



REPORT TO THE COMMUNITY

Seattle Housing Authority has spent more than a decade revitalizing the city's stock of public housing, including the development of three award-winning mixed-income communities. Learn about these efforts and read the agency's 2007 annual report

SEPTEMBER 2008

Dear friends and neighbors:

Over the past decade, the Seattle Housing Authority has been rebuilding our major family communities—Holly Park, Rainier Vista and High Point. We are replacing aging housing so that it will be available to low-income families for a half-century or more.



We are also renewing the useful life of those of our apartment buildings that date from the 1970s. And, as we look toward the future, we are beginning the redevelopment of Yesler Terrace to better house the people who live there now and those who will need this housing in the future.

In all of these rebuilding projects, our goals are the same—to sustain our housing stock, to provide better housing for those who rely on it, and to improve the neighborhoods where this housing is located. If you happen to live in a community where these efforts have been going on, we hope you have noticed that we have become a better neighbor to you as well.

Federal funds from the HOPE VI grant program have sparked these redevelopments. More than \$150 million of federal investment has helped us transform these neighborhoods. In addition to this seed money, partners from all across our region have stepped forward to participate. Nonprofit housing developers have helped us replace the original low-income housing. Architects, designers, and construction professionals have contributed their skills to build the best and most long-lasting housing possible. Private home builders have risked their equity to build homes for sale where previously there was only government-owned public housing. In all, more than \$1.2 billion has been invested in this renewal effort.

What has emerged is low-income housing that we all can be proud of. Housing that binds neighborhoods together and enhances property values. Housing that is grounded in the neighborhood and connected to—not separated from—the surrounding community. We are creating new neighborhoods that people choose to live in regardless of their income level.

In pursuing these ambitious goals, the Seattle Housing Authority has aggressively sought and creatively made use of every financial resource we could identify. This report tells the story of this effort and its effects on the people and neighborhoods involved.

With the support of the people of Seattle, we plan to continue to address the tough challenges of housing need in our city. We look to expand our partnerships with nonprofits, business and educational institutions. We will continue taking part in the important effort to end homelessness and expand opportunities for our residents. And we will work with the community to create an outstanding urban neighborhood at Yesler Terrace.

Ultimately, we want to tackle head-on the harder issues of poverty so that the residents of our housing can gain financial stability and move out on their own. We hope that we will continue to have your support in these efforts.



Tom Tierney
Executive Director

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Since the late 1990s, Seattle Housing Authority has addressed tough challenges amid downward trends in funding for public housing. With creativity and innovation, the agency has replaced worn-out units with modern, high-quality homes, fostering diverse neighborhoods where people can thrive

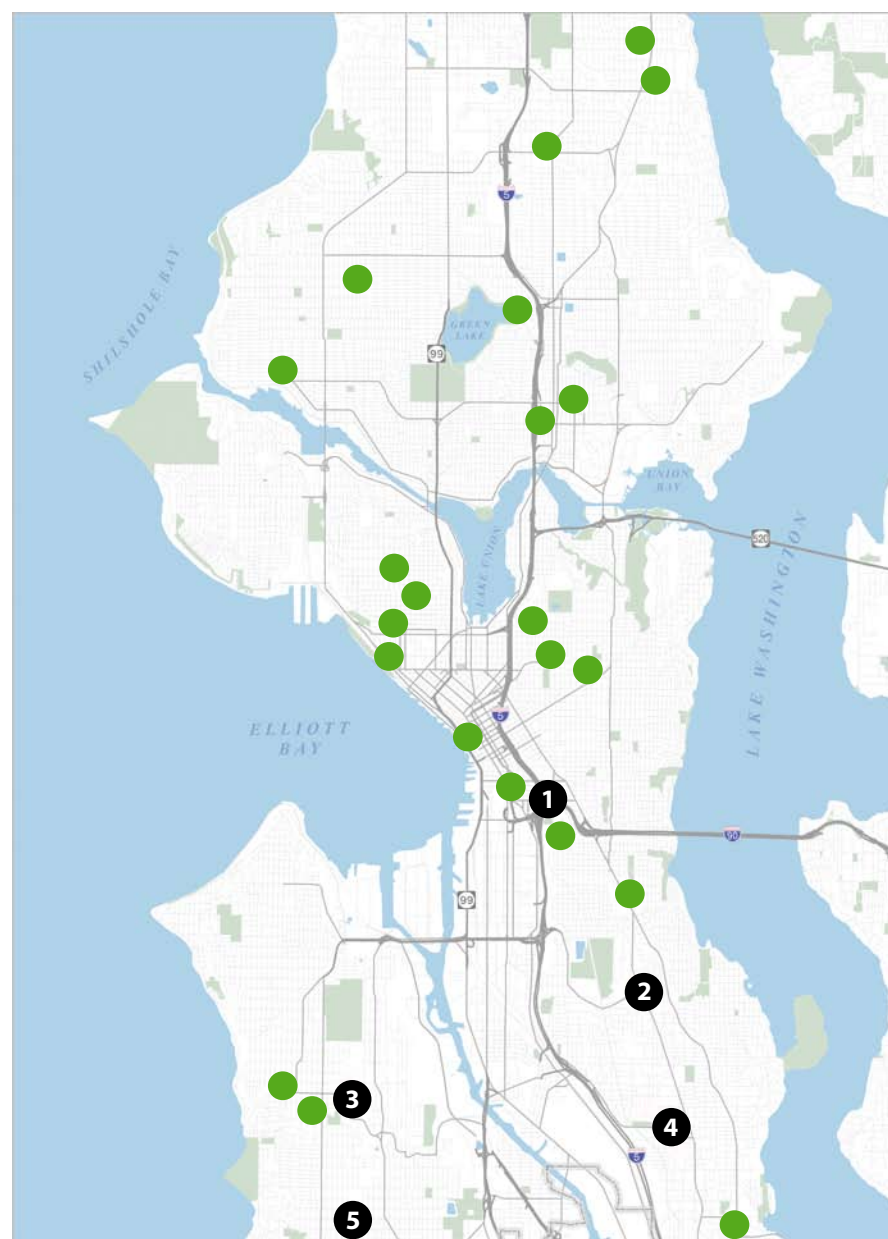
Seattle Housing Authority embarked on redevelopment of its largest low-income public housing family communities beginning in the mid 1990s with Holly Park. Redevelopment projects are also underway at High Point and Rainier Vista, and planning has begun for the replacement of the 70-year-old housing at Yesler Terrace.

