

Re-imagining the **SOCIAL INFRASTRUCTURE** of Yesler Terrace: **A Community of Opportunity**

This report provides the Seattle Housing Authority with a set of recommendations for use in guiding the negotiation of services partnerships and space allocations at the redeveloped Yesler Terrace.

**YESLER TERRACE
REDEVELOPMENT
SOCIAL
INFRASTRUCTURE
REPORT**

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Executive Summary

Re-imagining the SOCIAL INFRASTRUCTURE of Yesler Terrace: A Community of Opportunity

Out of hundreds of hours of discussions over the past four years, residents, community stakeholders and Seattle Housing Authority staff created a vision for how a vibrant, healthy community will take shape from the redevelopment of Yesler Terrace. Their resulting Guiding Principles – Social Equity, Economic Opportunity, Environmental Stewardship and Sustainability, and One-for-One Replacement Housing – speak to what any of us want in our home, neighborhood and community: a sense of place, safety, comfort and beauty, and the ability to address our needs and pursue our dreams.

This report provides Seattle Housing Authority with a set of recommendations to guide the negotiation of services partnerships and space allocations at the redeveloped Yesler Terrace. Our emphasis has been on prioritizing services that are most critical to the quality of life of residents, that foster a sense of community, and that are connected to adjacent neighborhoods and communities.

A Re-Imagined Yesler Terrace

While a desire for a high quality of life is universal among people of all income levels, ages, race and ethnicities, the means to pursue it is not. A majority of current Yesler Terrace residents earn incomes at or below poverty and face numerous education, employment, language, cultural transition, transportation and other barriers that have isolated and marginalized them from the rest of our community. Yesler Terrace itself is physically in the heart of Seattle, and that location, coupled with the potential of its current and future residents, provides an opportunity to build a transformative new community that is integral to the City.

Social Infrastructure: The underlying framework that supports and facilitates the choice to access resources to achieve personal goals and the production and/or maintenance of the social interaction of a community.

The vision for the new Yesler Terrace is that residents of this community will have opportunities that are essential to survive and thrive in our society: high quality education, sustainable employment, wealth building avenues, and a healthy and safe neighborhood to live and raise children. In transforming the physical and social infrastructure of Yesler Terrace into a *Community of Opportunity* nestled in the heart of the city, Seattle Housing Authority and its partners have a vision that realizes:

- Whole-family-level change through increased access to education, health and social services, and economic opportunities;
- Neighborhood-level change through resident-driven and Seattle Housing Authority-supported community building across incomes, ethnicities and generations; and

- Community-wide change by connecting externally with adjoining neighborhoods through pedestrian connections, neighborhood community services and facilities, and retail corridors.

To realize this vision of a Community of Opportunity, Seattle Housing Authority and its partners must focus on both physical and social transformation.

The social component of the transformation of Yesler Terrace is the focus of this report. This report recommends the intentional development of a “Social Infrastructure” for realizing the vision of creating a new Community of Opportunity in the heart of Seattle. At Yesler Terrace, Social Infrastructure must include five core types of services and activities to address the needs of the community: economic opportunity services, education, social services, health services, and community building.

Seattle Housing Authority has recently developed a strategic planning framework for the entire agency (Seattle Housing Authority Strategic Plan for 2011-2015), economic opportunities programs (Economic Opportunity Strategic Plan for FY 2010-2015), and over the past few years has engaged the community in initiating planning for the Yesler Terrace redevelopment (Guiding Principles for Yesler Terrace Redevelopment). In addition, planning has taken place during the course of responding to applications for funding (notably the 2010 Choice Neighborhoods application to HUD).

Throughout this planning, Seattle Housing Authority has prioritized the planning and development of a Social Infrastructure at Yesler Terrace, and this paper builds on those efforts by providing preliminary recommendations for implementation. Like any project of this size and ambition, a huge amount of effort and thinking has already occurred and more thinking will evolve in the short-term and long-term. Therefore, our contribution, summarized in this report, intentionally aligns past strategic decisions and newly emerging opportunities to form a coherent framework and vision for the Social Infrastructure of Yesler Terrace as it continues to dynamically evolve.

