



SAN DIEGO
HOUSING
COMMISSION

We're About People

Hotel Churchill Grand Reopening

September 19, 2016





Message from SDHC President & CEO Richard C. Gentry

September 19, 2016

Dear Friends and Colleagues,

The preservation of affordable housing at the historical Hotel Churchill is a testament to the collaborative efforts of the San Diego Housing Commission (SDHC) and our partners to find innovative solutions to address homelessness.



I thank those who made this grand reopening possible, including our congressional delegation – U. S. Representatives Scott Peters, Juan Vargas, and Susan Davis, and our partners at the State and County, respectively Assemblymember Toni Atkins and Board of Supervisors Chairman Ron Roberts.

In addition, I commend Mayor Kevin L. Faulconer, City Councilmember Todd Gloria, whose district includes Hotel Churchill, and the full San Diego City Council for their support.

With this renovation, we have created 72 affordable rental housing studios that will remain affordable for 65 years.

The renovation of Hotel Churchill is also a key component of **HOUSING FIRST – SAN DIEGO**, SDHC's landmark three-year Homelessness Action Plan (2014-2107), which was announced on November 12, 2014, at the Hotel Churchill.

I am proud of the staff at SDHC and Housing Development Partners (HDP), SDHC's nonprofit affiliate, for their dedication to provide housing opportunities for homeless San Diegans. HDP served as the developer for this project, working closely with the construction team.

The Hotel Churchill is a shining example of ingenuity, foresight, and innovation to address homelessness.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard C. Gentry". The signature is fluid and cursive, written over a white background.

Richard C. Gentry

President & CEO

San Diego Housing Commission



U.S. Senate

U.S. Senator Dianne Feinstein
U.S. Senator Barbara Boxer

U.S. House of Representatives

U.S. Representative Juan Vargas, 51st District
U.S. Representative Scott Peters, 52nd District
U.S. Representative Susan Davis, 53rd District

**U.S. Department of Housing and Urban Development
(HUD)**

HUD Secretary Julián Castro
HUD Los Angeles Office of Public Housing Director Marcie P. Chavez

California State Senate

State Senator Marty Block, 39th District
State Senator Ben Hueso, 40th District

California State Assembly

State Assemblymember Brian Maienschein, 77th District
State Assemblymember Toni Atkins, 78th District
State Assemblymember Shirley Weber, 79th District
State Assemblymember Lorena Gonzalez, 80th District

San Diego County Board of Supervisors

Chairman Ron Roberts, District 4
Vice Chair Dianne Jacob, District 2
Supervisor Greg Cox, District 1
Supervisor Dave Roberts, District 3
Supervisor Bill Horn, District 5



City of San Diego

Mayor Kevin L. Faulconer

Council President Sherri Lightner, District 1
Council President Pro Tem Marti Emerald, District 9
Councilmember Lorie Zapf, District 2
Councilmember Todd Gloria, District 3
Councilmember Myrtle Cole, District 4
Councilmember Mark Kersey, District 5
Councilmember Chris Cate, District 6
Councilmember Scott Sherman, District 7
Councilmember David Alvarez, District 8

San Diego Housing Commission (SDHC)

Board of Commissioners

Chairman of the Board Gary Gramling*
Vice Chair Roberta Spoon*
Commissioner Margaret Davis
Commissioner Kellee Hubbard
Commissioner Ben Moraga
Commissioner Dorothy Surdi
Commissioner Frank Urtasun

***Housing Development Partners Board**

SDHC's nonprofit affiliate

Board Member Sam Guillen
Board Member Sal Salas

Civic San Diego

President & CEO Reese Jarrett



U.S. Department of Veterans Affairs (VA)

San Diego Healthcare System

Director Robert M. Smith, M.D.

Chief of Social Work Service Jessica Chamberlain

County of San Diego Health and Human Services Agency

Director Nick Macchione

Corporation for Supportive Housing

Director Simonne Ruff

Service Providers for Residents

Mental Health Systems – Center Star ACT

Pathways Community Services – Catalyst

Construction Partners

Allgire General Contractors

Heritage Architecture

KPFF Consulting Engineers

Springline Associates, Inc.