In addition, a troubled corner of the Westwood area of West Seattle has been revitalized, and a five-year project to renovate 22 aging apartment buildings will wrap up next year.

In some instances, this work has centered on full-scale redevelopment, where old public housing units are demolished and replaced with new homes, streets, utilities, parks, and community amenities. In others it has meant extending the life of existing housing by renovating building systems and infrastructure. In all cases, the work of Seattle Housing Authority has significantly added to and improved the city's stock of low-income and affordable housing.

Collectively, these redevelopment efforts represent the largest neighborhood transformations Seattle has seen in more than 50 years. Seattle Housing Authority has won more than 25 awards for this work, receiving local, state, national, and international recognition for excellence in planning, design, and sustainable development.

When redevelopment is complete, new housing will have been created for more than 3,800 families across the income spectrum. The revitalized communities will weave housing, libraries, computer labs, employment and self-sufficiency programs, and other important social services into the fabric of their surrounding neighborhoods and the rest of the city.



Large-scale redevelopment is underway or planned for four family communities at Yesler Terrace (1), Rainier Vista (2), High Point (3), and NewHolly (4). Renovations have taken place in the Westwood (5) area and are nearly complete at 22 apartment buildings (green dots).

MAKING QUALITY HOUSING ATTAINABLE FOR ALL

When redevelopment at NewHolly, High Point, and Rainier Vista is complete, Seattle Housing Authority will have added significantly to the city's stock of low-income and affordable housing.

The agency is building or acquiring more than 3,000 low-income housing units throughout the city, allowing families greater choice over where they live. Low-income residents can now live in higher-quality housing, in neighborhoods where people of all income levels share community resources and assets.

CREATING A NATIONAL MODEL FOR HOPE VI REVITALIZATION

Seattle Housing Authority pioneered the use of federal funding from the U.S. Department of Housing and Urban Development's HOPE VI program (Housing Opportunities for People Everywhere). This program supports the replacement of dysfunctional low-income housing projects with high-quality housing in mixed-income communities.

The agency has approached each project with creativity and a commitment to the well-being of residents. Its efforts have become a model for housing authorities across the country.

WORKING WITH PARTNERS IN THE COMMUNITY

Partnerships with nonprofits and city departments have been a key part of the success of these new neighborhoods.

Neighborhood House, Providence Health & Services, Building Changes, the Retirement Housing Foundation, Atlantic Street Center, the Seattle Public Library, Habitat for Humanity, South Seattle Community College, and many others have worked creatively with the Seattle Housing Authority to connect people and services, and to help bring these new communities to life.

NewHolly

The old Holly Park has been transformed from a run-down public housing community to a new urban neighborhood that mixes low- and moderate-income rentals with private homes — more than 1,400 units of new housing in all



Fifteen years ago, Holly Park was a run-down public housing community that no one was proud of. The 871 low-income families who lived there struggled in isolation against poverty in an environment where crime was frequent and personal safety was at risk. Most residents survived on public assistance, with little hope of finding employment or advancing. Kids from Holly Park tried to hide their addresses from their classmates to avoid being stigmatized.

Now, kids in the neighborhood say with pride, “I live at NewHolly!” The old housing units have given way to a mix of low- and moderate-income rentals and private homes—1,414 in all.

The community has been transformed by this comprehensive redevelopment project, which has spanned 15 years and 110 acres. With \$48

million in seed money from the federal HOPE VI program, Seattle Housing Authority has rebuilt this community into a neighborhood that blends seamlessly into its South Beacon Hill surroundings and offers homes and services to everyone.

A new Neighborhood Campus serves as a gathering place for the neighborhood and beyond. Its amenities include a busy branch of the Seattle Public Library, a job placement center, and a branch campus of South Seattle Community College. New parks, scattered throughout the community, offer basketball courts, play structures and a number of community gardens.

One important feature of the new community is an Elder Village, which provides a range of housing for older residents, from independent to assisted living, at varied income levels. In

partnership with the Retirement Housing Foundation and Providence Health & Services more than 230 seniors call NewHolly home.

NewHolly’s proximity to Sound Transit’s Link light rail and Othello Station, due to begin operating in 2009, is another important amenity. Seattle Housing has recently secured a development partner to bring neighborhood retail opportunities and additional moderate-income rental housing to the last remaining undeveloped area, at the corner of Martin Luther King Jr. Way South and Othello Street.

Today, almost everyone in the community works or is enrolled in school. Neighborhood events bring people together from across varied languages and cultures. The community’s transformation from isolated enclave of poverty to livable neighborhood like any other is nearly complete.

1995

The Holly Park community is awarded \$47 million in HOPE VI funding for redevelopment.

1996

Residents of Holly Park receive counseling and assistance for their temporary relocation off-site.

1999

Rental housing in Phase I is completed and residents begin returning to NewHolly.

2001

Phase II rental housing and the community’s Elder Village senior housing are both finished.

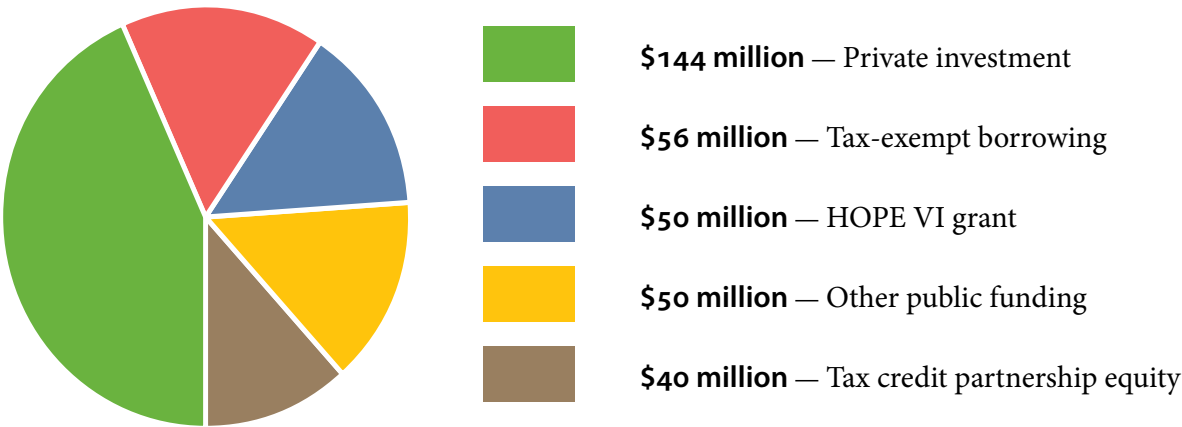
RELOCATING RESIDENTS & REPLACING HOUSING

All Holly Park families received counseling and assistance with relocation to the housing of their choice. Of the 832 households who needed relocation, some 250 chose to move into private housing with a relocation voucher. About 230 of the original families returned to the new community—nearly 90 percent of the 254 households who chose this as their first preference. Some moved to other Seattle Housing Authority communities, and 51 households became homeowners.

