

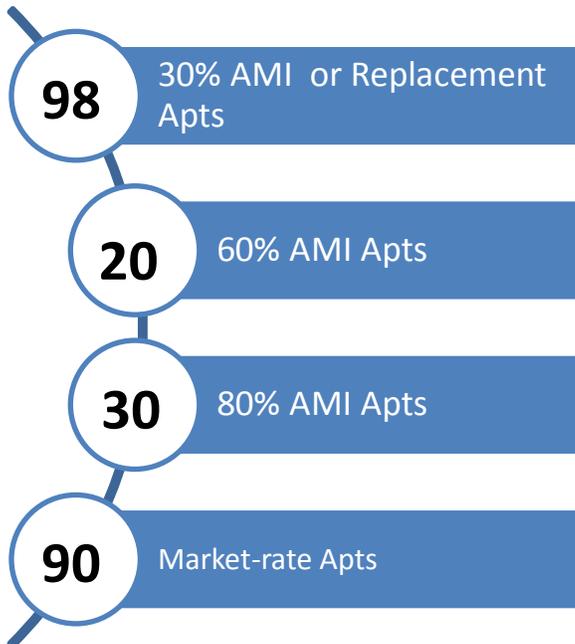


Yesler Terrace Redevelopment 2015 Annual Implementation Report

This report documents the activities and milestones accomplished in 2015 to achieve housing production goals, enhance educational, health, and employment opportunities for people, and build amenities that foster a healthy and active neighborhood for Yesler Terrace.

Housing for All-Incomes

New apartments created to date



Yesler Terrace Guiding Principles Developed by the Citizen Review Committee

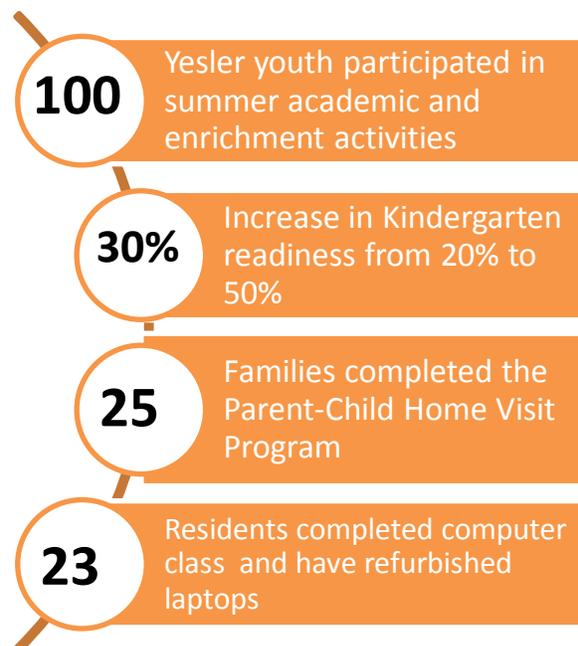
- Social Equity
- Economic Opportunity
- Environmental Stewardship and Sustainability
- 1 for 1 Replacement Housing



A Complete Neighborhood



Quality Education for All



Healthy Outcomes

233 Yesler residents completed the annual Health Assessment

97% Residents living on-site have health insurance

92% Residents living on-site have a primary care provider

22% Increase in number of residents that have a primary health provider



Economic Benefits

45 Students participated in the Industrial Sewing class

52 Job placements of Yesler residents

13 Residents completed the ESL/Job Shadowing program

13 Youth participated in paid internship programs, building their professional and personal leadership skills



Executive Summary

Yesler Terrace, a 30-acre site near downtown Seattle initially developed by Seattle Housing Authority in the early 1940s as Seattle's first publicly subsidized housing. Now, 76 years later, a revitalized Yesler is emerging as a dynamic, vibrant, mixed-income community that honors the neighborhood's history and cultural richness while creating safe, healthy and sustainable affordable housing, new parks and open spaces, increased transportation options and enhanced economic opportunities.

The planning for Yesler Terrace formally began in 2006 with the creation of the Guiding Principles, developed by the Yesler Terrace Citizen Review Committee and adopted by the Seattle Housing Authority Board of Commissioners. The Guiding Principles established the core values of social equity, one-for-one replacement housing, environmental stewardship and sustainability, and economic opportunity that still guide the redevelopment process today.

Over the last five years, the Yesler Terrace Redevelopment project achieved several key milestones to implement the vision of a new Yesler Terrace community. The US Dept. of Housing and Urban Development granted \$30 million from its Choice Neighborhoods Initiative to the Seattle Housing Authority. This funding leverages both public and private sources, including \$750,000 received from the JPMorgan Chase Foundation and \$678,000 from the Kresge Foundation. In 2012 the Seattle City Council unanimously adopted an extensive legislative package necessary to implement the redevelopment of Yesler Terrace. The Cooperative Agreement, one important element of the legislative package, committed up to \$10.92 million of City funding to the development of affordable housing and parks. Since 2012, the City has committed an additional \$7 million to support upgrade and expansion of the sewer system at Yesler, construction of the 10th Avenue Hillclimb that connects Yesler Terrace and Little Saigon, the new neighborhood Park, and other important neighborhood improvements.

The commitment of funding for the redevelopment and the extensive planning completed allowed Seattle Housing Authority to move forward with design, construction, and implementation of key activities to develop a new Yesler Terrace that is healthy, livable, affordable, viable, and green in all facets of development. This report documents the extensive work completed in 2015 to reach future housing production targets, meet education and economic opportunity goals, and provide new neighborhood services and amenities. Highlights of major accomplishments include:

- Completion of Kebero Court, 103 new affordable apartments located at 1105 East Fir St and welcoming of 67 families who formerly lived in the original Yesler Terrace homes and 36 households new to Yesler.



An overhead view of Kebero Court, 103 new units of affordable housing.

- Completion of 120 affordable and market rate apartments at Anthem on 12th Apartments (by Spectrum Development Solutions).
- Completion and assignment of 28 gardening plots at Horiuchi Park P-Patch.
- Construction progress on:
 - 10th Ave S Hillclimb, Sewer backbone, and street and utility infrastructure
 - 83 new affordable apartments at Raven Terrace (820 Yesler Way)
 - 111 new affordable apartments at Hoa Mai Gardens (221 10th Ave S)



In 2015, the concrete stairs and ramps were poured for the 10th Ave S Hillclimb.

- Relocation progress:
 - 51 families were assisted in relocating, which completed Phase 3 on time.
 - Upon completion of Kebero Court, the 166 households who had moved from Yesler Terrace since the project began were invited to use their Right to Return with moving assistance.
 - 12 residents returned to Yesler Terrace after previously relocating away, with moving expenses paid by SHA.
- Thirteen (13) Yesler residents participated in the ESL/Job Shadowing Program, implemented in partnership with the City of Seattle (including Office of Immigrant & Refugee Affairs, Parks), Seattle Central College, Harborview and Swedish medical centers.
- Completion of the 2015 annual Health Needs Assessment conducted by Neighborcare. 97% of the current on-site Yesler residents indicated they now have health insurance, and 92% said they have a primary healthcare provider.
- Yesler-site based TRAC Associates made 52 job placements of Yesler residents, with an average hourly wage of \$12.32.
- Approximately 100 Yesler children and youth participated in summer academic and enrichment activities led by various organizations.
- Increased attendance rates for Yesler children in all grades at Bailey Gatzert, except second grade. All Yesler student cohorts have made steady progress in attendance each year since 2010.
- The percent of students ready in all six Kindergarten Readiness domains increased from 20% to 50%.
- Twenty-five (25) Yesler families completed the Parent-Child Home Program, implemented by Neighborhood House.

Investing in People, Neighborhood, and Housing

Seattle Housing approaches the redevelopment of Yesler through a holistic approach to achieve a safe, healthy, and sustainable community that meets the needs of all people regardless of their income.