“ Over the next 15 years, Seattle will see a rebirth of Yesler Terrace as a place where people from across society can come together to enjoy cultural diversity, high quality homes and access to nearby parks, shops and offices. As it is completed, the new Yesler Terrace will provide opportunities for new life and prosperity for the neighborhood.”
(www.seattlehousing.org)

Framework

Over the past several months, we have researched and analyzed what it takes to create a strong community within a public housing redevelopment. The result is a set of core conclusions that form the basis of our recommendations. We strongly believe that if Seattle Housing Authority follows this framework to make its decisions about funding opportunities and partnerships to pursue now and over the long term, it will have built a Social Infrastructure foundation that furthers the goals of the vision. Of course, while Seattle Housing Authority and its partners are and will continue to actively seek opportunities to build Social Infrastructure, they may be constrained by funding and space limitations.

The following statements serve as a framework for the Social Infrastructure recommendations:

- A process for holding the Yesler Terrace vision as the guide for Social Infrastructure decisions and implementation among Seattle Housing Authority and its partners is necessary and must be intentionally held by Seattle Housing Authority staff and board. This can be accomplished by:
 - Capitalizing on the Seattle Housing Authority planning, partnership development, and implementation efforts that are already underway as the platform for Social Infrastructure development.

- Functionally integrating the economic opportunity, education, social, and community building services of Seattle Housing Authority and its partners.
- Systematic data collection, tracking and sharing processes are needed to inform program design and course corrections that ensure accountability for Social Infrastructure outcomes.
- A resident led and driven community building approach with Seattle Housing Authority support is fundamental to the success of Yesler Terrace’s social infrastructure development and achieving the vision for a socially interactive community.

Social Infrastructure Recommendations

We have developed a set of recommendations that fit into the following categories:

- Recommended Services,
- Service Partnerships to Continue Exploring, and
- Services to Research Further.

The following **Recommended Services** are essential to supporting the overall framework and will be crucial to developing a Community of Opportunity at Yesler Terrace:

- A. Wrap-around Economic Opportunities services and related support services for Yesler Terrace residents, including case management, computer lab access, asset building and financial literacy services, vocational education, and services to support small businesses to grow and prosper.
- B. A continuum of services to foster educational attainment and career building for children and adults, including: early childhood education services and tutoring opportunities for children and youth; and opportunities for adults, such as entry-level or college preparatory courses and training that results in certifications and/or degrees that align with high-demand occupations, particularly in health care.
- C. Youth-focused programming that cultivates learning, supporting, creating, and having fun in a safe environment, either through strengthened partnerships on-site, transportation to partner sites off-site, or a Youth Center.
- D. Centrally coordinated social and health services delivered through deliberate partnerships to meet the needs of Yesler Terrace residents and continuously evaluated and improved for effectiveness.
- E. Resident led and driven community building activities that are Seattle Housing Authority supported, such as affinity groups, a council, coordinating committee, campus events, services, and programs.

Services Partnerships to Continue Exploring (additional data or further discussions with providers are necessary):

- A. Partnerships that enable elderly residents to age in place, through engagement with providers and residents.
- B. Partnerships to prevent crime and increase sense of security and safety among residents, through engagement with residents and police.

Services to Research Further (promising ideas that need further research to determine need and value):

- A. Retail-commercial development options to further economic development for both Yesler Terrace and neighboring areas, such as a mid-size grocery store or commercial kitchen/food service incubator.
- B. Easily accessible health services that are close to campus for residents, such as a pocket clinic or a teen health center.

Space Needs to Implement Recommended Services

- Office space for community building staff, economic opportunity staff (including small business services center staff), social service coordination staff, one on one space for business services counseling/interviews, and for Community Police and/or private security staff.
- Community gathering space available at low cost to residents for community meetings and events. This space could be multi-purposed with meeting space for Seattle Housing Authority staff and service provider staff.
- Classroom space for asset building and financial literacy, social services trainings, college prep courses/tutoring, business services education, support group meetings, and staff training.
- Multi-use program space that could be used for a youth center. This space could be shared with other providers or could be used as meeting/gathering space for community members.
- Computer lab with capacity to serve majority of low-income residents.
- Early learning classrooms.

Introduction

The newly redeveloped Yesler Terrace has been envisioned as a Community of Opportunity, a place that will provide “access to a better quality of life for low-income families and the opportunity for people with a variety of levels of income and wealth to benefit from living there” (Chaskin & Joseph, 2010).

This report provides Seattle Housing Authority with a set of recommendations to guide the negotiation of services partnerships and space allocations at the redeveloped Yesler Terrace. Our emphasis has been on prioritizing services that further the vision for Yesler Terrace, as outlined in the Executive Summary. Providing these services to future residents at Yesler Terrace will help Seattle Housing Authority, its partners, and its residents realize the vision of a Community of Opportunity that increases the quality of life of residents, fosters a sense of community, and intentionally connects with adjacent neighborhoods and communities.

