



INVESTING WITH PURPOSE:

PRESERVING A NEIGHBORHOOD LEGACY

Columbia Heights Village | Washington, D.C.



Many thanks to The NHP Foundation, the Columbia Heights Village Tenants Association, Change All Souls Housing Corporation, Operation Pathways, WinnResidential, and the numerous residents and neighborhood stakeholders whose support and willingness to share their experiences made this report possible.

For more information about Enterprise Community Loan Fund, Inc., please contact: Rob Bachmann at 212.284.7136 or rbachmann@enterprisecommunity.org.

For more information about Enterprise Conventional Equity, please contact: Chris Herrmann at 212.284.7191 or cherrmann@enterprisecommunity.com.

Notice to readers: This report was prepared by the Knowledge, Impact & Strategy team at Enterprise Community Partners, Inc. Many of the figures presented are based on estimates or information from third parties. The information presented herein has not been independently verified by Enterprise, and there may from time to time be instances of inaccurate information for which Enterprise disclaims responsibility.

Design by Aaron Geis

Photography by Lloyd Wolf

The mural depicted on the front cover is entitled "You Are Welcome," by MISS CHELOVE. It is located at Unity Health Care, 3020 14th Street NW in Washington, D.C., in the Columbia Heights neighborhood. The artist's description of the mural is as follows: "Immigrants and people of color enrich our communities with invaluable cultural depth, extending our awareness into the broader world outside of our borders. Without these populations, the American tapestry simply would not exist." More information can be found at www.misschelove.com.

TABLE OF CONTENTS

FOREWORD.....	4
INTRODUCTION.....	5
COLUMBIA HEIGHTS VILLAGE.....	7
Rebuilding a Neighborhood Through Community-led Investment.....	9
Preserving Affordable Housing as Costs Rise.....	11
Columbia Heights Village: A Dynamic Community.....	14
ENTERPRISE PARTNERS FOR PRESERVATION.....	15
THE IMPACT OF OUR INVESTMENT.....	22
Housing Stability.....	23
Health and Well-Being.....	27
Mobility.....	30
NEXT STEPS FOR COLUMBIA HEIGHTS VILLAGE.....	32
INDUSTRY PERSPECTIVES.....	33
ENDNOTES.....	35





FOREWORD

Enterprise’s vision is that one day, every person will live in a well-designed affordable home in a vibrant community. Through our work over the years, we know that communities are constantly changing. These changes, whether from prolonged disinvestment or sudden growth, threaten the stability of long-time neighborhood residents. With the growing popularity of urban neighborhoods, rising housing costs can make it difficult for residents to remain in their community and access the opportunities they deserve — well-designed affordable homes, quality health care, good schools and decent jobs.

Capital resources are crucial to preserving affordable housing in growing neighborhoods and enabling residents with lower incomes to share in the benefits that accompany neighborhood investment. As impact investors, we are committed to providing capital that can deliver financial returns and measurable social impact, no matter the community. This year’s Social Return on Investment report examines the impact of Columbia Heights Village (CHV), a Washington, D.C.–based development that exemplifies this approach. Originally built in 1977, CHV provides 406 affordable homes to residents with low incomes in the heart of an opportunity-rich neighborhood. In 2017, the Enterprise family came together to provide the capital needed to preserve the affordability of CHV, a neighborhood landmark, in the face of rising housing costs.

We are proud to focus the report where Enterprise’s work began more than 35 years ago, when founder James Rouse first joined with community groups in a nearby Washington, D.C., neighborhood to transform substandard properties into quality affordable housing. Rouse’s vision continues to guide Enterprise today, as we carry forward this commitment in our work across the country. As he said, “We can’t just settle for doing some housing, finding some jobs, or building some human support systems. We must do it all — decent housing in decent neighborhoods for everyone.”

Decades later, we are still not settling. As we look ahead to creative models and deeper partnerships to scale our impact, we know we cannot do this work alone. Reflecting on the impact of projects like CHV, we extend our deepest and continued thanks to the community partners and investors who join us in supporting and sustaining communities of opportunity for all.

Sincerely,

Lori Chatman

Senior Vice President,
Enterprise Community Investment, Inc.

President,
Enterprise Community Loan Fund, Inc.

Christopher Herrmann

Vice President,
Enterprise Community Investment, Inc.



INTRODUCTION

Aligning Capital for Greater Impact

At Enterprise, we understand that having an affordable home in a safe neighborhood connected to opportunity can be transformative, especially for people with low incomes. This belief is central to our work and guides our impact-focused, place-based investment strategy. We deliver creative capital solutions alongside national expertise to support community partners in meeting the complex and persistent challenges facing their communities. Enterprise offers several investment platforms that provide the capital needed to pursue this vision, three of which are featured in this report:

- **Enterprise Community Loan Fund, Inc.** (“Loan Fund”), one of the largest nonprofit loan funds in the country, is committed to investing in opportunity through financial support for well-designed affordable homes, quality schools, community health centers, grocery stores and other important community resources.
- **Enterprise Conventional Equity** (“Conventional Equity”), part of Enterprise Community Investment, provides joint venture equity investments to address the challenge of preserving affordable and workforce rental housing.
- **Bellwether Enterprise** (“Bellwether”), one of the largest private commercial and multifamily mortgage banking companies in the country, offers competitive mortgage products nationwide, with decades of technical and regional expertise.

In the last five years,
Loan Fund, Conventional Equity and Bellwether Enterprise have created or preserved more than **83,000 AFFORDABLE HOMES** for more than **210,000 PEOPLE.**ⁱ



\$667M+

Loan Fund investments created or preserved more than **25,000 HOMES** and built more than **1.7M** square feet of commercial space.



\$200M+

Conventional Equity investments preserved more than **10,000 HOMES.**



\$2.82B+

Bellwether Enterprise investments created or preserved more than **48,000 HOMES.**

To better assess our impact on communities, Enterprise created the **OPPORTUNITY360** framework, which identifies five key opportunity outcomes that reflect the positive change we seek to create. Based on extensive research and evidence-based practice, this framework aligns with industry standards like the United Nations’ Sustainable Development Goals and the Global Impact Investing Network’s IRIS+ impact measures. **OPPORTUNITY360** informs our efforts to leverage local strengths, develop partnerships and make strategic investments to support communities.



This year’s Social Return on Investment report features Columbia Heights Village (CHV), an affordable housing development in the heart of Washington, D.C. Through a closer look at the project’s impact, we see the pivotal role that Enterprise debt and equity financing played in helping preserve the long-term affordability of this development, home to over 400 households.

Impact is often best communicated through the firsthand accounts of people in the communities where we invest. Accordingly, the report features the stories of people who live or work at Columbia Heights Village, alongside the perspectives of the development’s nonprofit partners. These stories convey the importance of CHV as a stable, affordable home for residents in a growing neighborhood.

In preparing this case study, we integrated primary and secondary research with data from the **OPPORTUNITY360** platform to explore the impact of this important preservation effort. We also recognized that

The images and stories used throughout the report are based on interviews and site visits conducted in August and September of 2019.



COLUMBIA HEIGHTS VILLAGE

Community Partners: The NHP Foundation, Change All Souls Housing Corporation and the Columbia Heights Village Tenant Association

- **406 affordable** homes preserved
- **5,000+ square feet** of community space for residents preserved
- **2,120 square feet** of commercial space preserved
- **\$102+ million** in total Enterprise investment, including—
 - Enterprise Community Loan Fund: **\$5 million** of preferred equity
 - Enterprise Conventional Equity: **\$4.95 million** of joint venture equity
 - Bellwether Enterprise: **\$92+ million** of permanent debt financing
- **Location:** The Washington, D.C., Columbia Heights neighborhood



PRESERVING COMMUNITY

Since its doors opened in 1977, the 406 homes in Columbia Heights Village (CHV) have offered a stable, affordable place to live to over 900 residents at any one time in the Columbia Heights neighborhood of Washington, D.C.ⁱⁱ This sought-after neighborhood is located just two miles north of the city’s downtown and is well connected to the rest of the region by multiple public transit options. CHV spans several city blocks, providing affordable homes to individuals, seniors and families within 31 different buildings, including a 10-story high-rise, three-story apartment buildings and town homes.

