OUR VISION

All people live with dignity in safe, healthy, and affordable homes within communities of opportunity.

OUR MISSION

Through education, advocacy, and leadership, HDC supports and inspires its members as they work collaboratively to meet the housing needs of limited income residents throughout King County.

OUR VALUES

Social equity, collaboration, impact, and integrity.

OUR PRINCIPLES

We honor and support the entire affordable housing continuum.

We act as responsible stewards of public resources and public trust.

We engage in productive strategic alliances across sectors and industry.

We respond to diverse community needs for affordable housing solutions.

The Housing Development Consortium’s first ever annual report gives us the opportunity to reflect on the past 12 months. Inevitably, that process leads to gratitude. Thank you first and foremost to our members. All that we undertake is on behalf of your missions.

Thank you to our foundation partners, event sponsors, and generous donors for fueling our work. We celebrate you and the work we’re doing together in King County. Thank you to our partners in government: legislators, members of the administration, and staff members that recognize the relationship between government’s effectiveness and a strong affordable housing sector. We have the privilege to experience all of your care and commitment as we all seek to realize our vision!

Brian Lloyd
Board President

Marty Kooistra
Executive Director
LEADERSHIP

STAFF

Daniel Burnett
Member Services Associate

Dan Cantrell
Operations Manager

Juli Genovesi
Business & Resource Development Manager

Nicki Olivier Hellenkamp
Mobilization & Policy Manager

Marty Kooistra
Executive Director

Loren Tierney
Member Services Director

Sara Wamsley
Policy Associate

Special thanks to the following staff and interns who have left HDC, but contributed to our work in 2017:

STAFF
Andrew Orlebeke
Kelly Rider
Kylie Rolf
Joy Scott

INTERNS
Molly Bauer
Dan Engstrom
Katie Fallon
Susanna Hans
Anna Hughes
Anne Pham
Garrett Schulz

BOARD

EXECUTIVE OFFICERS

Brian Lloyd
Board President
Beacon Development Group

Andrea Sato
Vice President
Kantor Taylor

Megan Hyla
Secretary
King County Housing Authority

Jill Fleming
Treasurer
Capitol Hill Housing

DIRECTORS

Amy Besunder
Bellwether Housing

Mark Ellerbrook
King County Housing & Community Development

Sibyl Glasby
Imagine Housing

Mark Gropper
Renton Housing Authority

Betsy Hunter
Plymouth Housing Group

Joel Ing
Edge Developers

Douglas Ito
SMR Architects

Grace Kim
Schemata Workshop

Ann-Marie Lindboe
Seattle Housing Authority

Michelle Morlan
Lotus Development Partners LLC

Miriam Roskin
Seattle Office of Housing

Kristin Pula
HomeSight

Rob Van Tassell
Catholic Housing Services

Diane Wasson
Homestreet Bank

Kira Zylstra
All Home

Lisa Hagen
2017 Board Fellow
Capitol Hill Housing
1988
Articles of Incorporation filed for the Seattle Housing Development Consortium (SHDC)
Carla Okigwe hired as first SHDC executive director
SHDC comprises 10 founding members

1991
SHDC's official name changed to Seattle/King County Housing Development Consortium
SHDC works with neighborhood advisory group to produce Guide to Neighborhood Housing book

1993
SHDC adopts siting notification protocol for its members
ARCH is created to promote housing affordability in East King Count

1995
$59.7M Seattle Housing Levy renewal adopted by voters

1998
SHDC government membership category created
City of Seattle created Office of Housing to manage levy funds and other resources

1999
SHDC changes its name to Housing Development Consortium of Seattle-King County (HDC)

2001
HDC organizes first Seattle Mayoral Candidates Forum on Housing with all 11 candidates

2002
HDC leads Seattle Housing Levy renewal at $86M over 7 years with 55% voter approval

2004
HDC holds televised South King County Housing Forum for local elected officials
New document recording fee for local funding of affordable housing secured

2005
HDC holds televised East King County Forum for local elected officials
King County adopts Ten Year Plan to End Homelessness with HDC members in lead roles

2006
HDC launches Leadership Development Program with informal mentorship groups
HDC adopts Incentive Zoning Principles to promote usage of newly adopted state authorization

2008
HDC membership structure moves to one organization-one vote after the Future of the Field strategy process
HDC succeeds in getting incentive zoning ordinance passed in City of Seattle

2009
Carla Okigwe retires after 21 years of HDC leadership, Harry Hoffman hired as executive director.
HDC leads Seattle Housing Levy renewal at $145 M for 7 years with 66% voter approval
HDC holds Candidate Forum for King County Executive, Seattle Mayor, and Seattle City Council
2010
HDC guides affordable housing portion of $5M HUD Sustainable Communities grant
Three affordable housing tours for elected officials and city staff held in South King County

2011
HDC leads renewal campaign for Veterans and Human Services Levy with 69% voter approval
HDC expands suburban outreach to North King County in coordination with City of Shoreline staff