Studio E Architects

Property Management

Hyder Property Management

San Diego Housing Commission (SDHC)

Housing Development Partners

Christensen & Spath LLP

Real Estate Division

Rental Assistance Division

Communications Division

Homeless Housing Innovations Department

Financial Services Department

Labor Compliance Department

Procurement Department



SDHC Funding Partners

Total rehabilitation cost – \$20,616,367

SDHC Investment:

- **\$9,289,800** – Federal “Moving To Work” Funds, from the U.S. Department of Housing and Urban Development (HUD) administered by SDHC
- **\$2,900,000** – Federal HOME Investment Partnerships Program Funds, awarded by HUD to the City of San Diego (City) and administered by SDHC
- **\$1,322,740** – City Inclusionary Housing Fund, administered by SDHC
- **\$1,003,869** – City Single-Room Occupancy In-Lieu Fees funds, administered by SDHC
- **\$880,000** – City Housing Impact Fees, administered by SDHC

Additional Funding Sources:

- **\$3,000,000** – Civic San Diego loan
- **\$1,800,000** – State Mental Health Services Act program loan, administered by the County of San Diego Behavioral Health Services Division

Grants:

- **\$400,000** – The Home Depot Foundation’s Veteran Housing Grants Program for construction costs
- **\$19,958** – Las Patronas – furnishings for Veterans’ units

Federal Housing Vouchers

72 Federal Sponsor-Based Housing Vouchers provided by SDHC directly to the sponsor, Housing Development Partners, SDHC’s nonprofit affiliate, for rental assistance for Hotel Churchill residents.

These 72 Sponsor-Based Housing Vouchers have an annual value of \$813,888, based on the monthly cost of the voucher, \$942.



The 1,000 Homeless Veterans Initiative

The 56 formerly homeless Veterans living in affordable rental units at Hotel Churchill are part of the San Diego Housing Commission’s (SDHC) The 1,000 Homeless Veterans Initiative to provide housing opportunities for up to 1,000 homeless Veterans in the city of San Diego within one year – March of 2017.

Veterans living at Hotel Churchill, as well as 16 non-Veterans also residing at Hotel Churchill, will receive rental assistance through a Federal Sponsor-Based Housing Voucher provided directly to the sponsor, Housing Development Partners (HDP), SDHC’s nonprofit affiliate.

The renovation of Hotel Churchill and The 1,000 Homeless Veterans Initiative are part of **HOUSING FIRST – SAN DIEGO**, SDHC’s three-year Homelessness Action Plan (2014-17), which was announced on November 12, 2014, at Hotel Churchill.

HOUSING FIRST – SAN DIEGO is rooted in the national Housing First model – to provide homeless individuals with housing as quickly as possible, with supportive services as needed.



HOUSING FIRST – SAN DIEGO News Conference



All residents of Hotel Churchill will receive on-site supportive services.

VA San Diego Healthcare System

On-site supportive services and case management for residents living in the 56 housing units set aside for homeless Veterans:

- Medication Support
- Behavioral Health
- Physical Health
- Mental Health
- Social, Recreational, and Tenant Services

Pathways Community Services – Catalyst

On-site supportive services and case management for residents of the eight housing units set aside for Transitional Age Youth ages 18-25 who have been diagnosed with a serious mental illness and are homeless or at risk of homelessness, former foster youth or youth exiting juvenile institutions:

- Mental Health
- Emergency Assistance with Food and Clothing
- Independent Living Skills

Mental Health Systems – Center Star ACT (Assertive Community Treatment)

On-site services and case management for residents of the eight units set aside for adults exiting the corrections system:

- Mental Health Treatment
- Medication Support
- Housing Support
- Rehabilitation and Therapeutic Groups
- Coordination of Medical Care



Navy Veteran Back on Course

It's just after breakfast, and the lingering smell of bacon and eggs wafts through Luis' new apartment at Hotel Churchill. Cooking is a newfound comfort after years of homelessness.

