

# 40 YEARS

# OF BUILDING VIBRANT AND ENGAGED COMMUNITIES



# WELCOME

Capitol Hill Housing  
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On the cover: Sherita and her daughter, residents of the Fremont Solstice Apartments.



When we think of the work of Capitol Hill Housing, we do so within the context of our values. Inclusion, equity, community—these are the values that guided our work 40 years ago, and remain the foundation of everything we do.

Seattle has changed a lot over 40 years, and so have we. We've moved from supporting home improvement loans on Capitol Hill to providing affordable apartments to over 2,200 of our neighbors in 48 buildings across the city. We've made building vibrant and engaged communities central to our mission and worked hard to create homes where our residents can thrive.

Today, we stand ready to meet the challenges posed by one of the greatest crises of affordability our city has ever seen. The struggle we face is not limited to a single group or neighborhood. Increasingly, we find ourselves working in new communities and forging new partnerships.

We have a long history of working collaboratively to support the goals and priorities of others, but 2016 marked another stage in our evolution. Our newest development in the Central District, the Liberty Bank Building, symbolizes the shift.

The project reaffirms a community that has persevered despite a history of institutional racism and policies of exclusion. The Liberty Bank Building not only provides affordable homes, it captures a valuable and powerful legacy in the African American community and creates opportunity for capacity-building ownership.

By partnering with local organizations, by engendering thoughtful dialogue, by listening and following the lead of the community, great things can happen. Our partners hold us accountable to local priorities and we build, rather than supplant, local capacity.

When we lead with our values, great things can happen. We can cross deep divides. We can lift people up in communities of hope rather than pushing them out. We can build an organization full of smart, hardworking people equipped with 40 years of experience responding to community needs, and ready to tackle 40 years more.

A handwritten signature in black ink, appearing to read "Chris".

Christopher Persons  
CEO

A handwritten signature in black ink, appearing to read "Catherine Hillenbrand".

Catherine Hillenbrand  
Board Chair



*An early project of our was a tool bank providing necessary supplies to neighborhood residents.*



*The historic Fredonia Apartments on 15th Avenue was one of our first property acquisitions in 1986.*



*We renovated and reopened 30 homes at the Melrose Apartments in 1990.*



*Gale Place opened in 1987 to provide 24 homes in the Ranier Valley. It was renamed after site manager Joe Black in 2016.*



*The Capitol Hill EcoDistrict launched in 2012 to pioneer sustainability on a neighborhood scale.*



*Broadway Crossing in the heart of Capitol Hill opened in 2007. Residents have access to a marvelous rooftop lounge and garden.*



*We celebrated the grand opening of 12th Avenue Arts in 2014.*

# 1970s

## A COMMUNITY'S RESPONSE

Our organization was founded in 1976 as the Stevens Neighborhood Housing Improvement Program by the Capitol Hill Community Council and residents concerned about redlining and disinvestment within the neighborhood. In our early years, we provided a tool bank with Environmental Works for neighborhood residents, home improvement lending, and homesharing for seniors.

# 1980s

## FROM HOMES TO APARTMENTS

The '80s were an important time of transition. We officially changed our name to Capitol Hill Housing Improvement Program, or CHHIP, and began an important shift from home improvement assistance to affordable apartments to better serve the growing needs of the neighborhood. We acquired our first apartment building for renovation in 1986.

# 1990s

## A DECADE OF FIRSTS

By 1990, CHHIP managed 172 units in 11 buildings. In a decade of firsts, we purchased our first senior housing, the Elizabeth James Apartments, and completed our first new construction development, the John Carney Apartments. Before the turn of the century, CHHIP had grown to manage 24 buildings with 535 apartments.

# 2000s

## PIONEERING SUSTAINABILITY

As the neighborhood grew and changed, so did we. We rebranded as Capitol Hill Housing in 2005 and began creating more buildings that mixed residential and commercial spaces like the Broadway Crossing, the first LEED Silver affordable housing development in the Puget Sound. In the same decade, the Pantages won a "Green Hammer" award for environmentally-friendly building practices and we renovated the Holiday Apartments with a focus on environmental benefits. By the end of the decade, we were serving well over 1,000 residents.