2012
HDC hosts four State Legislature Candidate Forums throughout King County
Three affordable housing site visits for elected officials and city staff held in South King County

2013
HDC celebrates 25 years of advocacy and education for King County’s affordable housing community
HDC hires only our third executive director in over 25 years: Marty Kooistra

2014
HDC redesigns Leadership Development Program into a holistic initiative for all HDC member staff
City of Seattle initiates the Housing Affordability and Livability Agenda (HALA)
HDC creates a Racial Equity Initiative and Racial Equity toolkit

2015
HDC members are deeply involved in the Seattle Housing Affordability and Livability Agenda (HALA), yielding 65 recommendations including the city’s first mandatory inclusionary zoning program

2016
The first ever Affordable Housing Week is launched to increase awareness and involvement county-wide
The South King County Housing & Homelessness Partnership (SKHHP) is launched to support South King County cities
King County Bonding legislation generates $87M for over 1,000 affordable homes
$290M Seattle Housing Levy renewal adopted with 70.6% yes votes

2017
Recruiting Diversity Task Force is launched to strengthen the affordable housing sector by attracting and retaining a more diverse workforce and ingrain the principles of racial equity into HDC’s ongoing programs and services
With community partners, HDC leads campaign to renew the VSHSL, generating $350M for affordable homes
Mandatory Housing Affordability (MHA) becomes law in five Seattle neighborhoods for the first time
HDC SERVES AS
ADVOCATE, BROKER, & CONVENER
OF AND FOR OUR MEMBERS

2017 PROGRAM ACHIEVEMENTS
ADVOCATING FOR SAFE, HEALTHY, AFFORDABLE HOMES FOR EVERYONE IN KING COUNTY

HDC uses our collective voice to advocate for policies that foster inclusive, affordable communities at the local, state, and federal levels.

**POLICY TASK FORCES**
support HDC's policy & advocacy work

**HALA & MANDATORY HOUSING AFFORDABILITY**
The Seattle City Council unanimously voted to activate Mandatory Housing Affordability (MHA)- in five neighborhoods.

MHA, the signature piece of Seattle's 65 HALA recommendations recommendations, is projected to generate over 6,000 new affordable homes in it's first ten years

**WASHINGTON STATE CONVENTION CENTER EXPANSION**

HDC and our partners in the Community Package Coalition secured $29 million for affordable housing in Seattle as part of the WSCC expansion

**ELECTED OFFICIALS**
100+ meetings with local and state

**ADVOCACY INTENSIVE**

Our first ever Advocacy Intensive gave staff at our member organizations new skills to advocate on behalf of the affordable housing community. Participants learned about issues impacting their work, navigating the local policy environment, and got to test their skills on elected officials and city staff

- 54 Participants
- 25 Member organizations represented
- 4 Elected Officials
- 3 Sponsors
- 1 Nancy Amidei
ADVOCATING FOR SAFE, HEALTHY, AFFORDABLE HOMES FOR EVERYONE IN KING COUNTY

HDC uses our collective voice to advocate for policies that foster inclusive, affordable communities at the local, state, and federal levels.

AFFORDABLE HOUSING WEEK

Our second annual Affordable Housing Week brought cities across King County together to rally for affordable housing in our region, and what a success:

20 Sponsors
21 Proclamations from cities, King County, Seattle University, & Seattle Pacific University
40 Partners
595 Event attendees

1,000+ ADVOCATES took action for safe, healthy, affordable homes for all

VETS, SENIORS, & HUMAN SERVICES LEVY PASSES

Voters approved $350 million for affordable housing and supportive services with 69% of the vote

EXPANDING SOURCE OF INCOME DISCRIMINATION PROTECTIONS

The cities of Auburn, Kent, and Tukwila all adopted new source of income discrimination protections and Renton made their source of income discrimination protections permanent

16 South King County Housing & Homelessness Partnership PARTNERS
Since 1988, HDC membership has grown to encompass all the major nonprofit housing developers in King County, as well as the major financial institutions, architects, general contractors, attorneys, accountants, service providers, public housing authorities, and government agencies.

This membership-based network collaborates effectively to provide a wide range of stable and affordable housing opportunities for those who most need assistance. By uniting our shared values, we are better positioned to support the sector’s ability to make a sustainable community-wide impact.

As a powerful network we engage in strategic alliances across sectors and industries to respond to diverse community needs – from homelessness to homeownership.

Through workshops, seminars, and trainings, HDC facilitates and provides skill-building opportunities, networking, and peer support, creating efficiencies in design and production to preserve and improve the sector’s ability to act as responsible stewards of public resources.