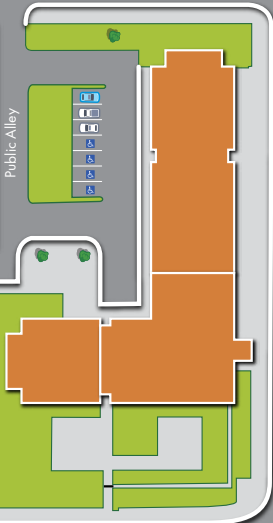
Through community partnerships and critical investments, Enterprise helped to support The NHP Foundation, along with community partners Change All Souls Housing Corporation and the CHV Tenant Association, in purchasing the ownership interests of its previous for-profit general partner, converting the property to majority nonprofit control, and ensuring its affordability well into the future.



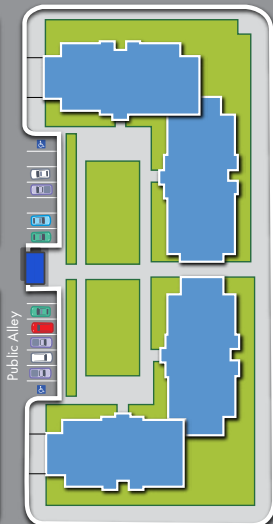


One block to the subway

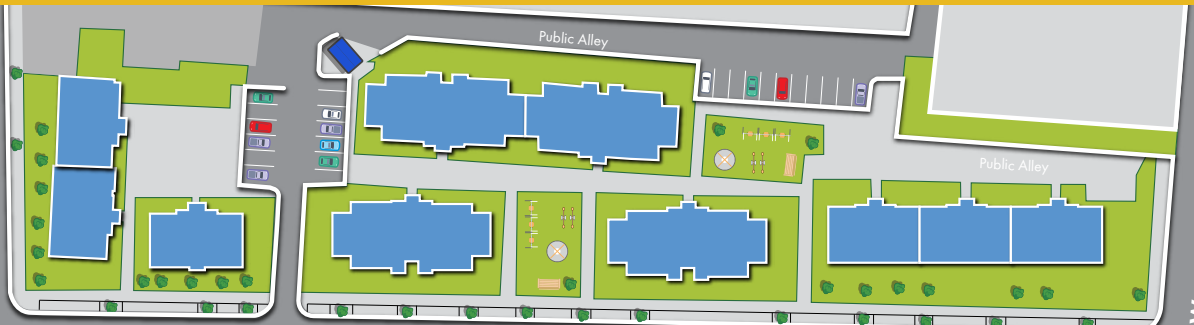
COLUMBIA ROAD NW



HARVARD STREET NW



GIRARD STREET NW



COLUMBIA ROAD NW




14TH STREET NW



HARVARD STREET NW

13TH STREET NW



-  **10-story apartment building with 5,000+ SF of community space for residents and 2,120 SF of commercial space**
-  **Three-story apartment buildings, offering one- and two-bedroom units**
-  **Town homes, offering up to six bedrooms**





REBUILDING A NEIGHBORHOOD THROUGH COMMUNITY-LED INVESTMENTⁱⁱⁱ

The neighborhood surrounding Columbia Heights Village (CHV) is steeped in history. Once a heart of local African American culture, the area has undergone many changes over the last half century, marked in part by decline and disinvestment after the civil unrest that followed the assassination of Dr. Martin Luther King Jr. in 1968. Following this decline, many local organizations renewed their commitment to the future of Columbia Heights and the rest of Northwest Washington, D.C.

An era of steady rebuilding and community investment followed. During that time, as new residents moved to the area, including many immigrant families, organizations worked to offer services and create affordable housing for residents with low incomes, providing stable housing for years to come. CHV was no exception. Originally built in 1977, the development was created through a partnership between the All Souls Church Unitarian Non-profit Housing Corporation and the Change Economic Development

Corporation. This collaboration became known as the Change All Souls Housing Corporation (CASHC).

Today, the Columbia Heights neighborhood continues to house a vibrant network of organizations delivering essential programs and services, including affordable housing, health care, workforce development and youth engagement.

COMMUNITY ORGANIZATIONS IN THE COLUMBIA HEIGHTS NEIGHBORHOOD^{IV}



CENTRO NÍA

An educational organization providing affordable early childhood education, professional development and family support services in a bilingual environment to children and families.

GREATER WASHINGTON URBAN LEAGUE

A nonprofit community service organization working to increase economic and political empowerment of vulnerable populations.



LATIN AMERICAN YOUTH CENTER

A youth development organization dedicated to transforming the lives of young people and families with low incomes.

UNITY HEALTH CARE – UPPER CARDOZO HEALTH CENTER

A health center offering a range of affordable primary care and health services.





PRESERVING AFFORDABLE HOUSING AS COSTS RISE

In the four decades since the development of Columbia Heights Village (CHV), new investment in the surrounding neighborhood has spurred extensive growth. In the late 1990s, a subway stop was added just two blocks north of CHV. With this expanded accessibility, the neighborhood has seen significant commercial and residential development.

While development has brought new opportunities and amenities to the neighborhood, growth has also been accompanied by rising land and housing costs. For example, median rent increased from \$700 in 2000 to \$1,300 as recently as 2017, a growth of 86 percent in less than two decades. During the same time period, the median home value more than doubled, rising from \$212,000 in 2000 to \$550,000 in 2017.⁹ Increasingly, these costs make it difficult for long-term residents to remain in the neighborhood and benefit from the opportunities afforded by new investment.

As neighborhoods like Columbia Heights become more expensive places to live, the need to preserve affordable housing like CHV becomes more urgent. Without investment to preserve existing

affordable housing, many residents with lower incomes would face the impossible choice of forgoing food or other important needs, doubling up with other families, living in poor-quality housing, or leaving their home and community for lower-cost housing that is located further away from family, friends, or work.

To address this urgent need, Enterprise is delivering creative capital solutions that enable housing providers to preserve affordability in rapidly changing neighborhoods. In the following sections, we explore Enterprise’s comprehensive investment that made the preservation of Columbia Heights Village possible and the impact that living in this opportunity-rich community has had on residents.



Between 2000 and 2017, median rent increased from \$700 to \$1,300, a growth of 86%.



Median home value more than doubled, rising from \$212,000 in 2000 to \$550,000 in 2017.

Columbia Heights Neighborhood at a Glance^{vi}

The neighborhood surrounding Columbia Heights Village is home to a diverse and growing population in the heart of the nation’s capital.



30% of residents speak a language **other than English** at home.

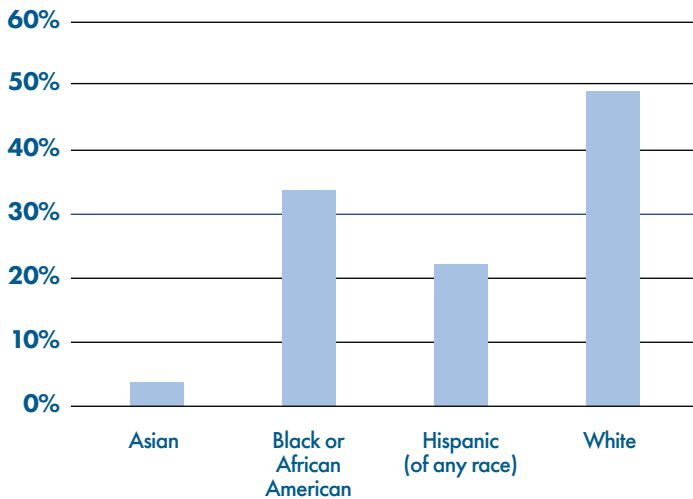


16% of households are **families with children**, **13%** are headed by an individual who is **65 years of age or older**.