Luis is among the homeless Veterans who moved into Hotel Churchill. He relishes making his favorite foods whenever he wants. And he has the opportunity to better himself.

“I have my privacy, my quiet, letting me improve my skills and work on myself.”

On his wooden desk is a Microsoft Excel instruction book, which he's been studying to beef up his resume.

Luis is searching for a job in advanced electronics. During his 18 years in the Navy, including serving in the Gulf War, Luis was an Electronic Warfare Technician on submarines. The position entailed detecting potential military threats.

His love for electronics goes back to his childhood in New York City, where he tinkered with discarded radios and TVs.

Following his service in the Navy, he worked for a Navy contractor as an electronics technician on submarines.

Luis says that he was laid off in 2008 due to the economy crashing. Two years later, he lost his apartment and became homeless.

He lived on the streets of La Mesa, Lemon Grove, and near Encanto.

Luis also found temporary housing at homeless service providers, including Veterans Village of San Diego.

He found out about Hotel Churchill through Social Services for Veterans and Families – and leapt at the opportunity to live here.

After years adrift, Luis feels like he now has the tools to succeed. By his side will be on-site staff from VA San Diego Healthcare System.



“As a Vet, it really makes me feel good that people are watching out for us.”



Moving in Felt ‘Like Christmas’

Christmas came in August this year for Natalie—one of the new formerly homeless residents of Hotel Churchill.

Natalie has been sober for five months. She has been homeless on and off from 2006 to 2012. And has seen the inside of jails and prisons for various offenses, including petty theft and substance abuse.

Now she lives in one of eight units at the historical Hotel Churchill that are set aside for adults exiting the corrections system.

“It was almost like Christmas—It was a real good feeling knowing that I was walking into something that was my own.”

She keeps a small memento atop her dresser in her new studio dedicated to her brother’s memory. Until his suicide five years ago, they both lived on the streets of Lemon Grove.

“After he passed, I realized it’s not a good place for me to be on the streets,” she said.

Like Natalie, residents at Hotel Churchill are referred by service providers.

Natalie plans to enroll in additional courses in hospitality and marketing at nearby San Diego City College. Her goal is to rejoin the workforce.

Natalie’s resume includes 10 years at a grocery store. She worked her way up to become the manager of the deli, where her duties included decorating cakes.

Her creative eye is appreciative of the work that went into preserving the Hotel Churchill.



“I am really enjoying being here a lot. I’m regaining my independence.”



The historical Hotel Churchill was built in 1914, prior to the Panama-California Exposition of 1915-17 in Balboa Park, which celebrated the opening of the Panama Canal. The event showcased San Diego as the first American port-of-call for ships traveling west through the canal.

Still standing after 102 years, Hotel Churchill is a seven-story building at 827 C Street in the East Village neighborhood of Downtown San Diego.

On November 21, 2003, the City of San Diego Historical Resources Board designated Hotel Churchill a local historical landmark.

The San Diego Housing Commission (SDHC) acquired Hotel Churchill and the adjoining parking lot on August 16, 2011, through a court settlement in a foreclosure proceeding.

The foreclosure proceeding followed litigation in which SDHC sued the previous owner for violation of the City of San Diego's Single-Room Occupancy (SRO) ordinance.

A restriction recorded against Hotel Churchill requires that 57 units be maintained as SRO units for a minimum of 30 years.



SDHC took immediate steps to safeguard Hotel Churchill, which had been vacant since 2005 and was in disrepair.

On May 10, 2013, the SDHC Board of Commissioners approved the development plan for the renovation of Hotel Churchill, in partnership with SDHC's nonprofit affiliate, Housing Development Partners (HDP).

The Housing Authority of the City of San Diego unanimously approved the development plan for Hotel Churchill on June 11, 2013.

Before construction started, engineering crews used lasers to map Hotel Churchill.

This technology assisted with the placement of building components, such as plumbing and electrical, and allowed for a maximized floor plan.