All the low-income housing units originally located at Holly Park have been replaced and occupied by low-income tenants. In fact, a total of 993 apartments for people with incomes below 30 percent of the area median income have been created as a result of redevelopment. Of those, 530 are at NewHolly, and the remainder are located throughout the city.

FINANCING REDEVELOPMENT

Total investment at NewHolly will reach **\$340 million**. This money provides for housing construction, the development of infrastructure—including new roads, sidewalks, and utility systems—and the creation of parks, playgrounds, open spaces, and important community amenities like the Neighborhood Campus and Elder Village.



CREATING A MIXED-INCOME COMMUNITY

The mix of housing at NewHolly now includes units for residents with extremely low incomes (30 percent of area median income or below) and low incomes (80 percent or below), in addition to market-rate rental and for-sale housing.

Housing Type	Income Category	Units
Public housing	Extremely low income	400
For-sale housing	Any income level	364
Affordable rental housing	Low income	288
Affordable for-sale housing	Low income	112
Senior housing	Extremely low income	80
Senior housing, assisted living	Any income level	54
Senior housing, assisted living	Extremely low income	50
Senior housing, assisted living	Low income	50
Rental housing	Any income level	16
Units of on-site housing		1,414

Redevelopment resulted in 463 more units of off-site housing for extremely low income residents. An additional 250 housing assistance vouchers were also awarded to Seattle Housing Authority.



Built to house defense workers during World War II, public housing units at the old Holly Park had been in use for nearly 60 years.



Trees and open spaces, including parks and playgrounds, are a key part of redevelopment and are found throughout NewHolly.



“There was no national model we could look to. There was no book to read because nobody had done this before,” says Seattle Housing Authority employee **Joy Bryngelson** (above left), as she shares a laugh with longtime Holly Park and NewHolly resident Sidney Carter.

Bryngelson is a community builder at NewHolly, where she works with residents to promote social networks and partnerships. Collaborating across cultural, racial, and economic lines, community builders facilitate resident involvement in activities, events, meetings, and leadership. (Photo credit: Thomas James Hurst/Seattle Times.)

2004

Seattle Housing Authority turns over market-rate home construction to private builders.

2005

NewHolly’s last rental housing, located in Phase III, is completed and occupied.

2007

The last of 871 Holly Park replacement housing units is available for rental.

2010

Mixed-use development near Othello Station will complete the third and final phase of NewHolly.

High Point

Seattle Housing Authority's largest family community is nearing the end of a redevelopment project that has turned it from an isolated collection of public housing into a mixed-income neighborhood nearly 1,700 families will call home



At the end of the last century, High Point residents, community leaders, and Housing Authority employees started to dream about a new neighborhood for 4,000 residents on a beautiful hilltop site in West Seattle.

Eight years later, more than 1,800 people already live in this new neighborhood. What was once an isolated area, home only to those with very low incomes, has become an award-winning, mixed-income community that is a national model for sustainable development.

The new neighborhood is characterized by pride of ownership among all residents, whether they rent or own. High Point now features well-designed homes that work for a wide range of people, from elderly singles to large families. It is a richly diverse place where people of many cultures, backgrounds and incomes live together as good neighbors.

High Point's streets are purposely narrow, to help slow cars and increase pedestrian safety. Wide sidewalks encourage walking. To help bring neighbors together, homes feature porches close to the street, and parks, playgrounds, and gardens are found throughout the community.

New neighborhood amenities serve both the residents of High Point and the surrounding neighborhood. The Seattle Public Library has opened a new High Point branch, and Neighborcare Health has created a spacious new facility next to the library for its High Point Medical & Dental Clinic, which serves area residents in 24 languages. In 2009, Neighborhood House will break ground on a state-of-the-art neighborhood center, home to a Head Start program, on-site job training, offices for social service workers, and an after-school gathering place for area teenagers.

High Point redevelopment has also benefited the environment. Because the neighborhood's 120 acres occupy ten percent of the watershed of Seattle's most significant salmon stream, Longfellow Creek, it was built with a natural drainage system beneath it. Water entering the stream is now filtered by the system and is as clean as water from a natural meadow.

In addition, new homes all qualify for three-star BuiltGreen™ certification. During construction 110 mature trees were preserved and still grace the community.

As High Point nears completion, it is becoming a more integral part of West Seattle. New streets have reconnected it with the surrounding community, its construction has helped the environment, and barriers between High Point residents and the rest of West Seattle—real or imagined—have diminished.

2000

The High Point community is awarded \$35 million in HOPE VI funding for redevelopment.

2001

Relocation counseling and assistance for more than 700 High Point households begins.

2003

The City Council approves High Point's Master Plan. Demolition of old public housing units starts.

2005

Families return to new public housing units in Phase I. For-sale home construction begins.

RELOCATING RESIDENTS & REPLACING HOUSING

When plans were drawn up in 2000 to demolish High Point’s old, worn-out housing units, 678 families signed up for relocation assistance. Seattle Housing Authority paid for all moving expenses, hired movers to pack and unpack residents’ belongings, and provided translators to communicate with non-English speakers.

Of the original families, 154 moved into the new rental housing in Phase I, 109 moved to Seattle Housing Authority units elsewhere in the city, 242 received housing assistance vouchers for use in private rental housing, and 173 moved to private housing without seeking rental assistance. As of September 2008, 332 replacement units have been built and are occupied.