Throughout the planning process for the Yesler Terrace Redevelopment, Seattle Housing Authority engaged residents and community partners through the Citizen Review Committee (CRC). The CRC is made up of diverse participants representing both the immediate neighborhood and stakeholders throughout the city. Resident members were selected by the Yesler Terrace Community Council. Membership categories on the committee include residents, affordable housing and smart growth/sustainability advocates, city agencies and service providers. The Committee defined the core values and goals within the Guiding Principles document. As the Yesler Terrace Redevelopment moves from planning into implementation phase, the CRC divided into three subcommittees to provide feedback on the three major areas of investment: People, Neighborhood, and Housing.

This report documents the key milestones and program goals achieved in 2015 and the commitment to the Guiding Principles for the Yesler Terrace Redevelopment. A map of the Yesler Terrace Redevelopment Area and a highlight of redevelopment plans are provided in Appendix A. Please refer to Appendix B for a summary of the status of housing production targets through year 2017.

PEOPLE

Strengthening partnerships to provide complementary social, educational, and health services

- In support of community partnerships, Seattle Housing Authority continues to execute three Choice Neighborhoods grant funded contracts with Seattle University, Neighborhood House and Therapeutic Health Services to provide educational services to Yesler's youth. Through consultation with the principal at Garfield High School, we changed our focus to provide social/emotional supports to Yesler's youth attending Garfield High School.
- During summer 2015, approximately 100 Yesler children and youth participated in academic and enrichment activities led by several organizations. Continuation of data analysis to support



Members of the new knitting and sewing social club shopping for supplies.

Bailey Gatzert Elementary School leadership to identify student needs and match children to interventions, such as expanded learning opportunities.

- Seattle University conducted the annual education data analysis of 2014-2015 aggregate school data in order to determine the extent to which Yesler students achieved the targeted performance metrics established for the Choice Neighborhoods program until 2019.
 - Some of the findings include increased percent of students meeting Kindergarten Readiness indicators in all areas except physical readiness. The percent of students ready in all six Kindergarten Readiness domains increased from 20% to 50%.
 - With the exception of fifth grade English language arts, Yesler Terrace students at the elementary school level had higher average scores than students at Bailey Gatzert in both English language arts and math.
 - In attendance, all grades except second grade improved from the baseline attendance averages. All student grade cohorts have made steady progress in attendance each year since 2010.
- The Community Health Workers, all of which are Yesler Terrace Residents, continue to work to engage Yesler residents in discussions about health-related topics.



Community Health Workers tending to their plot at Horiuchi Park P-Patch.

Gathering resident input to improve economic, cultural and social opportunities in Yesler Terrace and adjacent neighborhoods.

- The SHA Community Builder led a community process to develop a plan to provide continued support for resident leadership opportunities, social affinity groups, community engagement, and community building focused on the Yesler Terrace neighborhood. Stakeholder groups provided input and feedback during the process through individual interviews, multi-lingual focus groups, and community meetings. With this input and feedback, the SHA Community Builder completed the Yesler Terrace Community Building Network white paper July 2015 (Appendix C). The plan in this white paper will be evaluated and adapted as community members continue to take leadership and develop the community building processes for the Yesler neighborhood.
- The Community Builder also led a visioning process to help a group of Yesler community members identify which specific activities they were interested in designing and leading. After listing several priorities, the group decided to organize the Yesler Knitting and Sewing Social Club that could be a fun, casual, and social environment for neighbors to interact and gain skills together.
- In response to the needs of Yesler residents. SHA continues to partner with Seattle Colleges to offer the Industrial Sewing Class. The class has focused on teaching SHA residents skills that align with the industrial sewing industry. This class derived from resident input and the need to provide other employment and training opportunities for Yesler residents.

- Several local employer partnerships to hire Yesler residents have emerged, including JoviPak, United Textiles, and Filson Industries. Filson hired two of the Industrial Sewing Class students. Muses of Seattle is also working with some participants, teaching fashion design skills as well as sewing and connecting them with other employers in the area.
- In addition, we are also working with Outdoor Research (OR) to train skilled workers through the Industrial Sewing Class (ISC) and are in the exploration phase to create a simulation program where SHA residents can be trained in making technical protective gloves that OR makes for the military. The simulation may include training SHA residents on-site at Yesler and those students that are ready to take the next step may be invited to test at OR for possible employment.
- Lastly, we are also looking at developing a special training group of SHA residents where they can be offered coaching and prepare them to test for employment opportunities with OR and also are incorporating a High School summer paid internship component to the model.
- In 2015, the Yesler Community Health Workers completed the annual Health Assessment survey, the third of the six annual surveys to be implemented by Neighborcare Health as part of the Choice Neighborhoods Grant. The 2015 Health Assessment survey achieved a 63% response rate for current Yesler Terrace residents living on-site at Yesler. We are proud of the fact that in the most recent survey from the fall of 2015, 97% of the current on-site Yesler Terrace residents indicated they now have health insurance, and 92% said they have a primary healthcare provider.

Supporting the creation of living wage jobs and addressing resident barriers to employment

- SHA partnered with the Workforce Development Council and TRAC Associates to provide employment services to residents of Yesler Terrace. During 2015, the TRAC Associates on-site Job Developer made 52 placements with an average hourly wage was \$12.32.
- 122 Yesler residents received case management services from SHA Economic Opportunities Specialists.
- In partnership with several employers (City of Seattle, Harborview, Swedish, and Seattle Colleges), we implemented the ESL/Job Shadowing Program. The program involved Seattle Central College teaching a class at Yesler starting in September, coupled with paid job shadowing for SHA adult students.



A participant of the Yesler Terrace Summer Youth Internship Program at his work station with the International Living Futures Institute.

- Thirteen of the original 15 participants completed the program. Seattle Housing Authority counts the program a success, and cites a number of important lessons learned from the pilot: the ESL component, including its job readiness curriculum, was as important as the actual job shadowing; the combination of exposure to an actual work

- environment and job-related ESL instruction was very effective, and; the program is working to help participants find jobs, though not necessarily where they participated in job-shadowing.
- As of November 30 2015, ten of the 13 ESL-Job Shadowing participants are currently working, and two are enrolled in additional training with Seattle Colleges. Nine of the ten participants who are working are doing so in the field in which they did the job shadowing.
 - Thirteen Yesler Terrace youth were offered paid internships in 2015 that supported their personal and professional leadership. Five Yesler Terrace youth participated in the annual Summer Youth Engagement Program, a paid internship program that pairs youth with employers connected to Yesler Terrace redevelopment. Eight Yesler Terrace youth participated in a fall Environmental Leaders program aimed at bringing composting education to Yesler households and increasing their environmental awareness and leadership skills.
 - Seattle Housing's Section 3 Employment Coordinator presented program opportunities at several meetings attended by Yesler Terrace residents.
 - Since construction started in 2013, there have been 195 Section 3 individuals placed on these Yesler projects to date, with 84 of the 195 placed in 2015. The apprenticeship participation rate for Section 3 apprentices is also noteworthy as their total hours represent 5% of the total workforce hours achieved to date.
 - To date, there have been 10 construction contracts at Yesler totaling approximately \$127.5M. Six of the contracts were completed in 2014 and 2015. For 2015, three contracts began construction totaling \$43.1M. Two of these contracts were for infrastructure projects and one was for construction of a 104 unit apartment building. The construction of the apartment building began in late December 2015.
 - SHA's goal for WMBE utilization for its Yesler Redevelopment is 14% and while each contractor reflected different commitment levels for their WMBE participation rates, when combined and calculated against the total awarded amount of these contracts, the contractors' commitment amounts surpassed SHA's WMBE goal of 14%. With six projects completed to date, the contractors' actual participation rates are generally exceeding their commitment amounts, with a total WMBE utilization percentage of 19.3%.



A youth participant of the Environmental Leaders program making healthy smoothies for community members.