# 2010

TO THE PRESENT

## VIBRANT AND ENGAGED COMMUNITIES

By 2011, we were providing homes for more than 1,600 people. As our organization grew, so did our vision for community development. The Capitol Hill Housing Foundation was established to lead our communications and outreach efforts in the community. The formation of the Capitol Hill EcoDistrict and the Capitol Hill Arts District furthered our goal of building vibrant and engaged communities. All the while, we continued to provide our neighbors with quality, affordable homes, extending our portfolio as far south as White Center. Most recently, our efforts to increase affordability were marked by new developments like The Jefferson, and the award-winning 12th Avenue Arts Building.

# TODAY

our communities face rapid changes.

**\$64,000**

Salary needed to afford the average rent in Seattle without undergoing financial distress.

**\$32,000**

Annual salary of a full-time minimum wage worker in Seattle.

**\$23,478**

Average annual income of a CHH resident.

The qualities that make them vibrant, engaging places to live and work are threatened by rising rents and decreased affordability. It is becoming harder for working people to live in our neighborhoods, and the impact increasingly falls on those who can least afford it: seniors on fixed income, teachers, freelance artists, and people transitioning out of homelessness. As we lose the people at the heart of our communities, we lose what makes them work.

Seattle is growing and changing, but we believe that growth can occur in a way that prioritizes inclusion and the needs of the community. Capitol Hill Housing uses our 40 years of experience and relationships in the community to provide quality apartments that are affordable to working households and keep housing that's already affordable from disappearing. As we build and preserve housing, we also work to make the city a more welcoming place, whether by preserving arts and green spaces, by supporting access to transit, or by helping our neighbors have a voice in the decisions shaping the city. >>

Every DAY from 2010 to 2015, Seattle grew by ...

40 people



35 jobs



12 housing units



Sources: Sightline Institute, Seattle Office of Housing, U.S. Census Bureau

# CREATING AND PRESERVING AFFORDABILITY IN OUR NEIGHBORHOODS

## Empowerment of the African American community

We signed an agreement with our Central District partners to guide redevelopment of the Liberty Bank Building. The project will not only provide 115 affordable homes, but also establish a pathway for African American ownership of the building, support local business, and honor the legacy of a bank founded as a community response to redlining and disinvestment in Central Seattle.

## Affordable apartments at a major transit hub

Housing close to transit options opens up the opportunities our city offers. We signed a purchase and sale agreement at our site at the Capitol Hill Light Rail Station, moving forward a unique opportunity to bring 110 much-needed affordable homes to the heart of dense, thriving Capitol Hill.

## Partners in community development

In 2016, CHH served as Local Initiatives Support Corporation's Interim Program Manager, providing LISC with an on-the-ground presence in King County and helping distribute over \$180,000 in grants to build community capacity. This comes as CHH prepares to launch Community Development Partners, a new nonprofit entity that will draw upon 40 years of expertise in community building to help build the capacity of organizations across the region.

# BUILDING VIBRANT AND ENGAGED COMMUNITIES

## Renter power

Renters make up 80% of the residents on Capitol Hill, but historically their voices have been left out of the decisions that shape the neighborhood. In September 2016, we hosted the first-ever Capitol Hill Renter Summit, bringing more than 100 renters together with the Mayor of Seattle and local officials to chart a new course for civic engagement.

## Housing and transit go hand in hand

In 2016, we worked with the Seattle Department of Transportation to pilot a program that provided 65 of our residents low-cost ORCA passes. This program works to ensure that while our city builds a world-class transit system, it also builds an equitable system. We also advocated for a Parking Benefit District on Capitol Hill and continued working with the University of Washington to develop a shared parking system to pilot in our buildings.

## Sustainability in our portfolio

This year, we enrolled five buildings in Emerald Cities Collaborative's RENEW Program to identify cost-effective energy and water efficiency retrofits. The Liberty Bank Building has signed on as the Pacific Northwest pilot project for Healthy Building Network's HomeFree Initiative, a national program of affordable housing leaders improving health by using less toxic building materials.



The Liberty Bank Building at 24th and Union will provide 115 affordable homes.