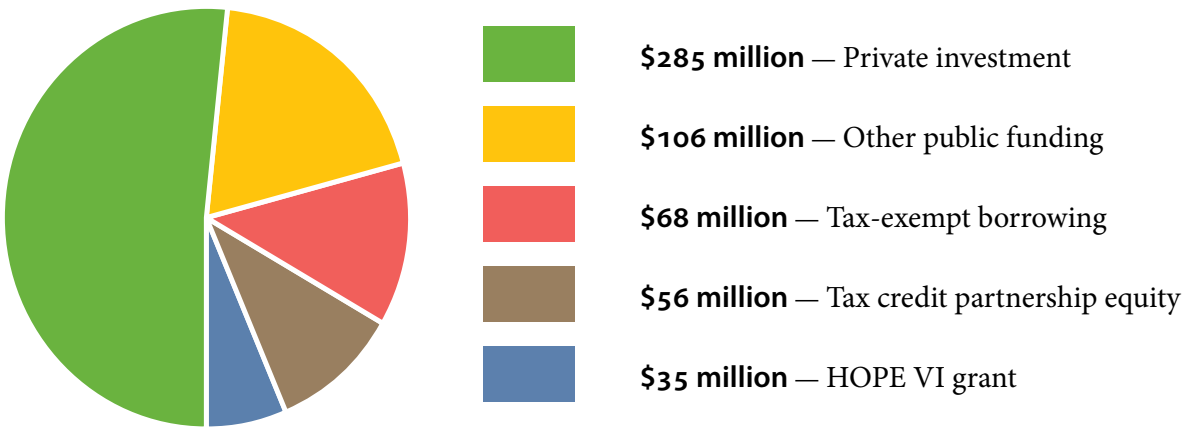
Additional replacement housing will come on line as Phase II development continues. These units include 200 low-income town homes and apartments, 75 apartments for low-income seniors, and 57 apartments acquired by Seattle Housing Authority in West Seattle’s Delridge neighborhood.



Residents took an active role with planners in the creation of High Point, contributing their ideas on community amenities, design features, floor plans, and more.

FINANCING REDEVELOPMENT

In total, **\$550 million** will be invested in the redevelopment of High Point. This money will go toward the construction of energy-efficient public and private housing, the development of infrastructure—including High Point’s innovative natural drainage system—and the creation of parks, community gardens, open spaces, the library, the neighborhood center, and more.



High Point offers 35 Breathe Easy homes, built with features to improve indoor air quality and help decrease the risk factors known to cause asthma among low-income children.

CREATING A MIXED-INCOME COMMUNITY

When the High Point neighborhood is completed in 2010 it will include housing units for residents with very low incomes (50 percent of area median income or below) and low incomes (80 percent or below) in addition to market-rate rental and for-sale housing.

Housing Type	Income Category	Units
For-sale housing	Any income level	790
Public housing	Very low income	350
Affordable rental housing	Low income	250
Senior housing	Any income level	160
Senior housing	Very low income	75
Affordable for-sale housing	Low income	56
Units of on-site housing		1,681

Redevelopment at High Point will also result in the creation of 291 additional units of off-site housing for extremely low income residents. In addition, 397 new housing assistance vouchers have been added to Seattle Housing Authority's inventory.



Sidal Kim, who has lived at High Point since 1991, has witnessed its transformation into a vital mixed-income community. She loves the street layout and beautiful new homes, and says it is much quieter and more peaceful than the old High Point. She particularly loves her new townhouse with its yard and front porch. “It’s better living than before,” she says.

Sidal and six other neighbors tend private and community gardens, giving them the opportunity to build relationships with people while growing their own produce.

2006

Families continue to move into finished Phase I homes. Phase II infrastructure construction begins.

2008

Families begin moving into rental and for-sale housing in Phase II of the neighborhood.

2009

Natural drainage construction will be complete, and High Point will be reconnected to West Seattle.

2010

The construction of all housing will be complete. Nearly 1,700 families will call High Point home.

Rainier Vista

Located just 11 minutes by train from downtown Seattle once Link light rail begins operation in 2009, Rainier Vista is being redeveloped into a convenient and desirable community for residents of all income levels



Within walking distance of the vibrant Columbia City neighborhood, Rainier Vista belongs to one of the most diverse locales anywhere in the country, blending immigrants from throughout the world with American-born residents of all cultures.

The original 65-acre public housing site contained 481 apartments in one- and two-story buildings. The new neighborhood has a distinctly urban feel, with townhouses and low-rise apartments lining its winding streets, displaying diverse and colorful architecture. Although it will be home to nearly twice as many households as before, Rainier Vista still features well-located parks and open space.

At the center of the community, across from a busy park, is the Neighborhood House Rainier Vista Center, where residents gather for Head Start classes, to use the computer lab, and to

take advantage of other services provided by the nonprofit Neighborhood House.

Rental housing on the western portion of the site is fully occupied, and most of the private homes there have now been completed. Phase II is located east of the rail line, where a new Boys & Girls Club facility—opening late in 2008—will provide activities, day care, and recreation for younger children and teens. An adjacent ball field, sized for youth, will provide play opportunities for the entire community.

This second phase of development includes mixed-use buildings with retail spaces, low-income apartments, and condominiums. Two blocks in this area are being marketed for private development of homes for sale.

The northeast portion of the site is slated for future construction. It will be a mix of

rental and private housing. The schedule for development has been extended because of the softening of the housing market.

Since Rainier Vista's initial \$35 million redevelopment grant was awarded in 1999, the cost of building new streets, sewers and utility connections has doubled. Unlike private developers, Seattle Housing Authority cannot simply raise rents for its low-income tenants to make up the difference. Proceeds from the sale of home sites are needed to fund site improvements.

In spite of this challenge, agency leaders are committed to completing the entire Rainier Vista community over the next several years. The finished development will fulfill the ongoing vision of a mixed-income community that meets the needs of both low- and middle-income households.

1999

The Rainier Vista community is awarded \$35 million in HOPE VI funding for redevelopment.

2000

Relocation counseling and assistance for nearly 500 Rainier Vista households begins.

2003

The City Council approves Rainier Vista's Master Plan. Demolition of old public housing units starts.

2004

The construction of new infrastructure and rental housing for Phase I begins.