The Hotel Churchill's historical landmark designation required that the historical façade of the building be restored. However, the seventh floor, which was not part of the original building, was found to be structurally unsafe. It was removed and replaced with a new seventh floor, which has been built to current building code standards.

The \$20.6 million renovation began on May 11, 2015, and created 72 affordable rental housing units and one manager's unit.

These affordable rental housing units will remain affordable for 55 years for homeless Veterans, transitional age youth ages 18 to 25, which may include former foster youth, and adults exiting the corrections system with incomes up to 60 percent of Area Median Income (AMI), approximately \$35,700 a year for one person.

For an additional 10 years, the units will be affordable for San Diegans with incomes up to 80 percent of AMI, approximately \$47,600 a year.



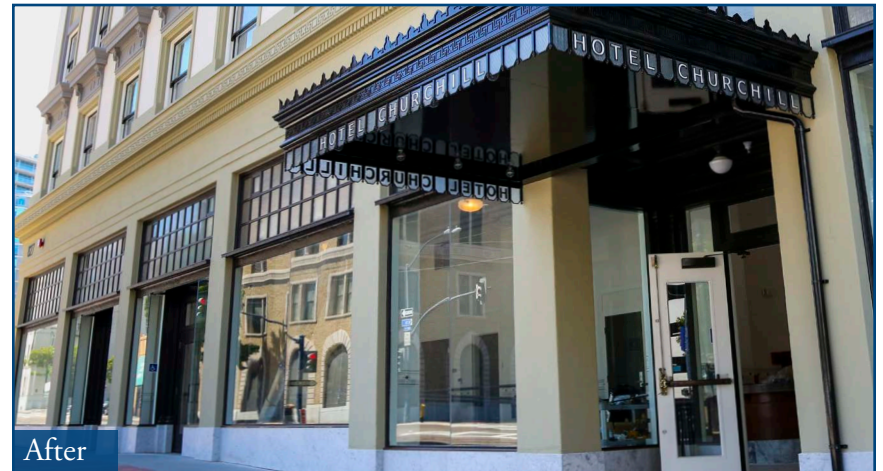
Before



Before



After



After



Earthquake Shock Absorbers

The San Diego Housing Commission's (SDHC) renovation of the 102-year-old Hotel Churchill marks the first time that viscous dampers – a seismic retrofit technology commonly used in stadiums and bridges – have been used in a historical renovation in the city of San Diego.

These four viscous dampers are visible throughout the first floor of the Hotel Churchill.

Viscous dampers are large, piston-like devices that act similarly to shock absorbers in the event of an earthquake, dissipating seismic energy.

Allgire General Contractors and KPF Consulting Engineers worked closely with the City of San Diego's Department of Development Services on the design of the viscous dampers. An independent peer panel was also convened to examine the use of this seismic technology in a historical renovation.



HUD Secretary Julián Castro Tours Hotel Churchill Construction Site

U.S. Department of Housing and Urban Development (HUD) Secretary Julián Castro described the renovation of the historical Hotel Churchill as an “important step” toward the national goal of ending Veteran homelessness.

Secretary Castro toured the renovation of the historical Hotel Churchill in Downtown San Diego on October 19, 2015, at the invitation of U.S. Representative Scott Peters.

Representative Peters hosted the tour with SDHC President & CEO Richard C. Gentry.

“This city is getting it right, embracing a Housing First model, looking for creative ways to create more units.”

- HUD Secretary Julián Castro

Then-Speaker of the California State Assembly Toni Atkins and San Diego City Councilmember Todd Gloria also toured Hotel Churchill with Secretary Castro. San Diego Mayor Kevin Faulconer joined them for a news media briefing atop the Hotel Churchill renovation site.

SDHC has invested more than \$12.1 million in HUD Federal funds in the rehabilitation of Hotel Churchill.



HUD Secretary Julián Castro (far right) Tours Hotel Churchill



Iconic Sign Returns to San Diego Skyline

Hotel Churchill's 1940s-era rooftop sign was also restored to its original condition.

Removed for renovation on June 30, 2015, the nearly 2,000-pound sign, which is made of galvanized, corrugated iron, had many rusted areas, as well as rat and bird nests.