The Liberty Bank Building partners: Africatown, BCIA, Centerstone and CHH.



*We hosted the first-ever Capitol Hill Renter Summit, mobilizing over 100 neighborhood renters.*



*Deputy Mayor Hyeok Kim joined us to rename The Gale Place Apartments as the Joe Black Apartments.*

## A PLATFORM FOR GROWTH

### Fair Chance Housing

A criminal record can be a significant barrier keeping people from finding a home. In 2016, we developed an individualized assessment process (IAP) for evaluating applicants facing barriers to housing, such as possession of a criminal history. This new process limits bias in applicant screening and provides opportunities for rehabilitated applicants to succeed.

### Job Coaching

We ramped up our Navigating Employment with Assistance and Resources (NEAR) program to help our residents improve their employment situation. 14 residents were paired with mentors from the community – and to date six have been connected to employment.

### Honoring Joe Black

We officially renamed the Gale Place Apartments the Joe Black Apartments, in honor of the longtime site manager who retired this year. Joe represents our commitment to our residents at its best. He has been a community leader for over two decades in the Rainier Valley, a mentor and role model to youth and a tireless employee.

#### IAP BY THE NUMBERS

# 46

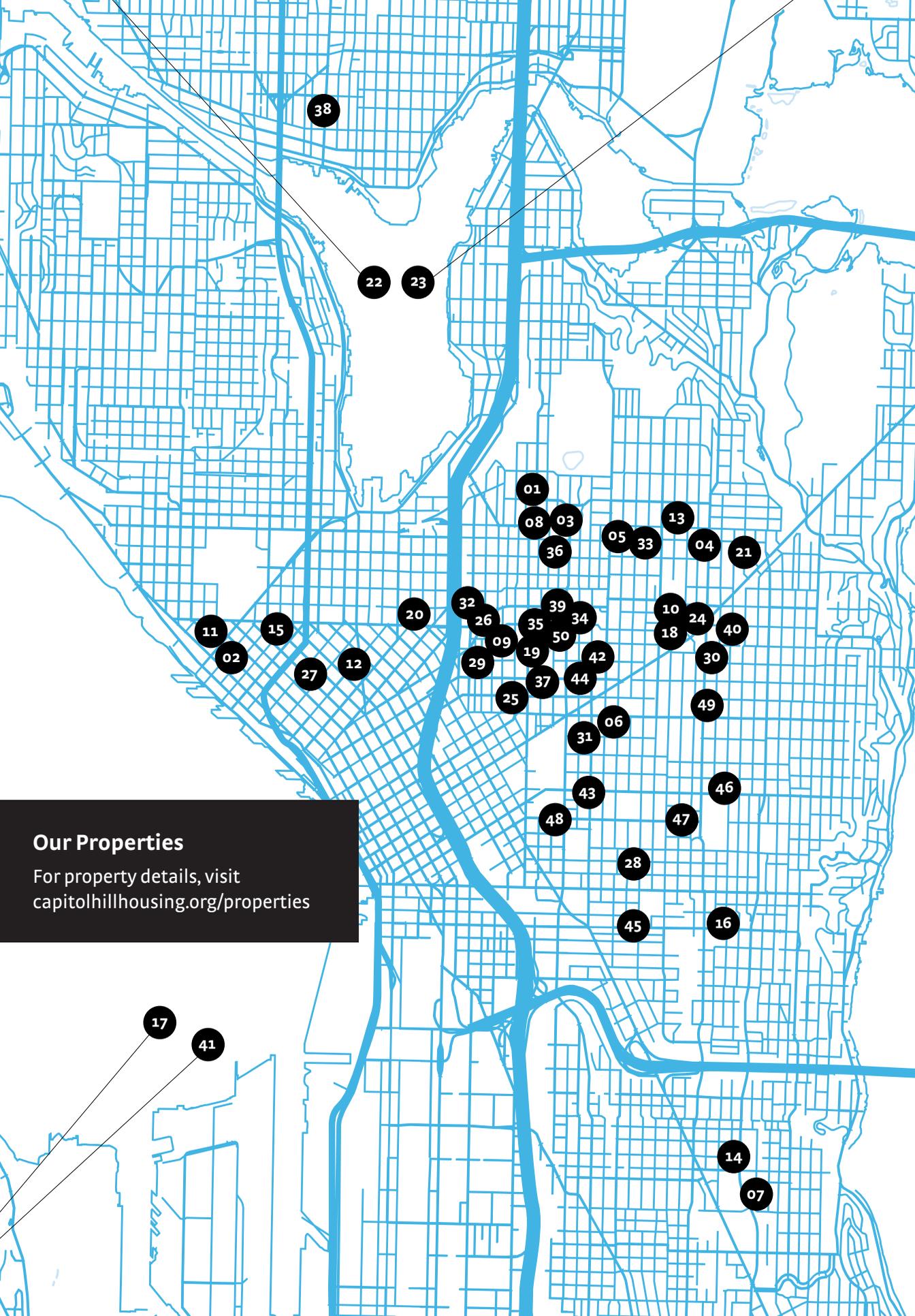
**individual  
assessments  
conducted**