**KEY ALLIANCES**

- **SKHHP**
- **SEATTLE for everyone**
- **COMMUNITY PACKAGE COALITION**

**158 CROSS-SECTOR MEMBERS**
BRINGING TOGETHER ALL SECTORS, DISCIPLINES, & PROFESSIONS IN SERVICE TO AFFORDABLE HOUSING

HDC provides a range of member services, bringing together our broad member base and partners to discuss, deliberate, and act to increase the quality and availability of affordable housing.

The Housing Development Consortium provides a forum for member organizations to share ideas, reflect on lessons learned, and explore opportunities to better serve the community.

Each year, hundreds of HDC members participate in our menu of programs, events, and affinity groups that are relevant to their organization, professional role or interests, and type of membership. It is our goal to offer contextual programming from a variety of perspectives that reaches a broad constituency of our membership.

Our 13 Affinity and Peer Groups enable members to work collaboratively and share promising practices related to a variety of issues, in addition to developing policies, ideas, and solutions that reflect and promote our mission within each member organization and across the County.

**AFFINITY GROUPS**
- Affordable Homeownership
- Affordable Senior Housing
- Asset Management & Property Management
- Executive Directors
- Practical Development Solutions
- Resident Services
- Tax Credits/ Bond Financing Programs

**PEER GROUPS**
- Exemplary Building
- Facilities Management
- Recruiting Diversity
- South-East Seattle

**IN 2017, MEMBER SERVICES...**

- **HOSTED attendees**: 1,000
- **at 17 EVENTS**
BRINGING TOGETHER ALL SECTORS, DISCIPLINES, & PROFESSIONS IN SERVICE TO AFFORDABLE HOUSING

HDC provides a range of member services, bringing together our broad member base and partners to discuss, deliberate, and act to increase the quality and availability of affordable housing.

RACE, EQUITY, & INCLUSION

Our Racial Equity Initiative is an intentional effort to advance racial equity within the affordable housing sector of King County. HDC supports these efforts through educational and organizational development programming, and specifically through our Recruiting Diversity Task Force and Racial Equity Toolkit.

2017 was a year of firsts for this work:

**FIRST convenings of the Recruiting Diversity Task Force**

to strengthen the affordable housing sector by attracting and retaining a more diverse workforce and ingrain the principles of racial equity into HDC’s ongoing programs and services.

**FIRST Racial Equity Symposiums**

to open up the challenging dialogue of creating truly inclusive and diverse work cultures. One symposium was tailored for HR and executive leaders, the other for staff in all other capacities.

LEADERSHIP DEVELOPMENT INITIATIVE

Effective leadership is critical to helping communities toward self-determination. Our Leadership Development Initiative (LDI) offers emerging leaders within HDC membership the tools they need to be effective. Participants get access to technical and professional management skills, and an understanding of the importance of leveraging partnerships across sectors.

HDC will continue to spearhead this effort. Our in-house Leadership Development Survey Course (LDSC), has supported emerging leaders within our membership since 2008 with the support from Bank of America Merrill Lynch.

169 GRADUATES

do our in-house Leadership Development Survey Course since 2008
HDC works to provide a value proposition for members that earns their on-going support. Member Dues represented about a third of HDC’s 2017 income, which is a greater proportion than comparable associations around the country. Restricted grant funding comprised a larger than usual percentage of total revenue in 2017, with over $200,000 being passed through HDC as a fiscal agent to partner organizations. HDC also passed through more than $50,000 to nonprofit members participating in the HDC Charity Federation.
HDC’s membership encompasses all of the major nonprofit housing developers in King County, local housing authorities, financial institutions, service providers, consultants, architects, building contractors, attorneys, accountants, and government agencies. Our members work tirelessly to serve the many in our community who cannot afford market-level rents or home prices.

**GROWTH OF MEMBERSHIP**

By sector, 1988-2017
HDC’s membership encompasses all of the major nonprofit housing developers in King County, local housing authorities, financial institutions, service providers, consultants, architects, building contractors, attorneys, accountants, and government agencies. Our members work tirelessly to serve the many in our community who cannot afford market-level rents or home prices.

MEMBERS BY SECTOR
As of 2017, HDC members have collectively built and preserved:

**45,300 AFFORDABLE HOMES**

in **38 COMMUNITIES**

covering **2,800 LOCATIONS THROUGHOUT KING COUNTY**

HDC members provided **22,819 FEDERAL HOUSING SUBSIDIES**

worth more than **$238 MILLION**

which benefited local economies

**$1.5 BILLION**

TOTAL ESTIMATED ECONOMIC IMPACT IN 2017

of HDC member affordable housing activities in Washington State

HDC members employed **20,300**

people in King County

...which provided an estimated **$89.3 MILLION**

in total labor income

Affordable homes contribute to communities by adding vitality, increasing local purchasing power, and improving the quality of neighborhoods. HDC members are hard at work in communities within King County and beyond.
WE ARE HDC

2017 MEMBER DIRECTORY
<table>
<thead>
<tr>
<th>MEMBER</th>
<th>SECTOR</th>
<th>SEGMENT</th>
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