRANSPARENCY** We build long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open and without bias.

**INNOVATION** We believe new thinking, partners and ideas will help us build an effective organization and resolve long-standing problems.



#### **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.

Narrow the homeownership gap by increasing ownership opportunities for low-income, minority households.

Keep families in their homes by preventing avoidable, involuntary evictions and foreclosures.

Maintain the health, safety and viability of the existing housing stock.

#### **Goal 2: EQUITY**

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

Remove discriminatory barriers Portlanders face while trying to find 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 Housing Bureau, our programs and partners, and the community needs we address.

Ensure that a wide range of perspectives inform our agenda, decision-making and policy-setting.

#### **INVESTMENT PRIORITIES**

- **1** Provide more rental housing for the most vulnerable families.
- **2** Move people quickly from homelessness to permanent housing while preventing families on the brink 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.