The sign restoration required approximately 180 hours to complete by subcontractor San Diego Electric Sign.

To ensure that the iconic sign stayed true to its history, all work was done by hand.

Most of the neon tubes that illuminated the 28-letter sign were broken. However, the "T," the "R," and a "C" still worked and were incorporated into the renovation. An additional surprise was the neon in those existing letters glowed clear blue – not red as was suspected based on the outward appearance.

On May 10, 2016, a five-person crew used a crane to hoist one at a time the six panels that form the 32-foot-wide and 10-foot-tall sign.

An internal mounting structure was created to ensure the sign will be secure for decades to come, back in its original location illuminating the Downtown San Diego skyline.



Before



After

1914

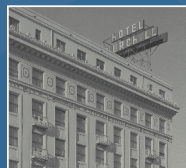
Hotel Churchill constructed



1920s

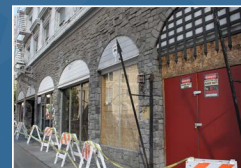
7th Floor added

1940s
Rooftop sign installed



1980s

Medieval theme added



November 21, 2003

Hotel Churchill designated a local historical landmark

August 16, 2011

SDHC acquires Hotel Churchill through a court settlement in a foreclosure proceeding related to the City of San Diego's Single-Room Occupancy (SRO) ordinance

1910 1914 1920

1940 1950

1980

2003

2011



**Residential Housing Units:
2nd through 7th Floors (12 units per floor)**

- 72 reconfigured affordable housing units
 - Average unit size: 321 square feet, reconfigured from approximately 219 square feet
- Private bathroom in each unit
- Brand-new cabinets and floors
- Kitchen in each unit:
 - Refrigerator
 - Range
 - Countertop microwave
 - Garbage disposal
- Ceiling fans installed in all units
- Individually controlled central heating and air conditioning in all units
- New furnishings:
 - Twin bed frame and mattress
 - Night stand
 - 5-drawer dresser
 - Square dining table with 2 chairs



1st Floor – Lobby

- Security desk
- Manager’s office
- Manager’s housing unit
- Two lobby waiting areas
- Mezzanine with computer station and couch
- Library seating area with computer station

Ground Floor Retail Space

- SDHC Property Management Department

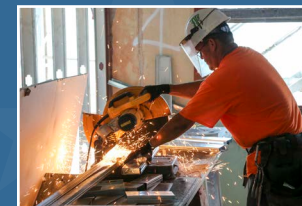


May 10, 2013
SDHC Board of Commissioners approves the development plan for the renovation of Hotel Churchill

June 6, 2013
SDHC holds a Community Forum about the rehabilitation of Hotel Churchill

June 11, 2013
Housing Authority of the City of San Diego approves the development plan

November 12, 2014
SDHC and its partners announce **HOUSING FIRST – SAN DIEGO**, SDHC’s three-year Homelessness Action Plan (2014-17) at Hotel Churchill



June 30, 2015
1940s-era, iconic Hotel Churchill sign removed for restoration

May 11, 2015
Rehabilitation construction begins

October 19, 2015
U.S. Department of Housing and Urban Development Secretary Julián Castro tours the construction site



Basement

- Common area for residents:
 - Kitchenette with refrigerator, sink, built-in microwave, and garbage disposal
 - Television
 - Seating area
- Conference room
- Laundry room
- Two private offices for on-site service providers
 - VA San Diego Healthcare Systems
 - Shared office for Mental Health Systems – Center Star ACT and Pathways Community Services – Catalyst
- New bathrooms compliant with the Americans with Disabilities Act



New Additions

- State-of-the-art seismic structural reinforcement
- Seventh floor rebuilt
- Exterior stairwell provides entrance and exit to the building
- Larger elevator in compliance with the Americans with Disabilities Act
- Interior staircase to all floors
- Private outdoor community garden with drought-tolerant plants and seating for residents
- Building repainted
- Lobby staircase rebuilt, which now runs to the restored mezzanine
- Framed historical postcards hang in the lobby – they were sent by Hotel Churchill guests