Our Research Process

Our research and gathering of relevant information was purposefully more opportunistic than comprehensive, gathering “on the ground” lessons learned as well as national best practices, and ideas documented from past meetings as well as current observations from a few key informant interviews. In order to avoid duplication and honor the time that Seattle Housing Authority, its partners, and residents had already invested in setting the redevelopment strategy and values, our first step was to review meeting notes and guiding documents.

To identify Social Infrastructure priorities, we relied on the following sources:

- Prior stakeholder input over the past four years of Yesler Terrace planning, especially from the community workshops, Yesler Terrace Community Council and Citizen Review Committee and Seattle Housing Authority’s 2011-2015 Strategic Plan;
- Lessons learned from Seattle Housing Authority and other housing authorities that have redeveloped public housing, including Chicago Housing Authority and Tacoma Housing Authority;
- Interviews with service providers working with Seattle Housing Authority at Yesler Terrace or other redevelopments and with service providers interested in partnering with Seattle Housing Authority at Yesler Terrace in the future; and
- Feedback sessions and interviews with current Seattle Housing Authority residents, including the Community Council, parents, and youth.

We looked to Seattle Housing Authority as an important partner in our research process, especially using their concepts about economic opportunities, education, and health strategies and partnerships featured in their Choice Neighborhood application. However, while Seattle Housing Authority provided us with source material for our research, we reached our conclusions and recommendations independently.

Report Format

The following report provides a summary of recommendations for Yesler Terrace social infrastructure development and implementation.

The recommendations fit into the following categories:

- Recommended Services (essential to supporting the overall framework and will be crucial to developing a Community of Opportunity at Yesler Terrace).
- Service Partnerships to Continue Exploring (additional data or further discussions with providers are necessary).
- Services to Research Further (promising ideas that need further research to determine need and value).

We defined Social Infrastructure as the means by which residents are able to choose and access resources to achieve their personal goals and socially interact. We have created a report format for each service area to deliberately show its link to furthering the Yesler Terrace Core Values and Guiding Principles and achieving specific results through the following format:

<p>Yesler Terrace Core Values and Guiding Principles Relevant key values identified through Seattle Housing Authority’s community stakeholder process. The Core Values for Yesler Terrace include social equity, economic opportunity, environmental and sustainable stewardship, and one-for-one replacement housing. Guiding Principles are the ideals that stakeholders set out to direct the redevelopment of Yesler Terrace.</p> <p>Vision Description of the ideal outcome that each type of service is intended to achieve. In some sections, this came from the Choice Neighborhoods application or the Seattle Housing Authority Strategic Plan and in others we developed it based on our review of key documents. When applicable, the source is cited in the text.</p> <p>Need Relevant data that outline the need for the identified service is cited. In some cases, data were not readily available.</p> <p>Goal When applicable, the goals from the Choice Neighborhood application are included in the relevant section. In some cases, the outcomes were refined and thus are not taken verbatim from the Choice Neighborhood application.</p> <p>Outcomes When applicable, both long and short term outcomes from the Choice Neighborhood application are included. In some cases, the outcomes were refined and thus are not taken verbatim from the Choice Neighborhood application.</p> <p>Relevant Research and Lessons Learned Key points from information gathered during key stakeholder interviews, meetings, and document review.</p> <p>Recommendations Specific recommendations about each Social Infrastructure component that we think will support Seattle Housing Authority, partners, and stakeholders to create a Community of Opportunity.</p>
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Please note that the format outlined above varies in some cases when information was not available.

Following the recommendations, the report also provides guidance as to space usage, services that could be co-located, services to encourage and support mixed-income social interaction, and resource implications for the recommended services.

Social Infrastructure Recommendations

Framework

Planning for a community-transforming housing redevelopment such as Yesler Terrace is a long-term effort that requires patience, vision and attention to integrating the processes for designing and operating a social infrastructure system. Planning for and implementing the social infrastructure at Yesler Terrace will require Seattle Housing Authority to: stay focused on its vision of creating a Community of Opportunity for residents as it seeks and creates opportunities and partnerships over a number of years; and ensure that its staff as well as its social infrastructure partners share the same vision and understand how their roles should relate and collectively work toward achieving the vision.