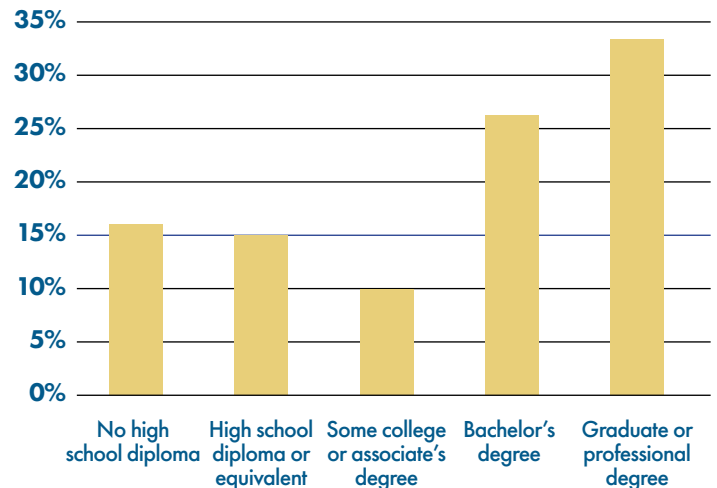


Median family income is **\$67,700**.

PERCENT OF HOUSEHOLDS HEADED BY SOMEONE WHO IDENTIFIES AS—



HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT FOR ADULTS AGE 25 AND OLDER



“As neighbors of Columbia Heights Village, we are tremendously relieved that CHV will remain as affordable housing. The presence of affordable housing in a city experiencing gentrification helps to maintain a vibrant community, made up of people of all backgrounds and levels of income and education. Even as cities change, we must recognize that neighborhoods need both affordable housing and community-based organizations. Our children are going to be entering a world that is increasingly diverse and our neighborhoods need to reflect that.”

MYRNA PERALTA | PRESIDENT AND CEO OF CENTRO NÍA

MAPPING OPPORTUNITY IN THE COLUMBIA HEIGHTS NEIGHBORHOOD

Columbia Heights Village is centrally located in the Columbia Heights neighborhood, with easy access to the subway and numerous other transit options. Just two miles north of downtown D.C., CHV is within walking distance of a diverse range of amenities, including schools, stores and community institutions.



Source: Open Data DC.



COLUMBIA HEIGHTS VILLAGE: A DYNAMIC COMMUNITY

Columbia Heights Village (CHV) offers a range of housing options, with 406 units distributed among 31 buildings that span seven acres in Northwest D.C. The development includes three different property types: a 10-story high-rise, three-story apartment buildings and town homes. Unit sizes vary from one to six bedrooms, with most units offering one or two bedrooms.

Located in a high-cost, sought-after neighborhood, the waiting list for vacant apartments at CHV is estimated to be five years, an indication of the development’s popularity and the need for affordable housing options across the city. To qualify for housing at CHV, residents’ income cannot exceed 60 percent of the area median income, which in 2019 was equivalent to a limit of \$65,520 for a family of three.^{vii} On average, however, CHV households have an annual median income of less than \$20,000 per year.^{viii} Residents of CHV pay no more than 30 percent of their income on rent, ensuring that the remainder of their income can go toward other household needs, like food, transportation, education or health care.

As with many other affordable housing developments in high-cost neighborhoods, this level of affordability is created by layering multiple subsidies, including a project-based Section 8 contract through the U.S. Department of Housing and Urban Development, as well as financing through the Low-Income Housing Tax Credit program.

John Hoffer, vice president for Project Management at The NHP Foundation, underscores the connection between housing and quality of life. “At The NHP Foundation, we’re always thinking of ways to improve the lives of our residents. That’s our goal. And the foremost tool in the toolbox is the housing itself — decent, safe, affordable housing. When we can do that, and do it well, we’ve crossed a big hurdle in accomplishing our goal.”

Complementing the residential units, CHV offers more than 5,000 square feet of community space for residents, with indoor and outdoor areas for residents to learn, work, socialize or take care of daily needs.

Each apartment has upgraded appliances, including dishwashers and garbage disposals, as well as a central heating and cooling system. The property also has 2,120 square feet of commercial space on the ground floor of the high rise, which is currently occupied by a dental office.

Community spaces at CHV include —



Outdoor picnic and patio area with grills



Playgrounds



Onsite laundry in every building



Community room with computer work stations, televisions and a spacious kitchen used for resident programming and events



ENTERPRISE PARTNERS FOR PRESERVATION

The effort to maintain the affordability of Columbia Heights Village (CHV) has taken persistence, creative financing and strong partnerships. Since the development of CHV in 1977, numerous partners have worked to ensure that the property continues to provide affordable homes to families with low incomes, even as neighborhood housing costs rise.

PLANNING AHEAD

Change All Souls Housing Corporation (CASHC) and the CHV Tenant Association's commitment to the development's affordability led to a collaboration in 2002 with Clark Realty Capital (CRC), a private real estate company, to use Low-Income Housing Tax Credits to refinance and fully renovate the property, helping to preserve its affordable rents. During this transaction, CASHC and the CHV Tenant Association pushed for terms that gave them the flexibility to later request that the property be sold to facilitate a change in ownership.

As time went on, the investment in CHV's future as affordable housing in a growing and changing neighborhood continued. In 2012, Bellwether

Enterprise provided a Fannie Mae–insured mortgage to refinance the property and make repairs and improvements.^{ix} CHV continued to benefit from both a strong partner organization through CASHC and an active tenant association. Recognizing the value of strengthening this partnership for the long-term sustainability of the property, Enterprise's Faith-Based Development Initiative awarded CASHC a \$10,000 U.S. Department of Housing and Urban Development Capacity Building (Section 4) grant in 2013.^x This grant allowed CASHC and the CHV Tenant Association to participate in a strategic planning process aimed at securing the building's long-term affordability and defining a larger ownership role for the CHV Tenant Association.

With this long-term vision in mind, CASHC and the CHV Tenant Association decided in 2016 that they were ready to transition the property to full nonprofit ownership, in which the CHV Tenant Association would have an ownership stake. The unique terms of the 2002 refinancing, coupled with a local tenant protection law known as the Tenant Opportunity to Purchase Act, allowed the partners to realize this vision and shield the property from the threat of market pressures.^{xi} By sharing property ownership among CASHC, the CHV Tenant Association, and a nonprofit developer, all parties now remain committed to the long-term affordability of the development.

“Columbia Heights Village is a big community, with a lot of households and residents who have lived there for many years. As communities are backsliding and losing units over the last decade, we’re losing ground on both preservation and housing production. The notion that a big community of 400+ units can be preserved and is now in the hands of organizations that would never let any of those units go to market rate is pretty significant.”

– Greg Melanson, interim executive director,
Change All Souls Housing Corporation



“Enterprise is an industry leader, bringing to the table the technical expertise and the flexibility to offer multiple financial products. It was a logical step to make sure that we talked to Enterprise to put together the missing equity piece. Ultimately the Enterprise family was able to put together the team to make the deal happen.”

JOHN HOFFER | VICE PRESIDENT FOR PROJECT MANAGEMENT, THE NHP FOUNDATION

FILLING THE GAP

CASHC and the CHV Tenant Association undertook a competitive process to identify a new partner and nonprofit owner of CHV. Through this process they selected The NHP Foundation, a respected not-for-profit real estate organization with over 8,000 units of affordable units of affordable housing and a strong balance sheet. The selection was also motivated by The NHP Foundation’s affiliate organization, Operation Pathways, which provides nationally recognized, comprehensive resident services through onsite programming, one-on-one guidance and referrals.^{xii}

Bellwether Enterprise worked with NHP to transfer the property’s existing mortgage of more than \$62 million and provided a supplemental mortgage of \$29 million needed for the property’s acquisition. Despite this investment, a financing gap of \$10 million remained.