February 3, 2016

SDHC, City of San Diego and partners announce The 1,000 Homeless Veterans Initiative of **HOUSING FIRST – SAN DIEGO**. Hotel Churchill's 56 studios for homeless Veterans are included in The 1,000 Homeless Veterans Initiative

May 10, 2016

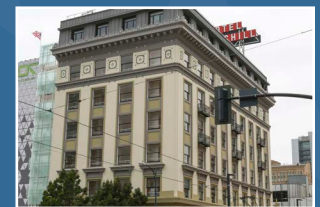
The restored iconic rooftop sign is reinstalled on Hotel Churchill

August 1, 2016

Hotel Churchill obtains a Certificate of Occupancy, marking completion of the renovation

September 19, 2016

Grand Reopening of Hotel Churchill

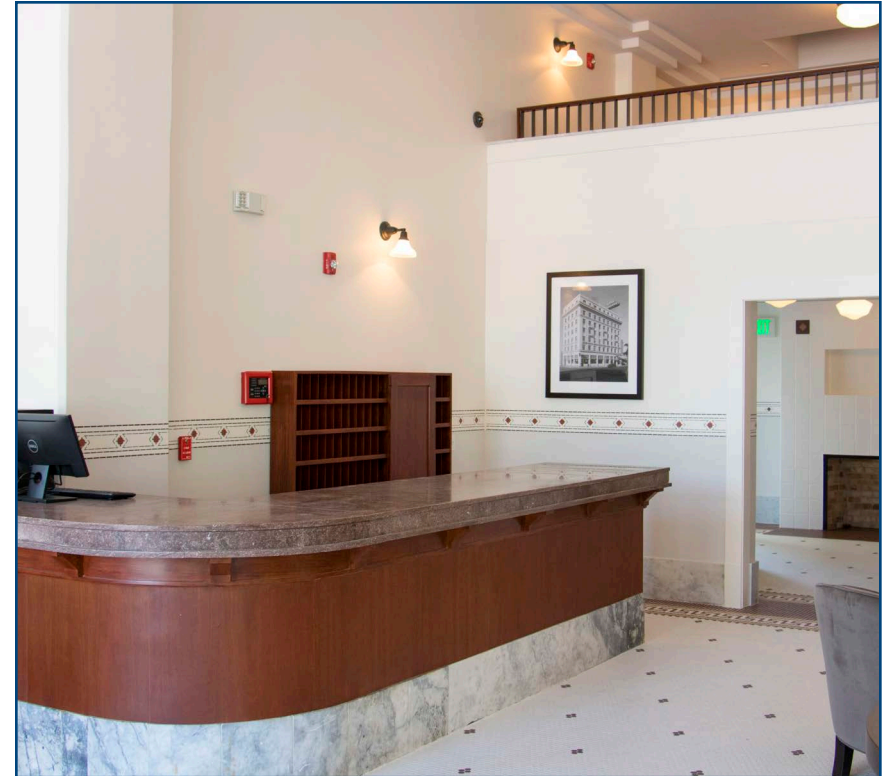




Preserving a Piece of Downtown San Diego

The façade of Hotel Churchill was restored, a requirement of the building's designation as a local historical landmark:

- Original transom windows made of prismatic glass
- Original single-pane windows in the units on residential floors 2-6
- Six Juliet balconies replicated and installed in their original locations
- Refurbished 2,000-pound, 1940s-era Hotel Churchill neon rooftop sign
- Building entrance sign and awning re-created
- Replacement of the lights in the cornice on the exterior of the building between the sixth and seventh floors



Lobby Antiques Restored

- Original lobby desk
 - Restoration of the original granite counter
 - Marble at the foot of the desk restored, includes new replacement sections
- Key slot cabinet restored
- Safe dating back to the 1930s
- Hexagon-shaped tile flooring replicated
- Rugs replicated
- Mahogany cabinet restored and replaced original phone booth in the first floor lobby
- Fireplace repainted



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