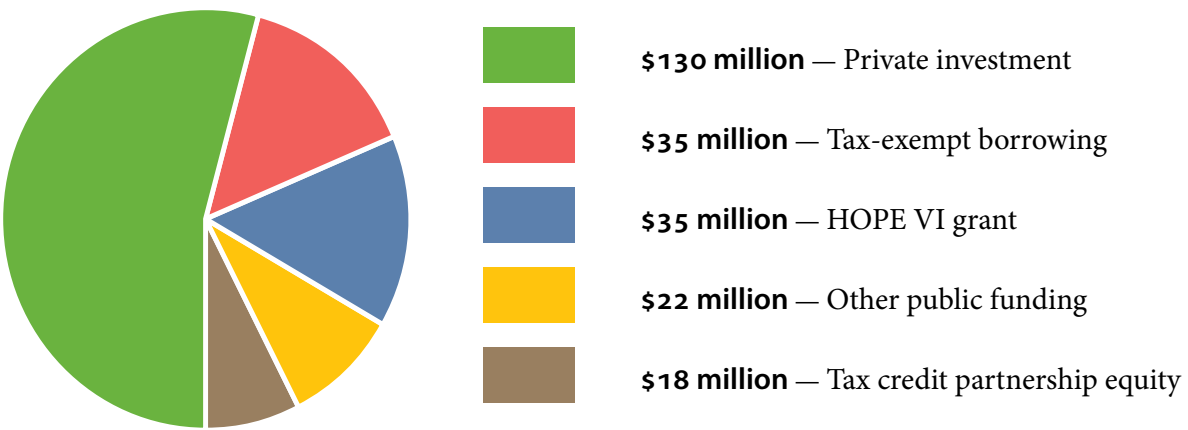
RELOCATING RESIDENTS & REPLACING HOUSING

When Seattle Housing Authority officially began the redevelopment of Rainier Vista, there were 471 households living there. Each family received one-on-one counseling in their native language to understand and make their own decisions about where they wanted to live.

Most of the 271 households who wanted to remain in the neighborhood have been able to stay at Rainier Vista or live nearby. A total of 320 households still live in the neighborhood. To date, 299 units of housing have been replaced. An additional 182 will be replaced when Rainier Vista's redevelopment is complete.

FINANCING REDEVELOPMENT

By the time redevelopment is complete, **\$240 million** will have been invested in Rainier Vista. This money goes toward the construction of rental and for-sale housing, completely updated infrastructure, the creation of parks, open spaces, and public art, and important community resources like the Boys & Girls Club and Neighborhood House Rainier Vista Center.



CREATING A MIXED-INCOME COMMUNITY

The redeveloped Rainier Vista now includes housing units for residents with extremely low incomes (30 percent of area median income or below) and low incomes (80 percent or below), in addition to market-rate for-sale housing. This includes specialized apartments for low-income seniors operated by Providence Health & Services, and housing developed cooperatively by AIDS Housing of Washington (now known as Building Changes) and Housing Resources Group.

Housing Type	Income Category	Units
For-sale housing	Any income level	209
Public housing	Extremely low income	176
Affordable rental housing	Low income	104
Senior housing	Extremely low income	78
Affordable for-sale housing	Low income	37
Rental housing, disabled	Extremely low income	22
Affordable rental housing	Extremely low income	17
Units of on-site housing built or in the planning stage		643

In addition to increased construction costs, development conditions encountered in Phase I have contributed to the challenge of completing Rainier Vista. Zoning interpretations and the discovery of a wetland area on the site both resulted in fewer for-sale home sites. When complete, the mix of housing at Rainier Vista will total approximately **850 units**.



Although more dense after redevelopment than before, Rainier Vista has generous open space, including parks and playgrounds.



Operated by Providence Health & Services, Gamelin House provides housing and supportive services for low-income seniors.



“The day we opened our new center, we watched the children of Rainier Vista drop their bikes in a big pile at our front door and run into our computer lab,” says **Mark Okazaki** (above left), executive director of Neighborhood House.

“They filled the seats even before we had the computers set up. From that moment it was clear that our building could be more than a place where people came to get services. It could serve as a catalyst for positive change in this neighborhood. Together with the Seattle Housing Authority, we will work to create a strong and vibrant community.”

2005

Families begin returning to new Phase I public housing units. For-sale home construction begins.

2006

Families move into Phase I for-sale homes. Demolition of units in Phase II continues.

2008

The new Rainier Vista Boys & Girls Club will open. Phase II South infrastructure will be complete.

2009

Link light rail service will begin, giving Rainier Vista a convenient connection to downtown Seattle.

Westwood

Over the course of ten years, a rough block in the Westwood area of West Seattle experienced a profound transition, from a crime-ridden neighborhood to one where diverse groups of people live together safely and comfortably

In the early 1990s, the areas surrounding Seattle Housing Authority's Roxbury House and Village were unpleasant places to live. Located in a highly visible, high-crime area within a stable Seattle neighborhood, the site was saddled with a poor design that contributed to a variety of social problems.

Built in one large block, with no way to separate residents of the Village from those of the House, the seniors and residents with disabilities in the 150-unit high-rise building were surrounded by large families living in 60 townhome units. Hidden pockets in the circulation patterns through the Village and Roxhill Park gave rise to gang activity.

In addition, the early 1970s construction of Roxbury Village had not stood the test of time. Serious rot and asbestos problems in the townhouses resulted in high maintenance costs and the closing of many units. Roxbury House also had infrastructure problems, along with poorly-designed common areas that were difficult for residents to use safely and effectively. In addition, the resident mix in Roxbury House—only 25 percent seniors and 75 percent younger people with disabilities—created an uncomfortable environment for both populations.

Many things needed to change. The federal government agreed, and in 1998 awarded a \$17 million HOPE VI grant for the redevelopment of Roxbury House and Village.

Renamed Westwood Heights, the high-rise is now a "senior preference" building for people 62 years of age or older. The number of units was reduced from 150 to 130, with many of the undesirable studio apartments converted to one-bedrooms. Infrastructure problems were corrected, all apartments were modernized, and amenities were added, including a commercial kitchen and dining facility, a

computer lab, and an exercise room. The building now offers an affordable combination of independence and nearby services. ElderPlace, a program of Providence Health & Services, leases the units on one floor where it provides 24-hour nursing care.

Next door, Seattle Housing Authority entered into a partnership with the Lutheran Alliance to Create Housing (LATCH). Two townhouse developments, Longfellow Court and Westwood Court, consist of 45 units for families who live in a cooperative housing arrangement, performing maintenance tasks on the property in lieu of part of their rent.

Once Westwood Heights and Longfellow and Westwood Courts were complete, Seattle Housing Authority focused on illegal activities in privately owned properties across the street, an area renamed Westwood Heights East. The agency joined with several City of Seattle departments and neighborhood organizations in a concentrated effort to stop drug activity through stepped-up police presence and enforcement against absentee landlords.