Enterprise has various means of deploying capital to support community partners and meet financing challenges. To close the financing gap for CHV, two other Enterprise financing platforms came to the table. Conventional Equity offered a nearly \$5 million equity investment as part of its efforts to preserve existing affordable housing. In an unprecedented investment, Loan Fund provided the remainder of the financing through an equity investment that required special approval from the Loan Fund Board because it deviated from Loan Fund’s traditional debt financing.

As the earlier mortgage holder at CHV, Bellwether Enterprise was the first to identify that the broader Enterprise team might have the unique capital products to close the financing gap. Victor Agusta, executive vice president with Bellwether Enterprise, had worked previously with The NHP Foundation and was confident that NHP’s experience and dedication would make this an effective and positive partnership.



“The NHP Foundation approached it the right way to accommodate everyone involved and made sure that the community was included. We’re proud that the Enterprise family was also able to support the project’s equity, making the preservation of an important community asset possible.”

– Victor Agusta, executive vice president, Bellwether Enterprise

Through the collaborative work of Conventional Equity and Loan Fund, Enterprise was able to offer a blended rate of capital that closed the gap and secured the sale. After months of meetings and negotiations, the financing fell into place, the former owner accepted the purchase offer, and The NHP Foundation became the managing general partner. The new structure created shared ownership interests with CASHC and the CHV Tenant Association, which used just over \$1 million in existing reserves to secure resident representation in CHV’s ownership. This unique opportunity for partnership and tenant ownership made the investment particularly compelling for Enterprise, offering a powerful example of how a commitment to mission and creative financing solutions can come together for the long-term benefit of residents and their neighborhoods.

ENTERPRISE INVESTMENT IN COLUMBIA HEIGHTS VILLAGE

INVESTMENT AMOUNT	TYPE OF FINANCING	PARTNER
\$5,000,000	Preferred Equity Investment	Enterprise Community Loan Fund, Inc.
\$4,950,000	Equity Investment	Enterprise Community Investment, Inc.
\$92,227,848	Mortgage Debt	Bellwether Enterprise Real Estate Capital, LLC
\$102,177,848	TOTAL ENTERPRISE INVESTMENT	



Uj
UNITY
HEALTH
CARE
UPPER CARDOZO
HEALTH CENTER

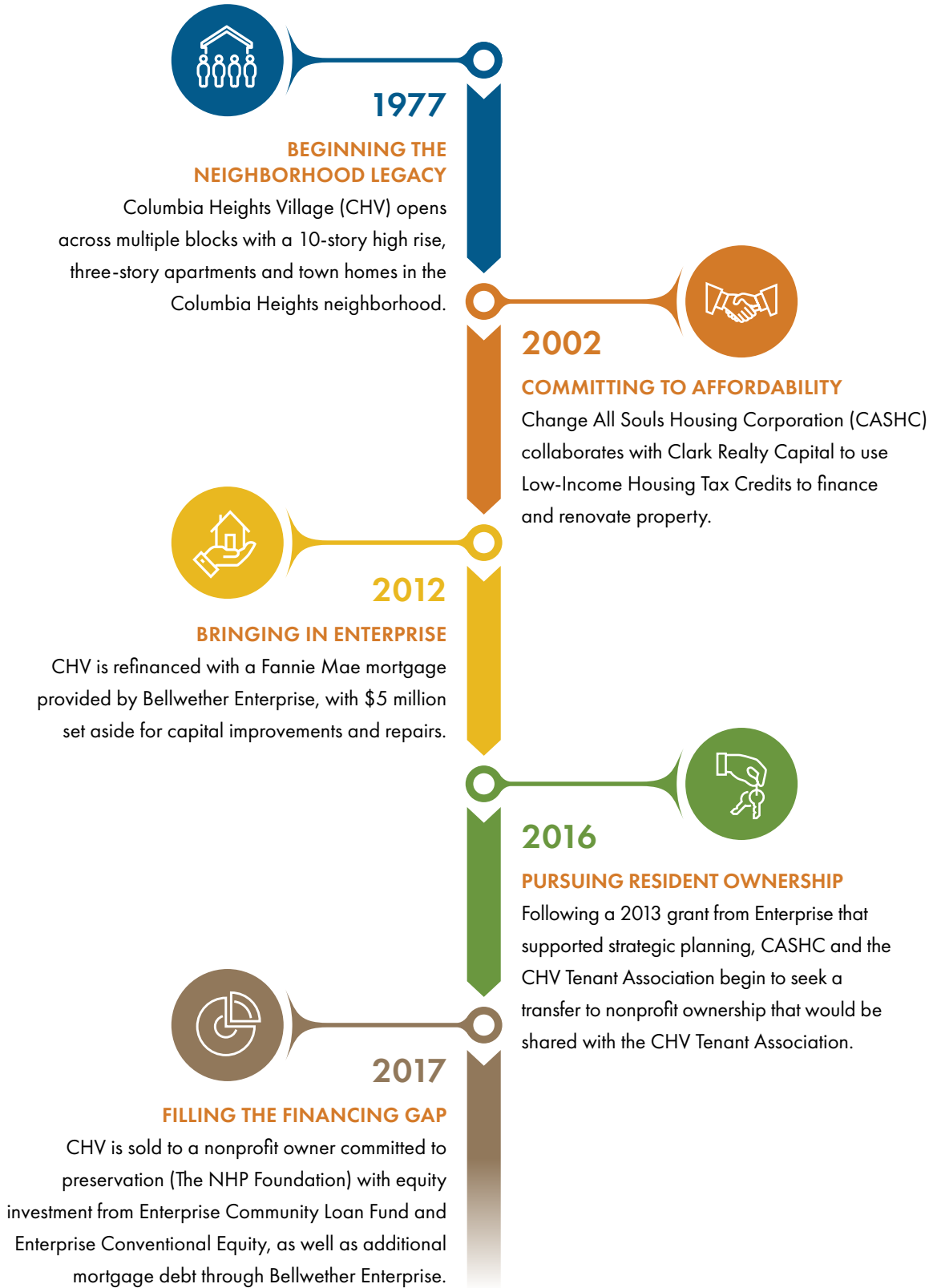
BEGIN
RIGHT TURN LANE
YIELD TO BIKES

Uj UNITY
HEALTH CARE
UPPER CARDOZO

SPE
LIM
5

MIS
CHE
WELCOME 2018

INVESTING IN AFFORDABILITY OVER TIME





PRESERVING OPPORTUNITY THROUGH TENANT ENGAGEMENT

With partial ownership of the property, the CHV Tenant Association represents a unique tenant association model and reflects the commitment to tenant empowerment built into the vision for CHV from the beginning. Partial ownership allows the CHV Tenant Association to independently manage the funds distributed to it through the building’s ownership structure, which it can use for building upgrades, resident programming or covering the salary of an office operations manager.

Fred C. Mitchell, senior vice president for Asset Management with The NHP Foundation, notes that although this is a unique ownership structure, the partnership with the CHV Tenant Association has been very positive. “With the CHV Tenant Association at the table, they are representing both the tenants and their interests as an owner. The CHV Tenant Association has a very active role in the operations of the property and has been very generous with using their financial stake and the proceeds they receive to invest in the betterment of the property.”

A long-time resident of CHV, Paul Jones is the current president of the CHV Tenant Association and has spearheaded numerous new efforts, including a resident scholarship program and a summer camp for children.

/// As partners now, we have access to assets that allow us to organize and provide services. We’re always reaching out and asking residents what they want to do and see at Columbia Heights Village.”