Therefore, we strongly believe that the following framing statements are vital to the success of social infrastructure planning and implementation. These statements should be living guidelines for Seattle Housing Authority's discussions now with current partners and residents; in the near future, as the Housing Authority builds housing and signs contracts with service providers for the new Yesler Terrace; and even further into the future, to assure continuous learning and program improvement so as to achieve the vision of a Community of Opportunity.

The following statements serve as a framework for the Social Infrastructure recommendations:

- **A process for holding the Yesler Terrace vision as the guide for Social Infrastructure decisions and implementation among Seattle Housing Authority and its partners is necessary** and must be held by the Housing Authority's staff and board. The components of social infrastructure that are included in the new Yesler Terrace must connect to and support the vision. The long-term nature of this redevelopment, require an intentional focus on how individuals, teams and departments act as parts of a comprehensive social infrastructure planning and implementation process. This can be accomplished by:
 - **Capitalizing on the Seattle Housing Authority planning, partnership development, and implementation efforts that are already underway as the platform** for Social Infrastructure development. Seattle Housing Authority is actively seizing opportunities and building partnerships to bring resources to Yesler Terrace to implement its vision of a Community of Opportunity. Seattle Housing Authority's partnership with Seattle University and other partners to build a service continuum for education and career success and its strategic plan for resident economic opportunities offer powerful strategies that should be deliberately woven together. These efforts will provide an excellent foundation on which to build the remaining elements for Yesler Terrace's social infrastructure.
 - **Functionally integrating economic opportunity, education, social, and community building services** among Seattle Housing Authority and its partners. Service provision to Yesler Terrace residents can result in tenants receiving the wrong types or wrong amounts of services. Implementing and operating social infrastructure services will require a higher level of coordination among Seattle Housing Authority and its partners in order to understand and act on a common goal. Seattle Housing Authority expectations to staff and in service provider contracts about agreed upon outcomes, approaches, and collaborative learning will integrate and align service delivery to reach the Community of Opportunity vision and outcomes.

- **Ensuring accountability for systematic data collection, tracking and sharing processes to inform program design and course corrections** to support Social Infrastructure outcomes. Service providers must track and report data in formats that allow for Seattle Housing Authority to track its progress toward achieving the outcomes and vision for Yesler Terrace. Data sharing agreements with partner service agencies will allow for joint development of processes and indicators that will demonstrate the impact of programs, and support Seattle Housing Authority's ability to make decisions about service provision that lead to fulfillment of the vision. As part of these agreements, the confidentiality of client information should be protected.
- **A resident led and driven community building approach with Seattle Housing Authority support** is fundamental to the success of social Infrastructure development. Without clear programmatic structures that can be replicated, lessons learned to build on, and adequate funding, community building is often not given the priority it should be given in the redevelopment process. Yet, community building is one of the most important elements of social infrastructure and of neighborhood transformation. Community building is what fosters a sense of community, connection, safety, and meaningful engagement among all residents. Without this, resident engagement and ownership will be lacking, and social and financial stability and education and career attainment will remain out of reach.

I. Recommended Services

A. Economic Opportunity Services

Yesler Terrace Core Values and Guiding Principles

Economic Opportunity

- Support creation of living wage jobs.
- Assist residents in transitioning out of subsidized housing through financial literacy, asset building and other educational programs.
- Engage and strengthen partnerships.
- Promote the creation of a micro-loan program.
- Preserve & foster home businesses at Yesler Terrace.
- Support training opportunities.
- Preserve & promote small businesses adjacent to Yesler Terrace.

Vision

Residents of Yesler Terrace are provided with economic opportunities leading to financial stability for all household members.

Need

74 percent of households within the Yesler Terrace public housing development are at or below the federal poverty line, and 38 percent of households in the Yesler Neighborhood are at or below poverty.

Currently just 59 percent of Seattle Housing Authority’s participants who are able to work count wages as their primary source of income. Of those who do, only 27 percent earn the equivalent of a fulltime minimum wage job (Choice Neighborhood strategy).

Goal

Financial stability (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Short Term:

Households in low-income units with at least one work-able adult will undertake a whole-family assessment, and create a self-sufficiency plan.

Long Term:

70% of low income households with at least one work-able adult will achieve financial stability (measured as “wages are primary source of household income”) within 5 years through employment, asset building, and vocational education.

Relevant Research and Lessons Learned

Seattle Housing Authority recently conducted a review of research and a planning process for its Economic Opportunities programs. See the Seattle Housing Authority Economic Opportunity Strategic Plan Fiscal Years 2010 – 2015.