By the end of 2007, Seattle Housing Authority had purchased and fully renovated the 42-unit apartment building and six fourplexes across the street. Eviction of tenants engaging in illegal activities, better screening of new tenants, and better property management all contributed to a more positive environment.

Nearby Roxhill Park was transformed as well, with a new ball field, a children's play area, wheelchair accessible concrete picnic pads, trails, and bridges. Gangs no longer use the park for illegal purposes.

Through the work of Seattle Housing Authority and its partners, what was once a highly undesirable neighborhood is now safer and more livable for all residents.



Westwood Heights provides comfortable living and supportive services for low-income seniors.



Longfellow Court and Westwood Court offer low-income housing in a safe neighborhood.



*"Before, there was a lot of fear about crime. The change I see here now is just beautiful. It's beautiful housing, and it's a really beautiful and safe neighborhood," says **Benjamin Kinlow** of the Seattle Police Department.*

1998

Roxbury House and Village are awarded \$17 million in HOPE VI funding for redevelopment.

2001

Roxbury properties reopen as Westwood Heights, Westwood Court, and Longfellow Court.

2003

Seattle Housing Authority starts purchasing nearby apartments to revitalize the neighborhood.

2007

Renovations of all neighboring apartments are finished, and the block's redevelopment is complete.

Apartment buildings

Seattle Housing Authority’s homeWorks program is renovating 22 public housing apartment complexes, extending their service and ensuring their availability to low-income residents in the coming decades

Located in neighborhoods throughout Seattle are 28 public housing apartment complexes. These buildings were the result of a unique time in the history of low-income housing—the late 1960s and the early 1970s—when the federal government directed significant resources toward the construction of public housing buildings across the country.

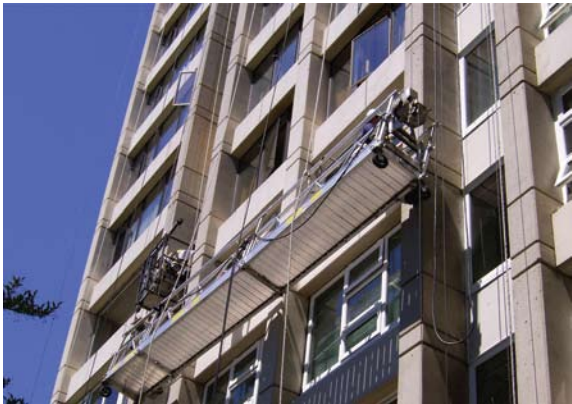
The high-rises have served Seattle well for the past 30 to 40 years. They are generally six to fifteen stories tall, and usually blend well into their neighborhoods. Their studio, one-bedroom, and two-bedroom apartments are a good fit for many of Seattle’s low-income residents, including the elderly and disabled.

homeWorks is Seattle Housing Authority’s five-year program to improve 22 of these buildings. The program’s goal is to protect this housing by extending the service life of each building and provide a better living environment for residents. It is an example of the Housing Authority’s commitment to responsible stewardship of public funds by carefully maintaining its stock of low-income housing. Attention to long-term maintenance

is a powerful tool, alongside redevelopment, to keep Seattle’s inventory of low-income housing in place into the future.

homeWorks aims to produce high-quality work, on schedule, while minimizing the impact on residents, who continue to live in their apartments during construction. Renovations are progressing in three phases. The first phase began in the spring of 2006 and is complete. The second began in February 2007 and will finish this fall. Phase III is underway, and is scheduled to be complete by next summer.

The financing plan for the \$108 million project is unusual, combining the use of bond and tax-credit equity financing. Seattle Housing Authority has issued bonds, using the capital grants it receives from the U.S. Department of Housing and Urban Development each year to pay them back over time. This allows for economies of scale in completing the project in five years rather than spreading it over 15. Low-income tax credit equity financing adds another \$33 million to the project, enabling additional buildings to be included.



Construction crews replace windows at the Capitol Park high-rise on Capitol Hill, during Phase I of homeWorks.



Beacon Tower residents celebrate the end of construction at their building. Resident involvement has been a key part of the project.

RENOVATING PUBLIC HOUSING BUILDINGS

To prolong the useful life of these high-rises, construction is focused on the renewal of basic systems, and protecting buildings from wind and rain. Work varies by building, and includes:

- Painting or applying new coatings to building exteriors
- Replacing galvanized domestic waterlines with new copper pipes
- Modernizing entry systems
- Updating furniture, finishes, and accessibility features in common areas
- Repairing or replacing roofs
- Resealing or replacing windows
- Updating some unit finishes, such as countertops, flooring, and paint
- Rehabilitating elevators
- Replacing hot water tanks
- Improving accessibility features in bathrooms and kitchens
- Increasing insulation and installing resource-saving lighting and plumbing fixtures



A view of International Terrace following renovations. The building will now provide safe, decent, and affordable housing for low-income people for another 30 years.

2005

Communications with residents and service providers about upcoming construction begins.

2006

A resident advisory group is formed. Phase I construction begins, including eight buildings.

2007

Rehabilitation of the first buildings in Phase I is completed, on time and under budget.

2009

Phase III construction will be completed, and the service lives of 22 buildings extended.

Yesler Terrace

Residents and stakeholders are working with Seattle Housing Authority to shape the future of the city's oldest public housing community. Yesler Terrace has the potential to become an extraordinary new urban neighborhood

Constructed on 30 acres on the southern slope of Seattle's First Hill district in 1939, Yesler Terrace is Seattle Housing Authority's oldest community. When it was built, Yesler Terrace was the first racially integrated housing project in the nation. Today it is home to nearly 1,500 residents in 561 apartments.

Unfortunately, the community's aging buildings are nearing the end of their useful lives and are costing significant time and money to maintain. Yesler Terrace is in need of a full-scale redevelopment to renew the housing, address maintenance issues, and improve resident health and safety.

Because the site itself is so desirable—within walking distance of downtown Seattle, with stunning ridge-top views—Seattle Housing Authority plans to finance its redevelopment through the judicious sale of portions of the site to private developers. A unified approach to the design of the entire site will be pursued.

The goals of redevelopment at Yesler Terrace are to create safe and healthy housing, community and cultural amenities, improved transportation and enhanced walkability, and economic opportunities for current and future residents. Housing will be one piece of a mixed-income, culturally diverse, urban neighborhood that advances the Housing Authority's mission.