PAUL JONES | PRESIDENT, CHV TENANT ASSOCIATION





TURN ON RED

ONE WAY

THE IMPACT OF OUR INVESTMENT^{xiii}

The preservation of Columbia Heights Village (CHV) is about more than just housing. Through the work of the CHV Tenant Association and Operation Pathways, the resident services affiliate of The NHP Foundation, residents can access a wide network of opportunities onsite, in the neighborhood, and throughout a diverse and growing region. These services and amenities, coupled with the strong foundation of stable affordable housing, have a positive impact on the lives of CHV residents.



HOUSING STABILITY



900+
residents
with low incomes stably housed at any one time.



\$871
in estimated savings on monthly rent per household.




HEALTH & WELL-BEING




6-minute
walk to the closest grocery store and weekly farmer's market.




100+
healthy meals served by Terrific, Inc. per week to elderly residents and neighbors.



MOBILITY



Walk Score 95
allows residents to walk, bike, and take transit to meet their daily needs.



17-minute
bus ride takes residents to downtown D.C.



HOUSING STABILITY



STABLE HOUSING

A Key Ingredient for Positive Life Outcomes

A stable, affordable home is a pathway to opportunity. Families living in affordable housing face less risk of eviction or homelessness and can devote more of their limited income to such essentials as food, health care, education and savings. A stable home serves as an important foundation, leading to improved health, economic and educational outcomes.

Columbia Heights Village (CHV) has offered this foundation for over 40 years. Beyond the housing itself, the unique ownership structure allows residents to engage in strategic decision-making on how to allocate investments in the property, whether in the form of physical improvements or onsite resident programming. With the CHV Tenant Association's stake in the property's ownership, residents are encouraged to play an active role in their community.

Through the CHV Tenant Association and Operation Pathways, residents also benefit from extensive onsite services that help to ensure that they remain stably housed and enjoy a high quality of life. Each year, the CHV Tenant Association and Operation

Pathways work with over 25 community organizations, including nonprofits and city agencies, to provide services ranging from food resources to after-school tutoring. Residents can take advantage of these services and other nearby amenities to meet their current needs and pursue their future goals.

Ken White, executive director of Operation Pathways, summarizes: "At the end of the day, it's about housing stability. We are always seeking out those who might be vulnerable to major life changes that could affect their ability to remain."

Stability and Services at CHV

Over 25 partner organizations work with CHV to provide services for residents onsite and throughout the city. Programs and services include—



Computer training



Employment assistance



Financial literacy



Health and nutrition programs



Youth engagement



STABILITY OFFERS OPPORTUNITIES FOR GROWTH

The affordability of CHV allows residents to cover important household needs without having to make difficult trade-offs between paying for housing or other essentials. Stable affordable housing can increase the amount of money that residents are able to put toward other household needs—such as savings, education or training—by ensuring that their housing costs do not exceed 30

percent of their income. For example, the rent at CHV can save a household an estimated \$871 per month on average, when compared to the rent of a typical apartment in the Columbia Heights neighborhood.^{xiv} This savings can have a significant impact on a family’s ability to take care of daily needs, remain in their neighborhood and pursue future opportunities.



Living in an affordable home in Columbia Heights Village

can help a household earning less than **\$17,000** per year save more than **\$871** each month on rent.^{xv}

THIS CAN TRANSLATE TO—

\$55 for out-of-pocket health expenses

\$73 for school supplies

\$126 for an unlimited monthly subway pass

\$225 for savings

+ **\$392** on groceries

\$871 SPENT ON HOUSEHOLD NEEDS PER MONTH

Research shows that adults living in affordable housing are more likely to find and maintain work, and children are more likely to grow up to earn more over their lifetime than they otherwise would have. For example, research suggests that each additional year spent living in subsidized housing during the teenage years (ages 13–18), increases total lifetime earnings by \$45,400 for females and \$47,300 for males.^{xvi}

With Columbia Heights’ central location, residents are well positioned to access jobs and other career and educational opportunities in many of the region’s job centers, whether downtown D.C., Northern Virginia or Maryland. Diverse onsite services provide programs and support that help residents take advantage of the opportunities afforded by the region around them.

Through its Financial Stability programming, Operation Pathways provides onsite job, financial and credit counseling services. Over the course of the year, the Resident Services Coordinator works with residents on coaching related to career advancement, job searches, job skills training and resume building. CHV also offers resources and programming to help prepare youth for academic and career

success. Offerings include backpack drives to equip students with school supplies, after-school tutoring, extracurricular classes and summer camps, as well as post-secondary scholarship programs.

With the foundation of a stable home, greater financial means to take care of essential needs, and plenty of onsite education and employment resources, residents are equipped to pursue their future goals. Latisha Chapman, a CHV resident, explains what this stability means to her: “Living here is helping me grow. Having housing at CHV is helping me until I can find a consistent job that pays well. It’s peace of mind when I don’t have to worry about where I’m going to lay my head.”



Freddy Zelaya works for WinnResidential, the property management company onsite at Columbia Heights Village. Freddy lives in the Columbia Heights neighborhood and has enjoyed working at CHV for seven years, building relationships with residents and improving the development. He appreciates the challenge of upgrading an older building and the satisfaction of working directly with residents to constantly improve CHV.

/// It's not in all jobs that you can make a real impact in people's homes and lives every day."



HEALTH AND WELL-BEING



INVESTING IN HEALTH

A Platform for Well-Being

Affordable housing is an important platform for health. Without the burden of housing costs that exceed 30 percent of their income, residents have precious resources freed up to devote to food, prescriptions and other essentials that people need to thrive. This stability creates a peace of mind for residents and relieves the stress of high housing costs, helping to minimize long-lasting negative impacts on resident health.

Despite having an affordable home, many residents with extremely low incomes still struggle to meet their daily needs. Recognizing this challenge, the Columbia Heights Village (CHV) Tenant Association provides several programs for residents facing financial hardship. For example, the CHV Tenant Association offers food assistance through the Gracie Rollins Grocery and Pantry Pack Program, a program—named for a former resident—that provides grocery deliveries to residents.

The lack of financial resources to access food is often referred to as food insecurity. In addition to the experience of hunger, food insecurity has also been shown to exacerbate disease and health

challenges, resulting in higher health care utilization and increased health care costs. For example, food-insecure households have an estimated \$1,863 more in health care expenditures each year when compared to food-secure counterparts.^{xvii}

The CHV Tenant Association also offers a Tenant Empowerment Fund for unforeseen medical expenses or unexpected costs, as well as burial assistance for a leaseholder when a resident on the lease passes away. These tenant assistance programs provide valuable supplemental resources to families that help protect their overall health and well-being and reduce the stress caused by financial challenges.



100+ healthy meals served per week to elderly CHV residents and neighbors to address food insecurity.

Research shows that living in affordable housing can contribute to ^{xviii} —



12%

reduction in **Medicare expenditures**



18%

reduction in **emergency department use**



20%

increase in use of **outpatient primary care**

A SPACE TO ENGAGE

CHV goes beyond reducing the stressors and negative impacts of housing cost burden and financial hardship. As a home to residents of all ages, CHV brings residents together through engaging services and programs that can promote health and well-being. With over 5,000 square feet of community space, the development provides an open, inviting location that facilitates community building. It is this intentional commitment to community building that makes CHV a supportive and welcoming place to live.