- The contractors' Section 3 business participation rates also exceed SHA goal of 10%, achieving 13.67% or \$12.4M.
- For the construction of Hoa Mai Gardens which began in late December 2015, the prime contractor has committed a WMBE Business Participation goal of 18% and a Section 3 Business Participation goal of 12%. Actual utilization will be reported in next year's report.

Minimizing impacts of displacement and guaranteeing the right to return for current Yesler Terrace residents.

On July 2, 2012, all 493 households residing in Yesler Terrace at the time received a certificate guaranteeing their "Return Rights" when an appropriate replacement housing unit is available. Relocation services began for residents facing displacement due to redevelopment, which proceeded in phases. So far, 275 households have been affected by relocation, either by moving within Yesler Terrace or moving offsite, and each was given 18 months advanced notice of when they must relocate.

- Phase 3a of relocation concluded in July, 2015. All 106 households in the phase relocated successfully within the 18 month period that began in January, 2014.
- Phase 3b continued in 2015, with the official notices of displacement delivered to five households in January. Three households chose to move to the newly completed Replacement Housing at Raven Terrace. Seattle Housing Authority provided the following relocation services for relocating residents in Phase 3 as described in the updated Yesler Terrace Redevelopment Relocation Plan submitted to the City of Seattle:
 - Information provided in the residents' primary language with either written interpretation or through the assistance of a professional interpreter.
 - Personalized one-on-one counseling.
 - For families with school children, two summer options to move when school was not in session and transportation assistance back to the students' original school, plus transportation funds to attend the Youth Tutoring Program at Yesler Terrace.
 - Moving, packing and unpacking assistance provided free of charge.
 - Additional support for households who needed extra help with the process of moving.
 - Transportation assistance for residents to view housing options or leasing appointments.
 - Housing search assistance and leasing support was provided for residents who relocate using Vouchers.
 - Financial assistance to reimburse for reasonable moving-related expenses, including transfer charges and any increase in deposits.
- During Phase 3a that ended in July, 2015, 51 households chose to relocate off-site. Thirty four moved directly to Replacement Housing, 8 to the Baldwin, and 26 to Kebero Court. Also 18 households chose to stay on-site by moving into vacant units within the original Yesler Terrace footprint.
- Of those the 51 households who relocated offsite, 21 households utilized a Section 8 Housing Choice Voucher, including three who choose to move outside of Seattle.

- Twelve households who relocated away from Yesler Terrace previously made use of their “Right to Return” at Kebero Court in 2015.
- In 2015, SHA staff participated in four community meetings and a total of 283 counseling sessions with residents regarding relocation, with interpretation in seven different languages.
- Seattle Housing Authority will continue to plan for relocating families, demolishing old public housing units, and completing the production of replacement housing in phases in order to minimize disruption to current residents.

NEIGHBORHOOD

Providing resources to improve public safety, economic, cultural and social opportunities that also promote interaction and positive relations with surrounding communities.

- Horiuchi Park P-Patch, which included 28 plots, completed construction and all plots were assigned in 2015. First Hill, Yesler Terrace, Squire Park, and Spruce Park neighbors completed the finishing touches at Horiuchi, such as laying top soil, painting the tool shed, and outlining the individual plots.
- In preparation for construction, the hillside of the 10th Ave S Hillclimb was stabilized in 2014. Construction crews started work on the construction of the staircase, ramps, and plaza in 2015.
- Over a dozen meetings with community members led to the development of a design concept for 25 mosaic medallions to be installed at the future 10th Ave S Hillclimb. In 2015, the artist completed fabrication of the 25 medallions, integrating artwork made by community members.
- The City of Seattle installed tracks, bicycle lanes, and pedestrian improvements at Yesler Terrace for the First Hill Streetcar, now in operation.
- Carolyn Law, consultant and artist, completed the Arts Master Plan for Yesler Terrace that establishes the framework for permanent public art works and creative activities for the neighborhood. She engaged Yesler Terrace residents and surrounding art institutions and community members in the development of the plan.
- Seattle Housing Authority and partners raised additional funding for the new neighborhood park to be built by the City of Seattle. In 2015, Department of Parks and Recreation continued with design work that incorporates many features the community recommended, such as a space for a market, basketball court, and quiet places to gather.



A young Yesler Terrace gardener volunteering at Horiuchi Park P-Patch.

- Historic Seattle continued their capital campaign, completed schematic design, and started Phase 3 of their renovation of Washington Hall, a historic performing arts and community gathering space. The Hall was closed for use in the last half of 2015 to begin the renovation.



Community members coming together to prepare Horiuchi Park P-Patch during a Spring volunteer work party.

- In April 2015, the Yesler Terrace Community Council voted to expand membership and participation to all residents of the broader Yesler neighborhood regardless of income. The Seattle Housing Authority Community Builder will continue to provide interpretation, translation, outreach, and technical assistance resources through the Community Building Network.
- During the summer of 2015, the Community Builder supported Yesler neighborhood leaders in hosting block party events in three different geographic areas of Yesler Terrace. The Northwest area and Southeast area events were focused on the SHA residents living in the historic Yesler Terrace housing units. The East area event included community members from SHA's new Kebero Court apartment building as well as residents of Anthem on 12th, the first private development in the redeveloping neighborhood. Over 300 community members participated in these social events.

Ensuring reasonable physical accessibility within Yesler Terrace for all residents and visitors.

- All new apartments developed by Seattle Housing Authority will be visitable by a person in a wheelchair. To date, Seattle Housing Authority built a total of 13 ADA units in Kebero Court, 1 in the Baldwin Apartments, and 13 in Raven Terrace. All 201 apartments completed to date by SHA are visitable.
- The 10th Avenue S Hillclimb and Horiuchi Park P-Patch both include designs with ramps and entryways that are accessible per the Americans with Disabilities Act (ADA).
- A well-lit pedestrian walkway that is also accessible by someone in a wheelchair through the block east of Raven Terrace from Yesler Way and Broadway to the Epstein Opportunity Center is complete. In the future this pathway will lead to the 10th Ave S Hillclimb to the south and Harborview Hospital to the north, maintaining views of Mount Rainier through the neighborhood and an accessible direct pedestrian path through the larger neighborhood.

Using environmentally friendly and sustainable building techniques to produce healthy and quality housing, facilities and amenities.

The foundations of Environmental Stewardship and Sustainability are the location of the redevelopment next to the downtown core and major institutions, its density, and access to alternative transportation. A recent study by the US Department of Housing and Urban Development concluded that:

- housing location and type (density) have a major impact on household energy consumption;
- households residing in multifamily homes located near public transit consume substantially less energy than households in low-density, auto-dependent developments; and
- while energy-efficient features in homes and cars are effective in reducing energy use, they are not as significant as housing location and type.

Yesler Terrace is located immediately adjacent to downtown Seattle, the largest employment center in the region, as well as First Hill, another major employment center, and the First Hill streetcar will like the neighborhood to other employment centers such as the University District. All the housing will be high-density multi-family. With a population density at full build out of approximately 100,000 persons per square mile, Yesler Terrace will be twice as dense as the current densest neighborhoods in Seattle (Belltown and Capitol Hill). Residents will be able to walk, bike, or take public transit to the vast majority of jobs in Seattle. Taken together, the location, density, and access to alternative transportation will result in significant reductions in greenhouse gas emissions compared to any alternative development scenario.

SHA has made significant strides in water and energy consumption, including renewable energy production, with our HOPE VI redevelopments over the past 19 years. Our last HOPE VI project, in Lake City, took advantage of funding under the American Recovery and Reinvestment Act to demonstrate that both photovoltaic and solar hot water systems are viable in this climate. Redevelopment of Yesler Terrace will continue this progress and will introduce new approaches to water and energy conservation.

For example, our recent projects have reduced per-capita water consumption to about half the national average, through a combination of low-flow fixtures and individual unit sub metering combined with a financial incentive/penalty approach to encourage conservation. Our next building at Yesler will take this a step further by incorporating a rainwater-harvesting system that is designed to capture approximately 85% of rainwater falling on the roof, for use within the building, resulting in a further reduction of about 12% in consumption of municipal water.