With the sponsorship of Seattle Housing Authority, a committee of Yesler Terrace stakeholders has come together to serve as an advisory group during redevelopment.

Known as the Citizen Review Committee (CRC), this diverse group comprises Yesler Terrace public housing residents, affordable housing and smart growth/sustainability advocates, staff from city agencies, and social service providers. Their work has been

conducted through community meetings, workshops, and open houses. In the first phase of planning, the CRC developed a series of guiding principles that outline core goals of the project. These principles were adopted and endorsed by Seattle Housing Authority's Board of Commissioners in December of 2007.

The guiding principles speak to four areas to be considered in redevelopment planning:

Social equity implies that whatever is built will meet the essential needs of current residents, regardless of racial, cultural, or economic status, and will improve the quality of life for current and future generations.

Economic opportunity speaks to improving overall economic conditions and creating new opportunities for residents by fostering access to jobs, transportation, community services, and small business services.

Environmental stewardship and sustainability seeks to integrate sustainable design and implement equitable environmental and economic practices.

One-for-one replacement housing calls for the replacement of all of the current Yesler Terrace housing, either on site or close by.

With these guiding principles for redevelopment adopted, the second phase of planning began this spring.

Over the course of the next two years, Seattle Housing Authority will work with CollinsWoerman—its architecture and planning consultant—and the CRC to identify a plan and create site alternatives for the large-scale redevelopment of Yesler Terrace. This work will help set the stage for construction, which will begin in 2011 or later.



Yesler Terrace's 561 apartments have been in use as public housing since their construction in 1939, nearly 70 years ago.



The Yesler Terrace community has been engaged in redevelopment discussions through meetings, workshops, and open houses.



Opened in 2005, the Yesler Community Center sits at the heart of the community, at the intersection of Yesler Way and Broadway. It will be a central part of the new neighborhood.

2006

A Citizen Review Committee of community stakeholders is formed to consider Yesler Terrace's future.

2007

Seattle Housing Authority's Board of Commissioners adopts guiding principles for redevelopment.

2008

The second phase of planning begins, focused on the review of conceptual site alternatives.

2011

Construction of a new, urban, mixed-income neighborhood at Yesler Terrace will begin.

2007 annual report

With a 2007 budget of \$220 million, Seattle Housing Authority's nearly 600 employees managed and maintained more than 7,000 agency-owned housing units, and administered nearly 8,000 Housing Choice Vouchers

REVENUES, CONTRIBUTIONS, EXPENSES, AND CHANGES IN FUND NET ASSETS

	For 15-month period ended 12/31/2007	For 12-month period ended 12/31/2007
REVENUES & CONTRIBUTIONS	Seattle Housing Authority totals	Tax credit partnership totals
Tenant rentals and sales	\$ 23,958,442	\$ 15,966,610
Housing assistance payment subsidies	107,528,715	—
Intergovernmental	19,109,472	—
Interest income	7,637,844	1,669,266
Capital/partners' contributions	27,595,138	40,794,466
Other	35,381,503	503,814
Total revenues & contributions	\$ 221,211,114	\$ 58,934,156
EXPENSES		
Administration	\$ 46,408,207	\$ 6,211,788
Tenant services	3,171,644	—
Utility services	5,252,632	1,817,479
Maintenance	21,461,247	4,238,384
Housing assistance payments	80,300,757	—
Interest expense	10,755,826	6,814,694
Change in fair value of investments	(140,142)	1,559,773
Disposition of assets	6,673,827	—
Depreciation and amortization	15,155,490	7,827,703
Other	2,585,630	2,346,912
Total expenses	\$ 191,625,118	\$ 30,816,733
Change in net assets	\$ 29,585,996	\$ 28,117,423

NOTE: Seattle Housing Authority has changed its fiscal year from October 1 through September 30 to January 1 through December 31. Fiscal Year 2007 was extended to a 15-month transition year, running from October 1, 2006 until December 31, 2007. Increasingly, the housing stock that Seattle Housing Authority manages is part of tax-credit partnerships, all of which start their fiscal years on January 1. Having all of the agency's programs and properties on the same fiscal year is anticipated to simplify accounting and reporting.

ASSETS – AS OF 12/31/2007

ASSETS	Seattle Housing Authority totals	Tax credit partnership totals
Cash equivalents and investments	\$ 23,732,782	\$ 12,188,601
Accounts receivable	24,913,801	581,022
Inventory and prepaid items	766,160	485,833
Restricted investments	29,772,142	66,711,289
Deferred charges	1,915,833	3,903,842
Other	237,898	332,687
Capital assets, net of depreciation	329,120,245	267,862,151
Notes receivable	184,951,249	—
Total assets	\$ 595,410,110	\$ 352,065,425

LIABILITIES AND NET ASSETS – AS OF 12/31/2007

LIABILITIES	Seattle Housing Authority totals	Tax credit partnership totals
Accounts payable	\$ 7,571,879	\$ 24,272,899
Accrued liabilities	4,032,531	2,789,248
Short-term borrowings	45,212,312	2,562,246
Security deposits	1,398,412	624,102
Deferred revenue	16,570,513	18,501
Long-term debt	163,883,537	269,294,746
Accrued compensated absences	2,487,834	—
Total liabilities	\$ 241,157,018	\$ 299,561,742
NET ASSETS		
Investment in capital assets, net of related debt	\$ 211,875,842	\$ 93,829,002
Restricted for debt service and other purposes	9,725,557	35,919,728
Unrestricted	132,651,693	(77,245,047)
Total net assets	\$ 354,253,092	\$ 52,503,683
Total liabilities and net assets	\$ 595,410,110	\$ 352,065,425

2007 annual report

Seattle Housing Authority served more than 26,000 low-income people in 2007. The agency reduced the size of its waiting lists, made it easier for eligible households to receive assistance, and met performance expectations



In addition to the housing in its mixed-income communities, Seattle Housing Authority owns and manages more than 5,200 units in its Low-Income Public Housing program, along with nearly 1,000 units in the Seattle Senior Housing Program. Its Impact Property Management division manages an additional 1,000 low-income units.

The agency also administers the Housing Choice Voucher Program, often known as Section 8. It is a public/private partnership that provides housing subsidies to low-income families for use in the private rental market.

At the end of 2007 the agency was providing housing assistance to 13,789 households in Seattle. More than 78 percent of these qualify as extremely low-income, with incomes less than 30 percent of the area median income. Of the 26,248 people served by Seattle Housing Authority, one-third were children, 19 percent were non-elderly people with disabilities, and 17 percent were seniors.