# 27

**people housed  
who would  
otherwise have  
been denied**

“Whereas, Joe Black will be retiring on July 27 of 2016 and has left an indelible mark on this organization and the community; Now, therefore I, Edward B. Murray, Mayor of Seattle, do hereby proclaim July 27, 2016 to be **Joe Black Day.**”

—Mayoral Proclamation



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01 Broadway



02 Bremer



03 Four-Ten



04 Casa Di Cinque



05 Fredonia



06 Park Hill



07 Joe Black Apartments



08 Maxwell



09 Melrose



10 Hazel Plaza



11 John Carney



12 Larned



13 Berneva



14 Byron Wetmore



15 Devonshire



16 Four-Twelve



17 Holden Vista



18 Mary Ruth Manor



19 Boylston Howell



20 Brewster



21 Elizabeth James



22 Gilman Court



23 Burke Gilman Gardens



24 Miller Park



25 Seneca



26 Centennial



27 Fleming



28 El Nor



29 Villa



30 18th Avenue



31 Helen V



32 Oleta



33 Harrison



34 Lincoln Court



35 Pantages



36 Silvan



37 Broadway Crossing



38 Fremont Solstice



39 Holiday



40 Ponderosa



41 Unity Village



42 Haines



43 Jefferson



44 12th Avenue Arts



45 Squire Park Plaza



46 Harvey



47 Union/James



48 Cal Anderson House



49 Liberty Bank Building



50 923 E John St.



## A HARD DAY'S WORK

For more than three years, LT Patterson has lived in the Ponderosa Apartments, a quiet, well-maintained 23-unit building just off of bustling Madison Avenue. With the support of a caseworker, LT was able to secure an affordable home located near the treatment services he was accessing at Harborview Medical Clinic.

The change, he says, was immediate. "Moving to the Ponderosa cleared my head. It gave me a chance to get the feel of things, and let me know that I could work and still maintain my housing. So that's what I did. I went to work."

For the past year LT has worked locally as a custodian, and is currently looking for a more engaging career. He was paired with Frank Houston, a volunteer job coach, through Capitol Hill Housing's NEAR program, and together they created a resumé to share with potential employers.

"Frank listens," says LT. "He gives me pointers on the little things, little hints – but things that matter to a boss. He's been in a managing position for years, so he knows what it takes to succeed."

With the help of the NEAR program, LT is confident he can find a better position. It's not just about the paycheck; it's a point of pride. "It's work. You get tired. You get stressed out, but it's still work. Waking up in the morning or going to work at night, it matters. It gives you something to do. It motivates you."

For now, LT is grateful to call the Ponderosa his home. It provides the peace and quiet of a safe space, with no intrusions, no drugs or alcohol. He's friendly with his neighbors in the building and enjoys getting to know them through different events put on through Resident Services, like a yearly Thanksgiving meal that brings everyone together. "Seattle is blowing up. Prices are going up everywhere. Places like this really make a difference," he says. "I'm very appreciative of it."