In addition to LED lighting and building envelopes that are highly efficient, all our new buildings at Yesler are designed and constructed with individual Energy-Recovery Ventilation in each dwelling unit. This system captures about half the waste energy that would otherwise be

exhausted by the unit's whole-house ventilation fan, resulting in the reduction of the overall energy use for space heating. These systems have the added advantage that the incoming air is filtered, improving indoor air quality, an important element of our Breathe-Easy program further described on page 13.

Our third new building, Hoa Mai Gardens, and those which follow will also include a proven solar system to pre-heat domestic hot water; this system will reduce the energy needed for domestic hot water by about half on an annual basis. Finally, we expect that the economics of photovoltaic systems will be such that all our buildings going forward will include photovoltaic panels over as much of the roof as is possible, potentially supplying all or most of the common-area energy needs of each building. One of our overall goals is to capture as much of the water and energy falling on the roofs of our buildings as is feasible. By demonstrating the feasibility of these systems we hope to convince private development at Yesler Terrace to follow a similar path.

In addition to supporting environmental sustainable building design, Seattle Housing is also considering residents' access to green space through parks and community gardens. The Yesler Terrace Master Plan incorporates a green street loop that circles the neighborhood and includes eight adult exercise stations and several resting points. We plan on building a minimum of one acre of community gardens at Yesler Terrace, currently sited at Horiuchi Park P-Patch, the 10th Ave S Hillclimb, and adjacent to Hoa Mai Gardens.

- The Epstein Opportunity Center, formerly the Yesler Steam Plant, also includes a heat-recovery ventilation system to improve the energy efficiency of the building and support building users who may have respiratory issues.
- Kebero Court's water saving fixtures and billing program has led to increased water conservation.
 - In the first six months of Kebero Court's operation, the building's average water use was 30 gallons per capita per day (GPCD). In comparison, the national average GPCD for a similar sized multi-family building is 39.5 GPCD and 58.8 GPCD in Seattle Housing Authority's older high-rise buildings.
 - According to the Environmental Protection Agency, the average American family of four uses 400 gallons of water per day. Seattle Housing Authority's WaterSmart Program introduced at Kebero Court only bills households if they use water above a certain number of gallons per day based on their household size. For example, a family of four is only charged if their water use is above 96 gallons per day. Water saving fixtures in the building and a household's behaviors can help conserve water and help a family earn



Interior kitchen of a Kebero Court apartment with building materials specially selected to limit residents' exposure to toxins and environmental pollutants.

credits towards future water use. Seventy percent (70%) of the households in Kebero Court are either not being charged for water or earning credits because their water use is below a specific number of gallons per day, resulting in the conservation of a precious natural resource.

- A total of 24 tons of cobble stones and an estimated 9 tons of red bricks were saved from various demolition projects. These materials are planned to be repurposed in some form in the design of the various parks throughout the Yesler Redevelopment.
- A total of 13,449 tons (approximately 65%) of all waste to date have been diverted from the landfill throughout the construction of various projects at the Yesler Terrace site.
- The new replacement housing buildings at Kebero Court, Raven Terrace, Hoa Mai Gardens and Baldwin Apartments are designed to meet the Enterprise Green Communities Program. Kebero Court and Baldwin Apartments meet Evergreen Sustainable Development Standards. Anthem on 12th, developed by Spectrum Development Solutions achieved LEED Silver certification.

- In 2014, Seattle Housing studied various energy and water efficient design features that could be incorporated into the design of Hoa Mai Gardens, which began construction in 2015. The 111-unit building will include a rainwater-harvesting system and a proven solar system to pre-heat domestic hot water.

- In 2015, Seattle Housing hired Cascadia Consulting through a competitive process. Cascadia launched the Green Healthy Living Initiative to foster a culture where Yesler neighbors across housing types, incomes, and backgrounds are



Two participants of the Environmental Leaders program leading an activity to educate community members on how to sort waste correctly.

actively engaged in stewardship of their community's environment and health. Seattle Housing and partners will provide the initial building blocks of education, resources, and tools for neighbors to determine their priorities, the structure of which they wish to operate, and the activities to promote environmental and health stewardship.

- In conjunction with the Initiative, Seattle Housing partnered with Seattle Parks and Recreation to bring the Youth Environmental Leaders Program to Yesler Terrace. Eight Yesler Terrace youth participated in the program, gaining important environmental education and leadership skills. The youth brought composting information through door-to-door outreach to every household at Yesler Terrace. They also created, coordinated, and led a community wide event called Yes to Green Yesler that promoted environmental and health messages to the community.

- SHA launched the Yesler Terrace Breathe Easy Plus Program to improve respiratory health through building design and resident engagement. All Seattle Housing built apartments contain Breathe Easy features, such as, an energy recovery ventilator to filter incoming air inside each individual apartment, formaldehyde free and low off-gassing paint and cabinetry, and no indoor low-pile carpet. In partnership with Neighborcare Health and the American Lung Association, Breathe Easy Plus Program participants receive priority for non-carpeted units and one-on-one education on how their behaviors can protect their household from allergens, toxins, and pests. Program participants also receive free resources such as green clean toolkits, steam cleaning of their sofas, and walk-off mats. Community health workers completed 15 home visits in 2015.

Preserving and promoting small businesses adjacent to Yesler Terrace.

- Seattle Housing Authority received \$100,000 from the JPMorgan Chase Foundation to support a feasibility study of a mixed-use development project put forward by the Friends of Little Saigon. The proposed development project includes low-income housing, affordable commercial space, and a Vietnamese cultural center. The study launched in 2013 and was complete in 2014. From the results of the study, the Friends of Little Saigon selected a site in Little Saigon for further study. In 2015, Seattle Chinatown International District Preservation and Development Authority was hired to conduct pre-development activities and worked towards site control.

HOUSING

Designing a housing mix to accommodate families, single occupants, the elderly and those with disabilities.

- Construction completed in 2015 of the 103 units at Kebero Court (1105 E Fir St). The building was fully leased by September 2015.
- The Baldwin Apartments continues to be home to 15 Yesler Terrace households who formerly lived in the older Yesler Terrace housing.
- Raven Terrace, which includes 83 units, completed construction in January 2016. Leasing of the building will continue into 2016.
- Construction of 111 apartments at Hoa Mai Gardens (221 10th Ave S) is currently underway.
- Design development of Red Cedar, 132 units, is currently in progress and will continue in 2016.
- Spectrum Development Solutions completed construction of Anthem on 12th Apartments in 2015 which include 120 units, 30 of which are available to households with incomes up to 80% of the Area Median Income”.



Artist, Yeggy Michael, in front of a sculpture he created for Kebero Court.

- Please see Table 1 to review a summary of Phase 1 and Phase 2 housing production. Additional information on housing development is available in Appendix B.

Table 1. Summary of Phase 1 and 2 Housing Production for Yesler Terrace Redevelopment

Property	Estimated Completion	Affordability Level	# of Units	Total Planned Units	Total Units Completed to Date
<i>PHASE 1</i>					
Baldwin Apartments	Q4 2014	Replacement Housing ¹	15	15	15
Kebero Court	Q2 2015	Replacement Housing ¹ Up to 60% AMI	83 20	103	103
Anthem on 12 th	Q2 2015	Up to 80% AMI ² Market-Rate ²	30 90	120	120
<i>PHASE 2</i>					
Raven Terrace	Q4 2015	Replacement Housing Up to 60% AMI	50 33	83	83
Hoa Mai Gardens	Q1 2017	Replacement Housing ¹ Up to 60% AMI	70 41	111	
TOTAL UNITS				432	321

¹ Replacement Housing will be available to households with incomes up to 30% of the Area Median Income (AMI).

² These housing units will be developed by Spectrum Development Solutions, a private developer.