Ongoing engagement can be particularly powerful for seniors, who often experience loneliness or isolation, which can have long-term health consequences.^{xix} Through a collaboration with the D.C. Office of Aging and Terrific, Inc., a local nonprofit, activities and meals are

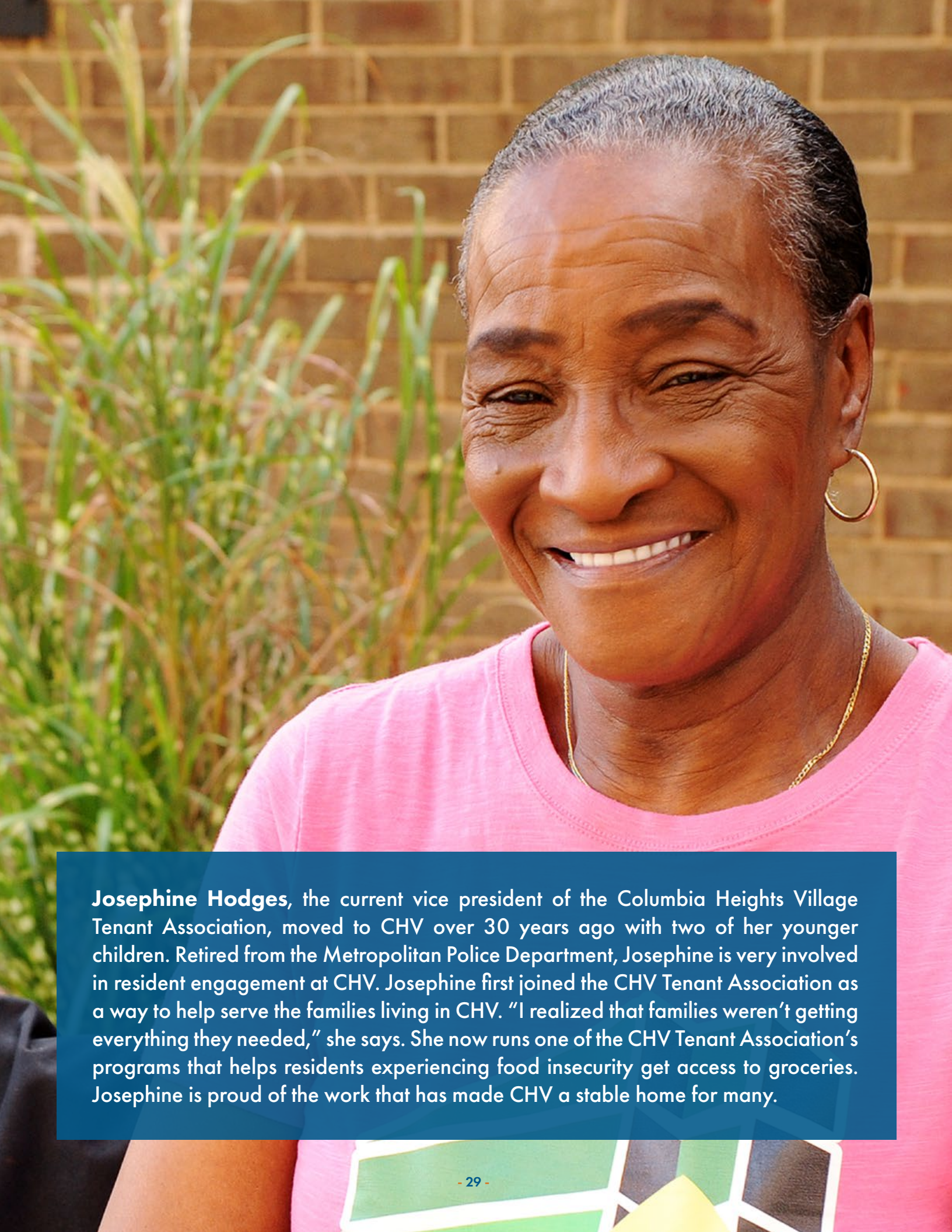
provided to seniors and disabled individuals living at CHV and in the Columbia Heights neighborhood. Offered every weekday from 10 a.m. and 2 p.m. in the CHV community room, this program provides more than 5,000 hot lunches each year and engages seniors in seminars and activities. These resources help reduce the risk of food insecurity and promote connectedness among the seniors, both of which has been shown to have a strong positive link with health outcomes.

Following the midday senior activities, the CHV community room does not stay empty for long. After school, CHV students attend onsite programs that provide homework help, tutoring and the “Afterschool Meals” program offered by Operation Pathways, serving a total of 80 students in 2018.

/// Resources like Columbia Heights Village help out a lot of families. Having housing is really important for seniors, who may have a hard time finding apartments. I’ve seen a big difference since The NHP Foundation came in, and it’s so nice what they do for seniors. I love the programs they have for us — organizations come in to offer services, we have trips and outings, and it’s always lovely to come down for lunch in the community room.”

CAROLYN YOUNG | RESIDENT





Josephine Hodges, the current vice president of the Columbia Heights Village Tenant Association, moved to CHV over 30 years ago with two of her younger children. Retired from the Metropolitan Police Department, Josephine is very involved in resident engagement at CHV. Josephine first joined the CHV Tenant Association as a way to help serve the families living in CHV. "I realized that families weren't getting everything they needed," she says. She now runs one of the CHV Tenant Association's programs that helps residents experiencing food insecurity get access to groceries. Josephine is proud of the work that has made CHV a stable home for many.



MOBILITY



CHOICES FOR CONNECTIONS

A Path to Opportunity

Located in the heart of the Columbia Heights neighborhood, Columbia Heights Village (CHV) is surrounded by neighborhood resources, including schools, community centers, grocery and retail stores, and nonprofit organizations offering low-cost services. The nearby transit options and walkable streets help create a sense of vibrancy in the neighborhood and connect residents with opportunities throughout the region.

Living in a central, well-connected area allows CHV residents to rely on a range of affordable and sustainable public transportation options. Without the benefit of affordable housing in a well-connected neighborhood, many families with low incomes are forced to look farther outside the city center to lower-cost neighborhoods for housing that they can afford, which often removes them from the transit options, jobs and services that would most benefit them.^{xx}

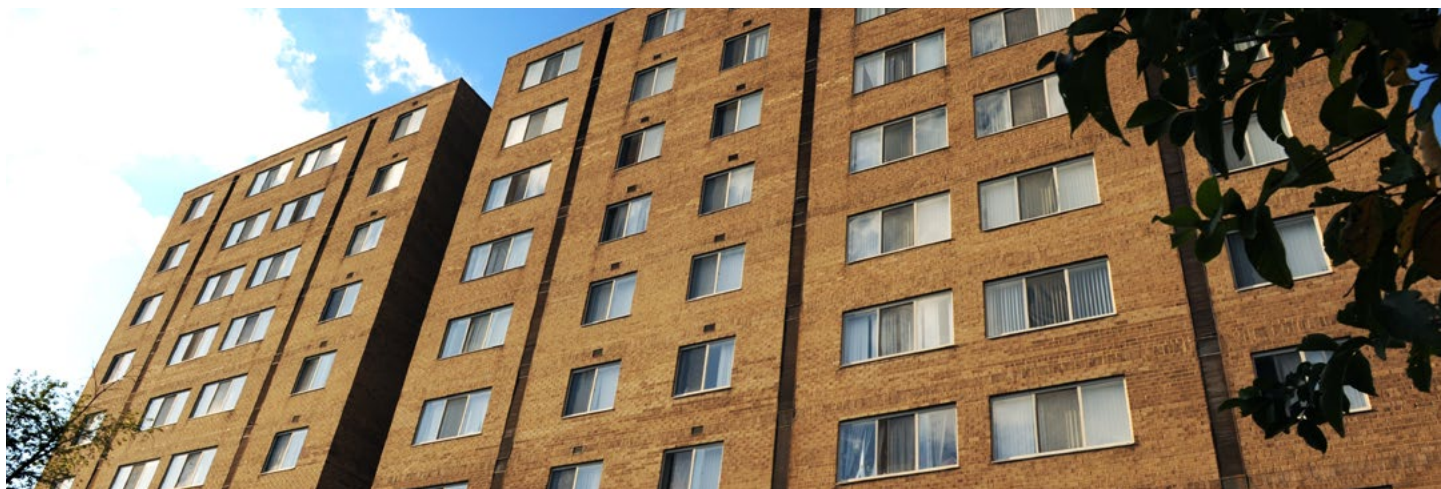
Additionally, because D.C.'s subway system relies on a distance-based fare system, residents in Columbia Heights pay a lower fare to downtown D.C. and other nearby job centers than if they were living in less central suburban or exurban areas. Paul Jones, president of the CHV Tenant Association, summarizes this centrality: "The neighborhood is critical, and the subway is a huge asset."