Seattle Housing Authority waiting lists included 3,850 households at the end of 2007.

This represents a significant decrease of over 60 percent since 2006 owing to two factors—the closing of the Housing Choice Voucher Program waiting list in June 2006 and the establishment of the Save My Spot check-in system for Low-Income Public Housing program applicants.

Rental vouchers served a total of 7,983 households at year's end. The agency's voucher utilization rate rose to 95 percent. At the same time, the subsidy available per voucher—known as the Voucher Payment Standard—was increased in April by an average of seven percent. This increase, the first in nearly two years, was necessary to ensure low-income renters' continued participation in the competitive Seattle rental market.

Seattle Housing Authority engaged in a number of smaller revitalization projects in 2007. The Alder Crest Apartments' 36 units were fully renovated to serve low-income residents. Financed through the Low-Income Tax Credit program, the property re-opened in March. In December, Neighborhood House and the YWCA each benefited from

\$1.8 million in New Market Tax Credit financing arranged by the agency.

Seattle Housing Authority also replaced 53 units in its Scattered Sites portfolio of low-income housing. The replacement effort seeks to consolidate property holdings into small multiplex buildings that are better located and more efficiently maintained than the single family houses owned previously.

Judith Fay Park was dedicated at High Point in June. Fay was a resident of High Point for 25 years, and served as a Seattle Housing Authority Commissioner from 1996 until 2006. In September, the Harry Thomas Community Center at Lee House opened at NewHolly. The facility was named to honor former Executive Director Harry Thomas.

The agency also entered into an agreement with HUD's Office of Fair Housing and Equal Opportunity to increase to 263 the number of low-income public housing units that meet Universal Federal Accessibility Standards for people with disabilities. This goal will be accomplished by 2014.

MOVING PEOPLE INTO HOUSING MORE QUICKLY

A new waiting list check-in system called Save My Spot was inaugurated on June 1. The system is designed to move eligible residents into the Low-Income Public Housing program more quickly by reducing the amount of time required for maintaining, updating, and checking waiting lists. It also allows staff to concentrate their efforts on assisting those individuals who are prepared for housing placement. Save My Spot requires people on waiting lists—applicants who have chosen to wait for a unit in one of the agency’s public housing buildings—to check in by phone or online. Applicants can do so on any day of the month, at any time—24 hours a day.

ACHIEVING HIGH MARKS FOR PERFORMANCE

The U.S. Department of Housing and Urban Development uses a number of indicators to rate housing authority performance. Seattle Housing Authority met or exceeded expectations:

- The average vacancy rate among public housing properties was four percent.
- The Housing Choice Voucher Program increased the number of households served by four percent over the previous fiscal year. The program also saw a net increase of 100 participating landlords, bringing the total to 2,700.
- The Job Connection, Seattle Housing Authority's employment assistance program, made 242 job placements, 81 percent of which were full-time, and 70 percent of which included benefits. The average hourly wage was \$12.39, up six percent over the previous year.
- Seattle Housing Authority staff responded to 99 percent of emergency work orders within 24 hours and 98 percent of non-emergency requests within 30 days.
- The agency completed 4,200 comprehensive inspections in public housing and all scheduled critical item inspections in other units. The Housing Choice Voucher Program met or exceeded all of its performance goals for property inspections.

RECEIVING RECOGNITION FOR EXCELLENCE

High Point was recognized for the excellence of its design, planning, and sustainability with a total of 13 awards in 2007. Three of these were particularly noteworthy—the Urban Land Institute’s Global Award of Excellence, which recognizes up to five projects internationally that illustrate best land use practices; the Puget Sound Regional Council’s Vision 2020 award; and the American Institute of Architects/HUD Secretary’s Award for Multifamily Project of the Year. For the tenth year in a row Seattle Housing Authority was awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the U.S. and Canada.

WELCOMING FOUR NEW COMMISSIONERS

Seattle Housing Authority is governed by a seven-member Board of Commissioners. The Mayor of Seattle appoints Board members, subject to confirmation by the Seattle City Council. Commissioners are responsible for approving the agency’s annual budget and for setting policy. Four Commissioners were appointed and confirmed in 2007 as the terms of **Marie Cook**, **Jennifer Potter**, and **Bettylou Valentine** came to an end. The late **Al Winston, Jr’s** seat was also filled.

Yusuf Cabdi has worked with Somali and Muslim family and housing issues since settling in Seattle in 2003, and has served as the Somali Community representative in the East African Association. **Nora Gibson** is executive director of a nonprofit that provides adult day health services in the Pacific Northwest, and has spent her 30-year career focused on the delivery of community-based long-term care for aging adults. **John Littel** is the political director for a Northwest trade union, and was previously assistant to the executive secretary of the Seattle Building Trades Council. **Juan Martinez** is the state field director for a community advocacy organization where he works with education, labor, faith, and human services organizations to advocate for a progressive tax system that will benefit working families.



Seattle Housing Authority served more than 26,000 people in 2007. One-third of those served were children.



Operated and funded by community partners, computer labs are located at High Point, Rainier Vista, Westwood Heights, Yesler Terrace, and the Center Park apartments.



The redevelopment of the High Point community was honored with 13 awards in 2007 for its achievements in design, planning, and sustainability.



The total number of households on waiting lists dropped to under 4,000, due to the closure of the Housing Choice Voucher Program waiting list, and the Save My Spot program.



The mission of Seattle Housing Authority is to enhance the Seattle community by creating and sustaining decent, safe and affordable living environments that foster stability and self-sufficiency for people with low incomes.

Produced by Seattle Housing Authority. Written by **Virginia Felton** and **Jeff Arnim**. Designed by **Jeff Arnim**. Edited by **Scott Freutel** and **Claire McDaniel**. Information and fact-checking provided by the **Asset Management, Development, and Finance** departments. Photo attributions to **Thomas James Hurst/Seattle Times** (bottom right, page 4), **Carol Zimmerman** (bottom right, page 10), and **Inye Wokoma** (bottom right, page 11). All other photographs taken by Seattle Housing Authority staff and community partners. Printing by **AlphaGraphics**.



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“You can’t imagine how great it is to finally live in a neighborhood that other people actually want to visit.”

— A public housing resident of Seattle Housing Authority’s revitalized High Point neighborhood

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