- All new apartments developed by Seattle Housing Authority will be visitable by a person in a wheelchair. To date, Seattle Housing Authority built a total of 13 ADA units in Kebero Court, 1 in the Baldwin Apartments, and 13 in Raven Terrace. All 201 apartments completed to date by SHA are visitable.
- Vulcan Real Estate, in partnership with Seattle Housing Authority, has completed the financial closing and taken ownership of the land for the first market-rate project at Yesler Terrace, located at 123 Broadway. Vulcan is working with Runberg Architects and Exxel Pacific Construction on the the design and construction, and expects the construction of the 194 apartments to be underway by the second quarter of this year.

Include residents in the housing design and development decisions by providing easy access to information and transparent public process.

- In 2015, Seattle Housing conducted the following outreach to engage residents in the housing design and provide valuable input:
 - The design teams for the Raven Terrace and Hoa Mai Gardens buildings and Vulcan Real Estates' building at 123 Broadway presented and sought community input at Yesler

Terrace Community Council meetings and the housing subcommittee of the Citizen Review Committee.

- An update on the design and construction of housing and infrastructure at Yesler Terrace was provided at each monthly Yesler Terrace Community Council meeting.

Drawing from as many existing and new funding sources as possible to meet housing needs of current and future generations living within Yesler Terrace.

- Seattle Housing receives funding awards and commitments from a variety of sources, including the U.S. Department of Housing and Urban Development, City of Seattle, Low Income Housing Tax Credits, and tax-exempt multifamily bonds to build the first new affordable housing buildings. Please see page 18 for more detail on the committed funding sources received to date.

An Inclusive Process

Including residents in the housing design and development decisions by providing easy access to information and transparent public process.

Since the project's inception in 2006, Seattle Housing continues to meet with various Yesler Terrace constituencies, including residents, community groups, non-profits, neighbors (such as Harborview Medical Center and Seattle University), an interdepartmental City team and countless individual meetings with community leaders. In 2015, Seattle Housing and project partners briefed and sought community input at the meetings listed below regarding Yesler Terrace redevelopment efforts. Seattle Housing's web site also includes meeting minutes, reports, updated fact sheets, and a blog feature to keep the public informed of the latest information on Yesler Terrace redevelopment.

Citizen Review Committee

In 2015, the CRC met on the dates listed below to discuss redevelopment plans and gather input on the various project elements in design or in planning and implementation. These meetings are open to the public, materials are translated, and interpretation is provided in seven different languages.

- March 5, 2015 – Housing Sub-Committee (5 CRC Members, SHA staff, and guests attended)
- March 10, 2015 – Neighborhood Sub-Committee (7 CRC Members, SHA staff, and guests attended)
- March 19, 2015 – People Sub-Committee (8 CRC Members, SHA staff, and guests attended)
- May 19, 2015 – (Approximately 50 CRC Members, SHA staff, and members of the public attended)

- September 23, 2015 – People Sub-Committee (8 CRC Members, SHA staff, and guests attended)
- September 29, 2015 – Housing Sub-Committee (6 CRC Members, SHA staff, and guests attended)
- October 6, 2015 – Neighborhood Sub-Committee (13 CRC Members, SHA staff, and guests attended)

Yesler Terrace Community Council

The Yesler Community Council is facilitated, led, and attended by Yesler Terrace community members. Topics are focused on neighborhood issues and the area redevelopment. Throughout the year, Seattle Housing Authority and partners briefed residents at the following meetings listed below regarding Yesler Terrace Redevelopment. Interpretation is provided in four different languages.

- January 20, 2015
- February 17, 2015
- March 17, 2015,
- April 14, 2015,
- May 18, 2015
- July 27, 2015
- August 24, 2015
- September 28, 2015
- October 26, 2015
- November 23, 2015

Horiuchi Park P-Patch Community Workshops

In 2015, the City of Seattle’s P-Patch Program and community partners coordinated volunteer work parties to complete the P-Patch at Horiuchi Park. Horiuchi Park P-Patch opened for gardening in Spring 2015 and all 28 plots were assigned. If needed, interpretation was provided for Vietnamese and Oromo speaking attendees. The meetings were held on the following dates:

- March 7, 2015
- March 15, 2015
- April 7, 2015

Meetings regarding relocation of residents

In addition to ongoing individual relocation counseling sessions and a monthly update presented at the Yesler Terrace Community Council, SHA staff held a public meetings to inform the community about relocation issues and to address resident concerns regarding relocation. Interpreters were available in Oromo, Somali, Cantonese, Vietnamese, Khmer, Amharic, Tigrinya, or Spanish. The meetings were held on the following dates:

- March 26, 2015- Relocation Update at Vietnamese Community Tea Time (39 attendees)
- March 29, 2015- Childcare Provider Issues at Yesler Terrace (8 attendees)

- September 4, 2015- Housing Choice Voucher information (12 attendees)
- October 10, 2015- Resident Relocation information meeting for Phase 3b (7 attendees)

Community Building Activities

During the development of the Community Building Network system in 2015, the Community Builder led a visioning process to help residents identify which specific activities they were interested in designing and leading. Yesler community members expressed an interest in developing social activities in the neighborhood that helped them connect with current and new neighbors. Please see a list below of social activities coordinated with community members.

- Knitting and Sewing Social Club (Meets once or twice a month)
- Summer Block Parties (August 6th, August 26th, September 3rd)
- Walking Group (Meets twice a week)
- Community Kitchen Dinner Party Nights (Occurs once a month)
- Adult Story Time and Cultural Exchange (Meets once a month)



Yesler residents at Knitting and Sewing Social Club

Other Meetings

- January 27, 2015 – Seattle University Choice Neighborhoods Education Retreat Briefing
- March 3, 2015 - Yesler Arts Committee to review the final draft of the Arts Master Plan
- March 21, 2015 – Design charrette with residents to understand resident preferences on the layout and configuration of apartments with the design team of Red Cedar apartments. March 26, 2015 - Meeting with resident home daycare providers to review the design of units that meets the licensing eligibility requirements by Department of Early Learning and present how resident feedback was incorporated.
- June 9 and 10, 2015 – Kebero Court Grand Opening Celebrations
- October 7, 2015 – Community meeting on alternative uses for the Washington State Department of Transportation right-of-way bordering the west side of Yesler Terrace and Interstate-5.
- October 19, 2015 – Presentation and tour of Yesler Terrace to Mayor of Boston and Delegation

Funding the Yesler Terrace Redevelopment Project

The Yesler Terrace Redevelopment Project has successfully leveraged public and private funding. To date, funds have been committed from the following sources to support the many facets of Yesler Terrace Redevelopment:

2011

- HUD Choice Neighborhoods Initiative - \$10.27 million
- HUD Community Facilities Capital Fund (CFCF) - \$3.1 million

2012

- HUD Choice Neighborhoods Initiative - \$19.73 million
- JPMorgan Chase Foundation- \$750,000
- Seattle Foundation - \$25,000
- Bill and Melinda Gates Foundation - \$120,623
- City of Seattle, Parks and Green Spaces Levy - \$3 million
- City of Seattle, Community Development Block Grant - \$1,045,000
- City of Seattle, Other City Housing Funds - \$6,575,000
- City of Seattle, HomeWise Program – up to \$300,000

2013

- HUD Public safety enhancement grant - \$80,000
- JPMorgan Chase Foundation - \$60,000
- Gates Foundation - \$30,000
- Low Income Housing Tax Credit Equity - \$11,968,000

2014

- Low Income Housing Tax Credit Equity - \$11,250,000
- City of Seattle, Community Development Block Grant - \$500,000
- City of Seattle, Office of Housing – \$1,300,000
- City of Seattle, Department of Transportation– \$500,000
- City of Seattle, Public Utilities - \$3,000,000
- The Boeing Company - \$25,000