Recommendations

Through Seattle Housing Authority and partner agency staff, provide wrap-around economic opportunities case management, and brokered asset building, job placement, and vocational education services:

- **Align Seattle Housing Authority economic opportunities programs to provide wrap-around case management, including vocational assessment and self-sufficiency planning.** Seattle Housing Authority employment services staff should co-locate on-site at Yesler Terrace and work with partner agencies to integrate their economic opportunities services. Joint assessments by Seattle Housing Authority and partner agency staff will help formulate self-sufficiency goals developed with residents for their education and employment plans.
- **Include job development and job placement, banking and financial literacy services as part of the wrap-around services brokered by Seattle Housing Authority economic opportunity case managers.**

Economic opportunities case managers will broker vocational education and asset building services provided by service partners for their residents, as well as coordinating for the impact of earned income and for future declining reliance on housing subsidies. Most vocational education should be accessed off-site, through partnership memoranda of understanding. Connections to local employers should be made, particularly in health care and businesses operating in a potential retail-commercial zone nearby Yesler Terrace. On-site, services should include access to computers for job search activities; wi-fi access for low-income residents who own computers to enable job search and skill-building in-home; and skill-building courses. Classroom space is needed on campus for economic opportunity courses and events, including COMPASS testing, recruitment events, financial aid application training, financial literacy courses, language literacy courses, and computer literacy courses. Computer access and technology courses should be coordinated with Seattle Housing Authority economic opportunities services, in accordance with vocational assessments and self-sufficiency plans. Language and disability accommodations should be made. An intergenerational computer training (youth training seniors) could provide youth with job

experience, income, leadership skills, and a positive adult relationship and seniors with new skills and adoptive grandparent relationships.

Through partnership, create an onsite presence for banking services and financial literacy counseling (including credit repair.) As part of residents' asset building plans, Seattle Housing Authority economic opportunities staff should connect residents through orientation and brokered referral to these services, and conduct regular follow-up on referral experiences and outcomes and data sharing with providers (see Family Connections model in Education section below.)

Establish small business development services on-site to build self sufficiency and income opportunities for Yesler Terrace residents:

Capitalize on Yesler Terrace resident interest and cottage industry success by creating on-site small business development services. Throughout the Yesler Terrace visioning process, residents expressed great interest in getting help to launch businesses, especially food carts/catering/food-related businesses, childcare or outlets for things such as flowers or handmade crafts. Help offered through a childcare business training grant several years ago to a handful of residents has now grown into 21 resident-owned childcare businesses, some bringing in substantial income. Easily accessible on-site assistance could amplify the impact, with provider agencies experienced in serving diverse populations and culturally adapted practices offering business training, lending and development services.

Provide access to small business loans:

Differing levels of small business loans could be offered by service provider partners:

- *Micro-loans:*

Small startup capital through no-interest micro loans (< \$5,000) for low income people unable to meet traditional small business loan requirements (collateral, credit, business track record, etc.). Peer lending circles provide group support and consensual loan decision-making. Business Individual Development Accounts provide help for those with limited capacity to save to build capital for a small business start up.

- *Pilot program loans (approximately \$25,000 and above):*

A current City funded program out of the Office of Economic Development is testing more flexible loan approaches via a community partner (Community Capital) to reach underserved populations. This may be an opportunity to see if current resident owners or more business ready small business candidates could grow/launch their businesses.

- *Traditional small business loans (typically \$50,000 - \$75,000 and above):*

Loans through a Community Development Financial Intermediary such as Enterprise Cascadia could provide an option for more business-ready loan seekers able to meet traditional loan requirements.

Remove Disincentives to Small Business Development:

Identify and plan for ways to increase incentives for resident-owned small businesses. For example, Seattle Housing Authority policies on setting rent levels for resident income from a small business could be adjusted so that it is calculated on an annual basis rather than a monthly basis, which detracts from positive supports such as low overhead (in a subsidized rental unit) of launching and growing a small in-home business.

B. Education and Career Attainment

Yesler Terrace Core Values and Guiding Principles

Social Equity:

- Create a neighborhood that provides recreational & educational opportunities & services.

Economic Opportunity:

- Assist residents in transitioning out of subsidized housing through financial literacy, asset building and other educational programs.

Vision

Every child will complete a post secondary degree or certificate that results in a living wage job (Choice Neighborhood Application).