With a Walk Score of 95, the area around CHV is highly accessible for daily errands without a car and is just 34 minutes to downtown D.C. by foot, 10 minutes by bike or 17 minutes by transit.^{xxi} With one of the busiest Metro stops outside of the downtown core, residents can access two subway lines, many bus stops and bus lines, and the D.C. Circulator, a cross-town shuttle that is free of charge. In a pedestrian-friendly neighborhood, an estimated 60% of commuters walk or take transit.^{xxii} This connectivity helps residents avoid the cost of owning a vehicle, which can cost more than \$2,200 per year in D.C.^{xxiii}



Latisha Chapman grew up in Northeast D.C., often moving between her mother and grandmother’s homes. She has a lot of gratitude for her home at CHV, which has a beautiful 10th-floor view. Latisha has held a variety of jobs and is now focusing on getting a full-time job through an agency for temporary office work.

“ I’d been on many other housing waiting lists for longer. I was grateful that I was able to move into Columbia Heights Village as quickly as I did. The accessibility plays a huge part for CHV. Here you’ve got the Circulator, the bus, and the metro. You’ve got so many options and the convenience is great. ”



NEXT STEPS FOR COLUMBIA HEIGHTS VILLAGE

In the face of neighborhood challenges, Columbia Heights Village (CHV) residents and partners are looking ahead to a bright future for the CHV community.

CONTINUING CHALLENGES

At the time of this report's writing, a fatal shooting occurred at CHV. This tragic event was part of an increase in homicides and violent crimes across Washington, D.C., a reality experienced in many major urban areas across the country.

Enterprise and our partners are committed to the well-being of every resident and have taken numerous steps to promote resident safety. The NHP Foundation has worked diligently with residents, property management and resident services staff, as well as the Metropolitan Police Department, to address security issues and enhance resident safety. Recent investments at the property have included updating security measures, upgrading surveillance cameras and contracting with a new third-party company to provide onsite security.

Operation Pathways and the CHV Tenant Association also remain committed to resident and youth engagement, with services of all kinds offered to adult residents, and youth programming provided after school and in the summer, creating safe spaces for CHV youth to work on academics, play sports, make art and to connect with adults for mentorship.

Together, partners and residents are helping the community grapple with these security challenges and prepare for a safer future.

LOOKING AHEAD

Despite current challenges, CHV's partners see a future that remains full of possibility. John Hoffer, vice president for Project Management at The NHP Foundation, explains that the next steps for the development are far from determined and the partners are open to exploring options: "We're not only looking at substantial rehabilitation and recapitalization of the project. We're also exploring new ideas with the tenants and thinking of ways of adding affordable housing."

Greg Melanson, interim executive director for Change All Souls Housing Corporation, echoes this forward thinking: "A big part of this preservation story is that there are additional development opportunities on the site. To be able to be part of a group that is committed to keeping those units — and is looking for ways to add units while preserving the existing housing — is a special and exciting partnership. We're at the very beginning stages of discussing what redevelopment could look like. And we'll be at the table to champion the best interests for the CHV community."

And Enterprise is prepared to bring our breadth of creative capital solutions, capacity-building experience, and thoughtful partnership to support CHV well into the future.

INDUSTRY PERSPECTIVES

Preserving affordable housing is hard work, requiring the voices and collaboration of many partners, from investors to residents to local organizations. Creative capital solutions and sustained partnerships are critical, and Enterprise is committed to offering the expertise and resources needed to see this work to the finish line. For Columbia Heights Village, numerous partners and teams across Enterprise came together to offer crucial expertise, financing, partnership and support.



DAVID BOWERS | ENTERPRISE COMMUNITY PARTNERS

David Bowers is vice president and Mid-Atlantic market leader for Enterprise Community Partners. David believes that Columbia Heights Village is an example of the many ways that Enterprise is able to mobilize and collaborate on major projects with local partners. "At Columbia Heights Village, our current programmatic efforts through our Faith-Based Development Initiative, and the leveraging of Enterprise grant and financing capital show the power of the Enterprise platform at work, bringing impact to the lives of residents. We're looking forward to deepening our relationship with the many partners at CHV as they plan for the future. Ultimately, this is a powerful story of preservation and tenant empowerment in a community of opportunity."



JOHN HOFFER | THE NHP FOUNDATION

John is vice president for Project Management at The NHP Foundation, the nonprofit owner of the Columbia Heights Village as of 2017. John believes strongly that the preservation of CHV serves not only the residents but also the broader neighborhood. "The preservation of CHV enables this group of residents who are very low-income to continue to live in a neighborhood where they and their families have resided for many years. These families will continue to thrive in a neighborhood that is becoming more mixed income and diverse. This benefits not only the residents at CHV, but also the neighborhood, creating a real urban neighborhood with many elements that work well together."



GREG MELANSON | CHANGE ALL SOULS HOUSING CORPORATION (CASHC)

Greg Melanson is the interim executive director of CASHC, the community development corporation that was originally founded to support the construction of Columbia Heights Village in 1977. Greg recognizes the central role that flexible, thoughtful partnership played in the successful preservation of Columbia Heights Village. "I credit Enterprise, Bellwether Enterprise, and the whole team, along with the folks at The NHP Foundation, at being able to make what seemed like an impossibility happen. Through all the work of Enterprise and NHP Foundation, we were able to pull it all together and preserve the affordability of CHV. It's a great story."



JOSEPHINE HODGES | COLUMBIA HEIGHTS VILLAGE TENANT ASSOCIATION

Josephine is vice president of the CHV Tenant Association and a long-time resident of Columbia Heights Village with years of experience working in the CHV community. As a resident and leader, Josephine welcomed the preservation effort and the chance to collaborate with new project partners. She is excited and motivated by the ongoing commitment to tenant empowerment. “We are a success story. We’ve done something that hadn’t been done, and we’ve shown that we as residents deserve the right to ownership. I never in my wildest dreams thought we could accomplish that.”



KEN WHITE | OPERATION PATHWAYS

Ken is the executive director of Operation Pathways, an affiliate of The NHP Foundation that provides onsite resident services at CHV. Since joining the property in 2017, the Operation Pathways team has welcomed the chance to collaborate with the Columbia Heights Village Tenant Association and residents on programming and services for their community. “Operation Pathways and The NHP Foundation truly believe that residents should have a voice in the communities where they live. We aren’t here to make decisions—we’re here to help residents set goals and walk with them in that process. That’s why all Operation Pathways staff onsite are trained in resident engagement and coaching. The intersection of these two asset-based approaches to service delivery builds on the strengths and resources that already exist in the individuals and families who reside in affordable housing.”

// *We are a success story. We’ve done something that hadn’t been done, and we’ve shown that we as residents deserve the right to ownership. I never in my wildest dreams thought we could accomplish that.”*

JOSEPHINE HODGES | VICE PRESIDENT, CHV TENANT ASSOCIATION

ENDNOTES

i. Sources for data on page 5:

All investments refer to transactions between 2014 and 2018 for Enterprise Community Loan Fund and Enterprise Conventional Equity, and affordable transactions for Bellwether Enterprise during the same time period.

The number of individuals served is based on an estimate of 2.58 individuals per household, the average number of people per household calculated in the 2010 Census. Please download www.census.gov/prod/cen2010/briefs/c2010br-14.pdf to learn more.

ii. Please note this is an estimate of the number of residents at a given time. The total number of residents may vary based on turnover and household size.

iii. Sources for data on page 9:

Please visit www.all-souls.org to learn more about All Souls Church Unitarian.