2015

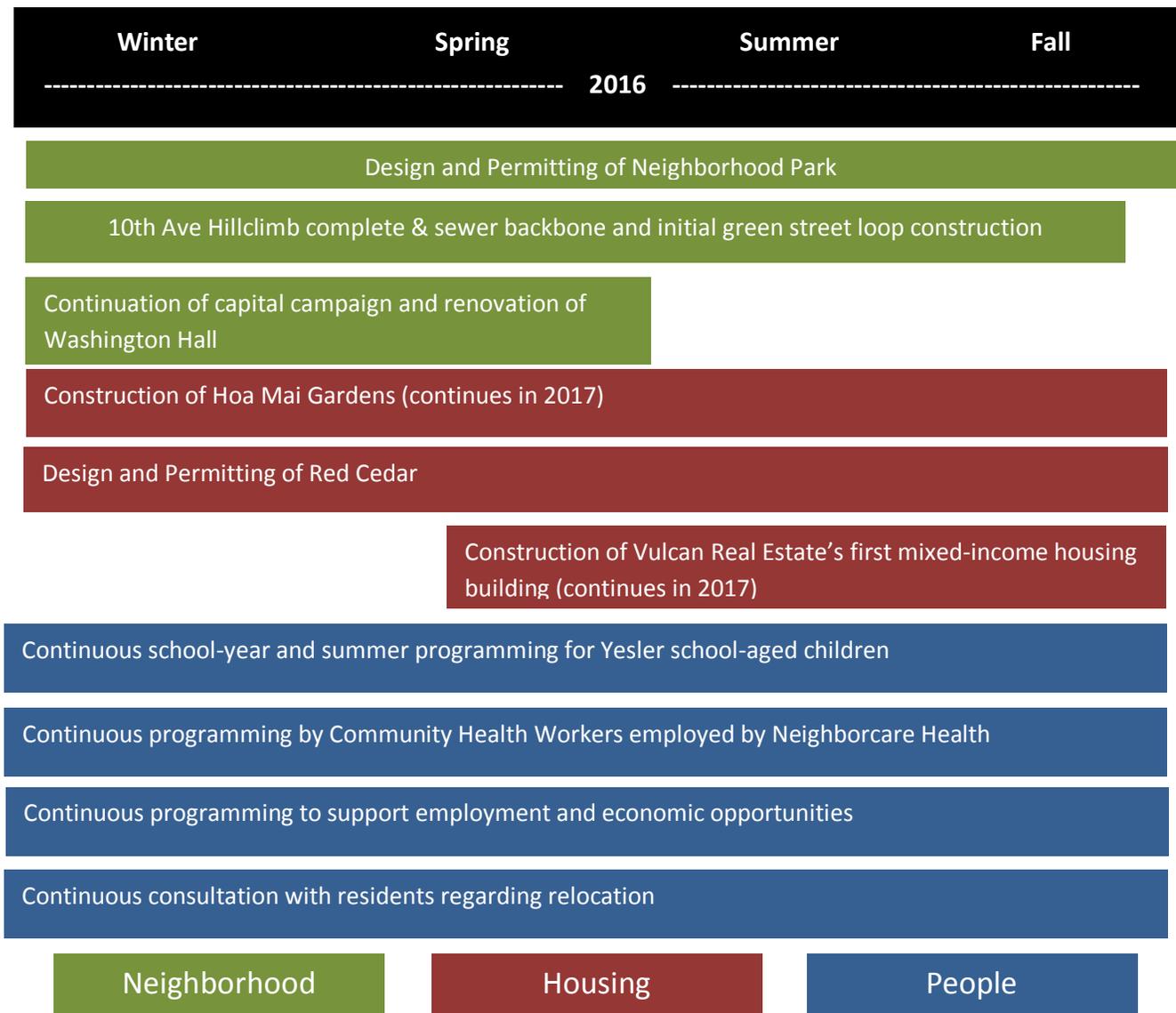
- Low Income Housing Tax Credit Equity - \$21,900,000
- The Kresge Foundation - \$678,000

Next Steps for 2016

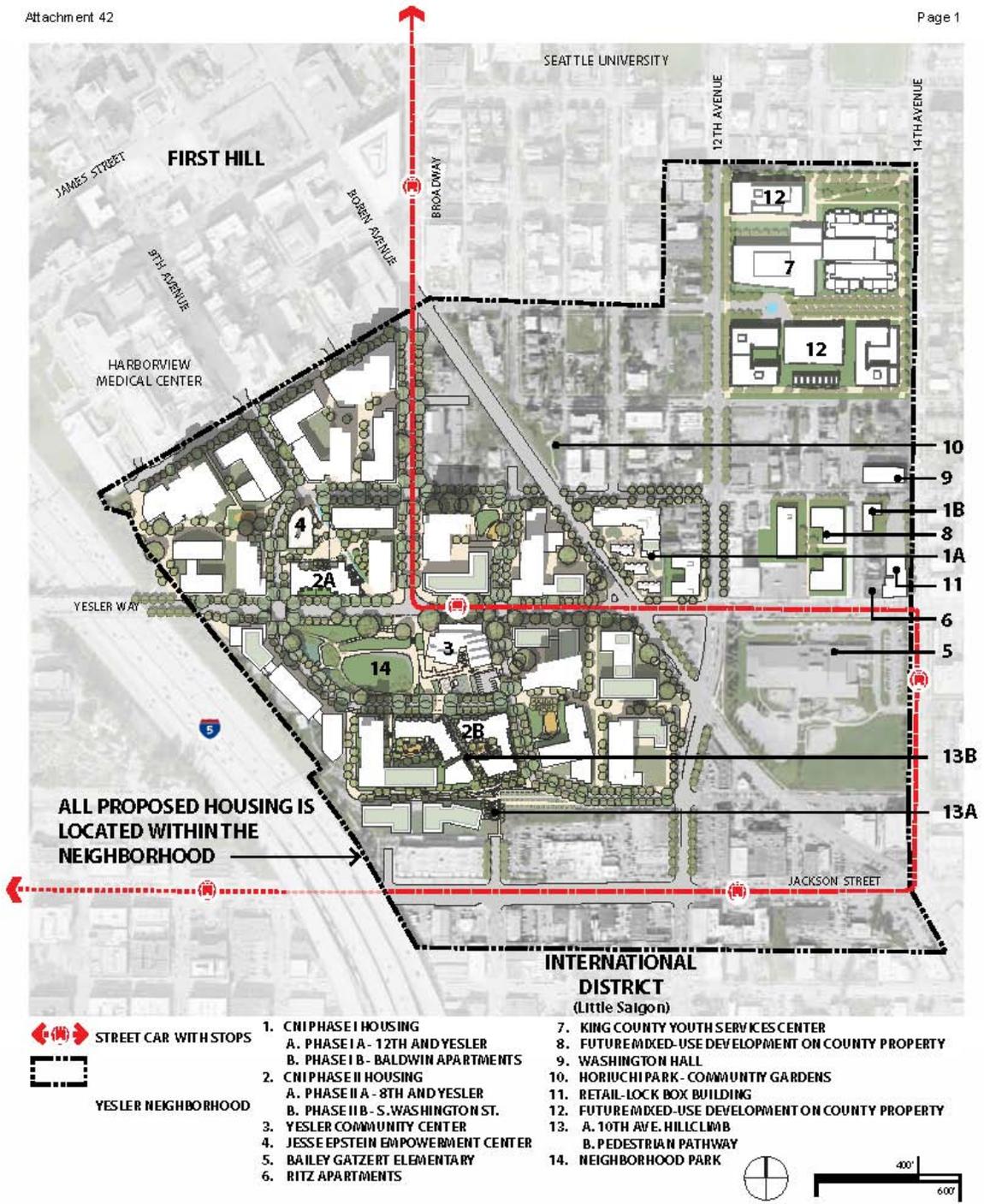
The funding leveraged to date will allow Seattle Housing Authority to move forward with developing affordable housing for a variety of incomes, complete the necessary infrastructure work and utility replacements, and provide important amenities and services to the community. Community members will have ongoing opportunities to provide input as the planning and implementation process progresses on the redevelopment and continuity of supportive services. The year 2016, will be significant in that relocated residents will be welcomed into the second new building at Yesler Terrace and important services will continue to be offered to community members. Please see a list below of activities planned for 2016:

- Welcoming of 83 new households to Raven Terrace.
- Opening of the 10th Ave S Hillclimb, a staircase, accessible ramp, and plaza to connect Yesler Terrace and the Little Saigon neighborhoods.
- Continuing construction of Hoa Mai Gardens (111 apartments and 20 community gardening plots)
- Start of construction for Vulcan Real Estate's first affordable and market-rate building to be located along Yesler Way and Broadway.
- Design and permitting of Red Cedar, the next SHA affordable housing building.
- Completion of segments of the new green street loop (E Fir St and 10th Ave S).
- Offering ten Yesler Terrace youth an opportunity to intern for the summer at our various contractor and partner offices to learn more about redevelopment and receive a paid stipend.
- Development of new programs to engage the community of all ages in temporary and permanent art work to be created for the neighborhood.
- Opening of temporary community gardens in the block along Boren Avenue and E Yesler Way.
- Selection of partners to develop community uses for the green space next to Interstate-5.
- Plan for summer programming with educational partners to serve over 100 youth.
- Implementation of the contract with Therapeutic Health Services to provide social/emotional support, academic, and wrap around services for Yesler students attending Garfield High School.
- Continuation of job placements at Yesler.
- Continue to work with employers to hire Yesler residents attending the Industrial Sewing Class.
- Neighborcare Health will continue to work with residents on health-related activities.

2016 Project Activities



Appendix A



ALL PROPOSED HOUSING IS LOCATED WITHIN THE NEIGHBORHOOD



STREET CAR WITH STOPS



YESLER NEIGHBORHOOD

- | | |
|--|---|
| <ol style="list-style-type: none"> 1. CNIPHASE I HOUSING
A. PHASE I A - 12TH AND YESLER
B. PHASE I B - BALDWIN APARTMENTS 2. CNIPHASE II HOUSING
A. PHASE II A - 8TH AND YESLER
B. PHASE II B - S. WASHINGTON ST. 3. YESLER COMMUNITY CENTER 4. JESSE EPSTEIN EMPOWERMENT CENTER 5. BAILEY GATZERT ELEMENTARY 6. RITZ APARTMENTS | <ol style="list-style-type: none"> 7. KING COUNTY YOUTH SERVICES CENTER 8. FUTURE MIXED-USE DEVELOPMENT ON COUNTY PROPERTY 9. WASHINGTON HALL 10. HORIUCHI PARK - COMMUNITY GARDENS 11. RETAIL-LOCK BOX BUILDING 12. FUTURE MIXED-USE DEVELOPMENT ON COUNTY PROPERTY 13. A. 10TH AVE. HILLCLIMB
B. PEDESTRIAN PATHWAY 14. NEIGHBORHOOD PARK |
|--|---|



CHOICE NEIGHBORHOODS INITIATIVE 2012 CONCEPTUAL SITE PLAN

Appendix B – Housing Production

Status of Existing Public Housing Units

All 561 existing units of housing at Yesler Terrace that are affordable to households of extremely low-income will eventually be replaced through the course of redevelopment. Seattle Housing Authority will maintain at least 281 units of public housing on the site and available at all times during the project.

Below is a table accounting for the status of the existing public housing units at the end of 2015. In 2015 there were no evictions.

Table 1. Status of Existing Public Housing Units as of December 31, 2015

	2012	2013	2014	2015
Total Original Public Housing Units taken out of service ¹	50	50	189	295
Total Original Public Housing Units still in service	511	511	372	266
Total Replacement Units under or completed development	0	98	98	297
Total Replacement Units in service	0	0	15	148
Units with Federal Operating Subsidy in Service (Original Public Housing + Replacement) Housing	511	511	387	414

¹ Note: The 50 public housing units taken out of service in 2012 and 2013 include 40 units that were leased to a non-profit organization for their transitional housing program, 4 units that were deemed uninhabitable, and 6 units that are currently used as service units (property management office). 139 units were demolished in 2014.

Annual Housing Production Targets

In 2015, Seattle Housing completed the construction of Kebero Court. Please note that the Baldwin Apartments and Kebero Court are located outside of the Master Planned Community – Yesler Terrace zone as established in Exhibit A to the DPD Yesler Agreement Ordinance.

Table 2. Current Development Status of Housing

Building	Block	Type	Number of New Units in Development or In Service			Total Units
			Architecture & Engineering	Construction	In-Service	
Baldwin Apartments	10	Replacement			15	15
		60% AMI *				
Kebero Court	9	Replacement			83	103
		60% AMI			20	
Raven Terrace	2	Replacement			50	83
		60% AMI			33	
Hoa Mai Gardens	6	Replacement		70		111
		60% AMI		41		
Anthem on 12th	4	80% AMI			30	120
		Market Rate			90	
Red Cedar	8	Replacement	79			132
		60% AMI	53			
Total Units			132	111	318	564

* These units will be available to households earning up to 60% of the Area Median Income (AMI).

Seattle Housing Authority placed 201 units in-service at Yesler Terrace that includes a variety of affordability types. Spectrum Development Solutions created 120 new units, 30 of which will be available to households with incomes up to 80% of the Area Median Income.

Table 3. Proposed Annual Production Targets

Unit Type	Affordability	Proposed Date of Completion					Total Units
		Phase I		Phase II			
		2013	2014	2015	2016	2017	
Project-Based Housing Choice Voucher Unit	0-30% MI		15	133		70	216
Affordable Rental Housing	60% MI			53		41	96
Affordable Rental Housing	80% MI			30			30
Market Rate Rental	Above 80% MI			90			90
Total new units to be available for lease-up			15	223	0	111	432

MI = Median Income

Seattle Housing Authority will deliver housing units that meet the needs of different household sizes. Table 4 shows the unit types completed to date.

Table 4. New Housing Units by Bedroom and Affordability Built to Date

Building	New Units								Total Units
	1		2		3		4		
	R	60%	R	60%	R	60%	R	60%	
Baldwin Apartments	15								15
Kebero Court	39	14	35	2	5	2	4	2	103
Raven Terrace	40	30	8	2	1	1	1	0	83
Total Units	94	44	43	4	6	3	5	2	201

R = Replacement Housing

Seattle Housing Authority will work closely with future private and non-profit developers to create a mixed-income community throughout the site. Table 5 highlights the location of replacement housing to be created in Phase 1 and 2 by block number.

Table 5. Projected New Replacement Housing Units by Block

Building	Block Number										
	1	2	3	4	5A	5B	6	7	8	9	10
Baldwin Apartments											15
Kebero Court										83	
Raven Terrace		50									
Hoa Mai Gardens							70				
Red Cedar									79		
Total Units by Block	0	50	0	0	0	0	70	0	79	83	15

* Per the Cooperative Agreement, no more than 140 of the Replacement Housing units shall be located east of Boren Avenue (Block 9 and 10).

The remaining Replacement Housing shall be distributed with a minimum of 50 Replacement Housing units located in at least 5 of the 8 blocks of the MPC-YT Zone

Map of Yesler Terrace by Block Number.



Appendix C



Yesler Terrace Community Building Network: Increasing community capacity, fostering neighborhood leadership, maximizing resources, and facilitating meaningful socio-economic and cultural integration

OVERVIEW

As the Seattle Housing Authority (SHA) leads the redevelopment of Yesler Terrace, we are committed to fulfilling the vision of the Choice Neighborhoods Initiative and maintaining a holistic approach to creating a vibrant and sustainable mixed-income community. The Seattle Housing Authority SHA is focused on the overall well-being and cohesiveness of the community by coordinating the physical revitalization of the property, increasing the network of educational and economic opportunities in the neighborhood, and improving communication and collaboration amongst social service partners. The Community Building Network that is based on nationally recognized values that support multicultural community building as well as specific Guiding Principles agreed upon for Yesler Terrace. The diverse community members who live, work, play, and care about Yesler Terrace are active participants in the Yesler Terrace Community Building Network (CBN).