# FINANCES

Capitol Hill Housing properties maintained low vacancy rates, averaging 2.8% in 2015. At the end of 2015, assets exceeded liabilities and totaled over \$20 million; unrestricted cash totaled \$3,046,758. In 2015, we sold our equity interest in Firestation 7, the former fire station converted to office and retail space. We completed the purchase of the Union James, a two-building, 24-unit property from the Central Area Development Association. In addition to ongoing maintenance of our portfolio, we also invested \$1.7 million in upgrades to Hazel Plaza, including a new roof, exterior and interior renovations.

	YEAR ENDED 12/31/15		YEAR ENDED 12/31/14	
	CHH and CHH-Owned Buildings	Tax Credit Partnerships	CHH and CHH-Owned Buildings	Tax Credit Partnerships
<b>OPERATING REVENUES</b>				
Tenant rents	8,405,990	5,792,775	7,721,518	4,277,851
Fees, donations & other income	2,122,954	262,727	1,828,337	225,514
Project development fees	400,062		2,279,306	
<b>TOTAL OPERATING REVENUES</b>	<b>\$ 10,929,006</b>	<b>\$ 6,055,502</b>	<b>\$ 11,829,161</b>	<b>\$ 4,503,365</b>
<b>OPERATING EXPENSES</b>				
Salaries, benefits & payroll taxes	4,454,492	782,494	3,902,638	598,814
Operating, maintenance, utilities, insurance	2,978,801	1,685,658	2,660,364	1,391,634
Administration, professional fees & other	1,553,928	1,284,142	1,240,750	1,112,335
<b>TOTAL OPERATING EXPENSES</b>	<b>\$ 8,987,221</b>	<b>\$ 3,752,294</b>	<b>\$ 7,803,752</b>	<b>\$ 3,102,783</b>
Operating income (loss) before depreciation	1,941,785	2,303,208	4,025,409	1,400,582
<b>DEPRECIATION</b>	<b>\$ 1,921,096</b>	<b>\$ 3,498,830</b>	<b>\$ 1,907,280</b>	<b>\$ 2,470,770</b>
Operating income (loss) after depreciation	(20,689)	(1,195,622)	2,118,129	(1,070,188)
<b>NON-OPERATING REVENUE (EXPENSE)</b>				
Grants for capital projects	2,363,050		173,000	300,000
Gain (loss) on sale of property	377,292	(167,805)	856,903	
Interest expense	(893,727)	(1,773,378)	(1,145,165)	(1,242,706)
<b>TOTAL NON-OPERATING INCOME (EXPENSE)</b>	<b>\$ 1,846,615</b>	<b>\$ (1,941,183)</b>	<b>\$ (115,262)</b>	<b>\$ (942,706)</b>
<b>Change in net assets</b>	<b>1,867,304</b>	<b>(3,136,805)</b>	<b>2,002,867</b>	<b>(2,012,894)</b>
<b>NET POSITION</b>				
Beginning of year	19,003,964	12,698,973	17,409,501	13,900,241
Change in component units & other changes		(17,500)	(408,404)	634,399
Capital contributions		6,614,090		177,227
<b>END OF YEAR</b>	<b>\$ 20,871,268</b>	<b>\$ 16,158,758</b>	<b>\$ 19,003,964</b>	<b>\$ 12,698,973</b>

# BOARD

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Dawn Lambert

Abraham Laryea

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Efrain Mondragon

Dianne Moreland

Antoinette Nicholas

Myong Nicholas

Richard Nuzzo

Beth Quale

Kirk Robertson

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Elliott Sanders

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Caitlin Walther

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## 40TH ANNIVERSARY SPONSOR

Chase Bank



The annual Community Forum gave an opportunity for neighbors to voice their opinions on preserving art spaces, building a lid on I-5, and other pressing issues.



65 residents received low-cost ORCA cards as part of a pilot program in three of our buildings.



CHH staff are dedicated to building vibrant and engaged communities.

**90** community dinners, potlucks, back to school events and outings

**75** residents kept in their homes thanks to rental assistance

**721** individual meetings with residents, an 80% increase over 2015



Omnivorous brought together 27 of Capitol Hill's favorite restaurants and bars in support of our Resident Services program.



New street signs were installed to help mark the Capitol Hill Arts District.