Photo: J.C. Barker Motor Co., 14th & Irving St. NW in Washington, D.C. (public domain). National Photo Company Collection. ghostsofdc.org/2014/07/31/columbia-heights-14th-irving-look-like-1920s

iv. Sources for data on page 10:

Please visit www.centronia.org to learn more about CentroNía.

Please visit www.gwul.org to learn more about the Greater Washington Urban League.

Please visit www.layc-dc.org to learn more about the Latin American Youth Center.

Please visit www.unityhealthcare.org to learn more about Unity Health Care.

v. Sources for data on page 11:

The data is pulled from the 2000 Decennial Census and the American Community Survey five-year average for 2013–2017.

The figure for 2000 is adjusted for inflation to equal 2017 dollars. The study area refers to the following census tracts in the District of Columbia: 28.01, 28.02, 29, 30, 36 and 37.

Median gross rent refers to contract rent plus utilities and is calculated using a weighted average (by renter households paying cash rent) median across the study area. The figure for 2000 is adjusted for inflation to equal 2017 dollars and percent change is after adjusting for inflation.

Median home value refers to the median value of an owner-occupied home and is calculated using a homeowner-weighted average median across the study area.

vi. The data regarding demographics in the study area is pulled from the American Community Survey five-year average for 2013–2017. The study area refers to the following census tracts in the District of Columbia: 28.01, 28.02, 29, 30, 36 and 37.

vii. "Income Limits. HUD's Multifamily Tax Subsidy Projects." www.huduser.gov/portal/datasets/mtsp/mtsp19/HERA-Income-Limits-Report.pdf.

- viii. The average income of CHV households is estimated based on the average rents included in HUD’s 2018 “Picture of Subsidized Households” data set: www.huduser.gov/portal/datasets/assthsg.html. Accessed September 2019.
- ix. Please visit www.bellwetherenterprise.com/about-us to learn more about Bellwether Enterprise.
- x. Please visit www.enterprisecommunity.org/financing-and-development/grants#section4 to learn more about HUD Capacity Building (Section 4) grants offered through Enterprise Community Partners.
- xi. Washington, D.C.’s Tenant Opportunity to Purchase Act (TOPA), passed in 1980, allows the tenants of a property that is for sale to have the opportunity to purchase their housing, sometimes known as a “right of first refusal.” Through TOPA, the Columbia Heights Village Tenant Association was able to exercise its right to negotiate a sale — in this case — choosing to assign the right to purchase to The NHP Foundation. The District of Columbia’s Department of Housing and Community Development estimates that over 1,000 units have been preserved through this program since FY 2002, allowing residents to remain in place. Please visit dhcd.dc.gov/service/tenant-opportunity-purchase-assistance to learn more about TOPA.
- xii. **Sources for data on page 17:**
Please visit nhpfoundation.org to learn more about The NHP Foundation.

Please visit www.operationpathways.org to learn more about Operation Pathways.
- xiii. **Sources for data on page 22:**
For calculations of estimated savings on monthly rent, please see xv.

Please visit www.community-foodworks.org/columbia-heights-saturday to learn more about the Columbia Heights Farmers Market.

Please visit www.walkscore.com/score/2900-14th-st-nw-washington-dc-20009 to learn more about Walk Score.
- xiv. **Sources for data on page 24:**
For calculations of estimated savings on monthly rent, please see xv.
- xv. **Sources for infographic on page 25:**
Discretionary income is calculated based on a comparison between the median rent in the Columbia Heights study area and the average rent paid by CHV residents. The average rent paid by CHV residents is pulled from HUD’s 2018 “Picture of Subsidized Households” data set: www.huduser.gov/portal/datasets/assthsg.html. Accessed September 2019.

The median rent is based on a weight average across the census tracts of the study area, from the American Community Survey five-year average for 2013–2017. The study area refers to the following census tracts in the District of Columbia: 28.01, 28.02, 29, 30, 36 and 37.

Monthly health care costs are based on the yearly mean out-of-pocket expenditure per person in the United States in 2017, from the following reference: Mean expenditure per person by source of payment, United States, 1996–2017. Medical Expenditure Panel Survey. Agency for Healthcare Research and Quality. U.S. Department of Health and Human Services. www.meps.ahrq.gov/mepstrends/hc_use. Accessed September 2019.

The monthly cost for school supplies is based on the Demographic Spending averages calculated by the National Retail Federation. This average planned spending per households includes clothing, accessories, and shoes; schools supplies; and electronics. This is based on a yearly average spending projection of \$873.38 in the Northeast, from the following reference: "Back-to-Class Data Center." National Retail Foundation. nrf.com/insights/holiday-and-seasonal-trends/back-school/back-class-data-center. Accessed September 2019.

The monthly cost of an unlimited Metrorail pass for the WMATA system is based on an estimated travel distance of 6 miles, from the Columbia Heights Metro station to the Ronald Reagan National Airport. Please visit www.wmata.com/fares/Monthly-Pass/index.cfm#price to learn more.

Monthly grocery costs are based on estimates from the Bureau of Labor Statistics' Consumer Expenditure Surveys, from the following article: "What Average Americans Spend on Groceries Every Month in 22 Major Cities." *Business Insider*. www.businessinsider.com/what-americans-spend-on-groceries-every-month-2019-4#9-washington-dc-14. April 24, 2019.

xvi. Sources for data on page 25:

"A Broken Foundation: Affordable Housing Crisis Threatens DC's Lowest-Income Residents." DC Fiscal Policy Institute. www.dcfpi.org/all/a-broken-foundation-affordable-housing-crisis-threatens-dcs-lowest-income-residents-2. December 8, 2016.

Anderson, F., Haltiwanger, J., Kutzbach, M., Pallonia, G., Pollakowski, H. and Weinberg, D. (2016). "NBER Working Paper Series: Childhood Housing and Adult Earnings: A Between-Siblings Analysis of Housing Vouchers and Public Housing." National Bureau of Economic Research. www.nber.org/papers/w22721.pdf

xvii. "The Impact of Poverty, Food Insecurity, and Poor Nutrition on Health and Well-Being." Food Research and Action Center. December 2017. frac.org/wp-content/uploads/hunger-health-impact-poverty-food-insecurity-health-well-being.pdf

xviii. Source for infographic on page 28:

Health in Housing: Exploring the Intersection between Housing and Health Care. Center for Outcomes Research and Education (CORE). 2016. www.enterprisecommunity.org/download?fid=5703&nid=4247

xix. Holt-Lunstad, J., Smith, T. B., Baker, M., Harris, T., & Stephenson, D. (2015). "Loneliness and Social Isolation as Risk Factors for Mortality: A Meta-analytic Review." *Perspectives on Psychological Science*, 10, 227–237.

xx. *Creating Connected Communities: A Guidebook for Improving Transportation Connections for Low- and Moderate-Income Households in Small and Mid-Sized Cities*. U.S. Department of Housing and Urban Development, Office of Policy Development and Research. April 2014. www.huduser.gov/portal/publications/pdf/Creating_Connted_Comm.pdf

xxi. Please visit www.walkscore.com/score/2900-14th-st-nw-washington-dc-20009 to learn more about Walk Score.

xxii. The data regarding commuting patterns in the study area is pulled from the American Community Survey five-year average for 2013–2017. The study area refers to the following census tracts in the District of Columbia: 28.01, 28.02, 29, 30, 36 and 37.

xxiii. "How Much Does It Cost to Own a Car in Your State?" Consumers' Research. April 2018. consumersresearch.org/cost-of-owning-a-car



© 2019 Enterprise Community Partners, Inc. Permission is granted to copy or distribute this document under the CC BY-ND license with EXCEPTIONS listed in the Terms of Use, which you may find on our website at www.EnterpriseCommunity.org.