MISSION

The Community Building Network exists to:

- Increase community members' self-sufficiency, leadership, and community capacity
- Establish community governance and organizing structures that promotes involvement in decision making by all residents.
- Increase integration within the immediate neighborhood and the greater Seattle community, and
- Maximize resources through promoting social networks, community partnerships, and collaboration

VALUES

- **Start from local conditions** - There is no cookie-cutter approach to building community; the best efforts flow from and adapt to local realities.
- **Build on community strengths** - Past efforts to improve community life have too often addressed problems or deficits; community building efforts build on local capacities and assets.
- **Forge partnerships through collaboration** - Building community requires work by all sectors – local residents, community-based organizations, businesses, schools, religious institutions, health and social service agencies – in an atmosphere of trust, cooperation and respect. This effort takes time and committed work to make such collaboration more than rhetoric.
- **Require racial equity** - Racism remains a barrier to an equitable fair distribution of resources and opportunities in our society; our work promotes equity and opportunities for all groups.
- **Value cultural strengths** - Our efforts promote the values of our many cultural traditions and ethnic groups
- **Support families, children, teens, and seniors** - Strong families are the cornerstone of strong communities; community building efforts help families help themselves.

- **Foster broad community participation** - Many community programs have become professionalized and alienated from the people they serve; new programs and policies must be shaped by community residents.
- **Integrate community development and human service strategies** - Traditional antipoverty efforts have separated “bricks and mortar” projects from those that they serve; new programs and policies must be shaped by community residents.
- **Honor Diversity and Inclusion** - Recognize and address discrimination based on race, sexual orientation, gender, age, religion, national origin or disability and require equitable access to all sponsored services and activities.

GUIDING PRINCIPLES

- **Foster positive interactions** throughout Yesler Terrace and the community at large regardless of social, economic or cultural distinctions by employing creative urban design and architectural techniques while avoiding segregation by income, race or other differences and providing access to public amenities.
- **Promote social equality** by encouraging inclusion of complementary social, educational and health services.
- **Establish a community governance structure** that promotes involvement in decision making by all residents living within the redeveloped community.
- **Include stakeholder involvement in major decisions** throughout the redevelopment process.
- **Provide resources** to improve economic, cultural and social opportunities for residents within Yesler Terrace and adjacent business and residential communities.

MEMBERSHIP

In order to fulfill the broad mission of the CBN, a diverse range of stakeholders will be invited to join and encouraged to participate in achieving the network goals. The CBN seeks to involve groups of community members that include neighbors of different incomes, ages, abilities, and cultures. Local businesses, public and private sector service providers, property owners, education organizations, and city departments are also invited to participate in the network.

MEMBER BENEFITS

The CBN offers various benefits to members involved in community building activities including: training and technical assistance, interpretation and translation services, use of community spaces and supplies, and access to community activity funds. (Other specific benefit levels are still to be determined.) Resources will be prioritized to support the resident-led community groups as they develop the neighborhood organizing strategies they consider to be most effective for the CBN and Yesler Terrace. The initial members of the CBN will engage in a process to develop a ranking and decision making process for allocation of funds.

MEMBER CONTRIBUTIONS

The members of the CBN will be contributing varying levels of support reflecting different resources and coordination efforts available. Currently, the owners of the residential and business properties within the redevelopment that form the Yesler Terrace Owners Association contribute funds earmarked to support the

CBN. In addition to direct funding, CBN members will also commit alternative resources such as space, staffing support, supplies, outreach, event coordination, grant writing and resource development, volunteers, etc. SHA's limited resources will be prioritized to support the equitable participation and inclusion of residents in SHA managed housing who may benefit from additional services such as translation, interpretation, child care, or transportation in order to address barriers to involvement in the CBN activities. As the CBN develops with the build out of the Yesler Terrace community and the integration with the surrounding neighborhoods, additional resources may be necessary.

COORDINATION AND STAFFING

Seattle Housing Authority provides coordination and leadership to the CBN. Staff will guide and facilitate membership participation, manage financial, in-kind, and volunteer resources, and oversee the functioning and structural development of the CBN. CBN is distinct from efforts to coordinate area social services. The Yesler Terrace Community Building Network Coordinator will serve to promote the guiding principles, build capacity of local members, and be a liaison between the community and the Housing Authority. Initial budget projection is for a total of 2 full time employees to be funded by a combination of Seattle Housing Authority resources and funding provided from all property owners participating in the Yesler Terrace Owners Association. At implementation, the Network Coordinator will be the sole staffer. As the Yesler Terrace community composition of residential buildings changes in terms of number of units, market rate and affordable units, physical design of buildings, and community members' perceptions of what they consider their community within Yesler, additional staffing and supports will be added. As the community's evolves, the CBN Coordinator will seek to maximize financial resources by expanding the support team to supervise college and graduate school interns, AmeriCorps Vista volunteers, and neighborhood volunteers. The CBN Coordinator may also partner with members to raise additional funds as needed.

ORGANIZING STRATEGIES

Resident-driven and well supported community building leads to a greater experience of resident empowerment, higher levels of participation, and increased long term neighborhood capacity. As community and resident issues change and evolve, community building strategies and structures must also change to reflect current needs and the nature of complex social interactions. With the projected build-out of the community potentially up to 4500 mixed-income residential units, multiple services, residential and retail property owners, it is clear that small, mid, and large scale organizing strategies will be needed to accomplish the CNB goals. The CBN will be designed with an adaptive approach to the dynamic nature of community building efforts and the complex and interconnectedness of the Yesler community. The network is intended to adapt to changing environments and community priorities. CBN Coordinator will utilize this initial menu of organizing strategies and will work with members to evaluate and evolve the strategies over time.

- **Affinity Groups or Committees.**
 - **Neighborhood Focused:** Yesler Terrace Community Council hosts meetings 10 times/year.
 - **Topic Related:** Block Parties, Social Sewing Club, Tree Preservation Team, Walk & Talk Group, Safety Committee/Encampment Taskforce, Bicycle Club, Women's Fitness, P-Patch groups, etc.
 - **Culturally Specific:** Vietnamese Tea Time, East African Lunch and Learns, Youth Leadership Team, Senior Field Trip Group, etc.,

- **Geographically/Building Focused:** Block/Area Clubs: East Area (Kebero Court, Anthem, & Baldwin), Northwest Area (residential and offices by Harborview), Southwest Area (residential and offices south of the central park), Southeast Area (Ho Mai Gardens, and area east of Yesler Community Center, and Central Area (Raven Court and Vulcan Buildings) These 5 projected regions will evolve over time as the residential units come online and natural groupings develop.
 - **Based on Housing Type/Ownership:** Residents of a building or of a group of buildings with a common owner or management company may choose to form a committee or council to interact with one another and with that specific property owner or building manager. Private management companies may provide staffing and support for these groups, or they may contribute resources towards the CBN to access support services. The CBN staff will prioritize capacity building, technical assistance, and resources for residents of subsidized units within the core CBN geographic region.
- **Community-Wide Events.** Annual Juneteenth Celebration, Back to School Night, Spring Fling, Cultural Potlucks, Talent Shows, Graduation Celebrations, etc. These events are held in Yesler, but are often also open to the broader community outside of the CBN region when they are held at the Yesler Community Center.
 - **CBN Membership Meetings.** Full membership gatherings, or subgroups, can be organized to discuss current community issues and responses, community-wide events, and promote and maintain the collective vision of Yesler Terrace. The frequency and structure of the CBN Membership Meetings will be initially designed by the existing groups with the intent to evaluate and alter the structure based on input from additional groups. The opportunity for all interested stakeholders to gather together to share ideas and support one another is highly valued.

Yesler Terrace Community Building Network:

Increasing community capacity, fostering neighborhood leadership, maximizing resources, and facilitating meaningful socio-economic and cultural integration