Need

- Bailey Gatzert, the neighborhood elementary school, is “low performing” as defined by the Choice Neighborhoods Notice of Funding Availability (NOFA).
- Bailey Gatzert also has low test scores:
 - 2009 – 2010: Only 40% of students in the 3rd to 5th grades were proficient on the state math test (Choice Neighborhood strategy).

Goal

Increase high school graduation and post-secondary degree obtainment (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Neighborhood children enter kindergarten ready to learn:

- Indicators: Increase the number and percentage of 3 year-olds and children in kindergarten who demonstrate school readiness at the beginning of the academic year.
- Partners: Seattle University, Neighborhood House for early learning.

Neighborhood youth are proficient in core academic subjects & successfully transition to next grade levels:

- Indicators: Increase the number and percentage of students who perform at or above grade level. The number and percentage of youth who participate in high-quality learning opportunities during out-of-school time.
- Partners: Seattle University and Bailey Gatzert Elementary partner to increase youth tutoring opportunities and extend learning through the summer.

Youth graduate from high school and enroll in two or four year institutions of higher education:

- Indicators: Increase the number and percentage of youth who graduate from high school on time.
- Partners: Seattle University, College Success Foundation for enrollment in scholarship program and academic mentoring/ advising.

Ensure strategic training that result in certifications and/or degrees that align with high-demand occupations, particularly in health care:

Relevant Research and Lessons Learned

Seattle University recently published the Seattle University Youth Initiative Action Plan outlining its goals, strategies, and community partners. See the Seattle University Youth Initiative 2010 – 2013 Action Plan for more detailed information.

Recommendations

Through efforts with nearby Seattle schools and service partners, ensure access to high quality educational opportunities and a continuum of community services, strong family supports and comprehensive education reform

Support youth from cradle to career to increase high school graduation, post secondary degree obtainment, or certificates through:

- Implementing the Choice Neighborhood strategy with Seattle University and other partners.
- Locate a Seattle Public Schools Skills Center on campus for teens that offers training based on labor market forecasts for high-wage careers, specifically in the health care field.

Explore replication of the White Center CDA’s Family Connections model at Yesler Terrace:

- Seattle Housing Authority is currently supporting resident-driven activities that foster stronger connections between resident parents and local schools, colleges, and universities. As part of those efforts, Seattle Housing Authority should explore the White Center CDA’s Family Connections model, which is a successful parent engagement model with low income and diverse families to produce school readiness, attendance and performance at benchmark goals for their children. It is an assessment driven social networking strategy that overcomes barriers between schools and families from mobility or linguistic and cultural isolation. Parents learn how to successfully engage in their child’s education and access educational services to support their child’s readiness and performance in school. At the same time, parents increase

their successful use of school and community resources to support their whole family’s health and stability and exercise leadership and influence on school and community resources.

- Working in close partnership with schools and other institutional partners, trained parent advocates conduct family assessments and make referrals to link parents with school resources and community services. Data on family referral experiences is shared regularly with institutional partners and informs and influences their service delivery.
- Social networking events are designed to address the assessed needs/interests of families, providing training to help parents understand how to support their child’s readiness, develop home-based learning practices and understand schools better. They introduce families to each other and to invited service providers.
- Families are matched with school volunteer opportunities and training as a pathway to broader involvement and exercising leadership in schools and other systems (health, housing, employment, etc.). School personnel learn what helps families to be engaged and supports their contribution and adapt their practices.

C. Youth Services Coordination

Yesler Terrace Core Values and Guiding Principles

Social Equity:

- Create a neighborhood that provides recreational & educational opportunities & services.

Vision

Youth are provided with coordinated age-appropriate development, leadership, and recreational opportunities that lead to increased high school graduation rates and post-secondary degree attainment.

Need

- A high percentage of youth reside at Yesler Terrace - 40% of Yesler Terrace residents are between the ages of 0 and 18, higher than the youth population in the surrounding neighborhood.
- Youth interviewed at Yesler Terrace said they do not attend activities at neighborhood youth centers because they are too far away. Youth need recreational opportunities, internship and employment opportunities, and leadership development activities on-site.
- Current programming is not meeting youth’s needs due to limited hours, activities, and lack of space dedicated specifically to teen and youth programming. The existing Community Center is closed on at least one Friday per month for furlough days, closes early on Saturday, and is closed all day on Sunday. Evenings and weekend days are times when youth especially need a safe place with structured and supervised activities.

Goal

Youth Opportunities (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Short Term:

Create a Yesler Neighborhood services collaborative to coordinate youth services and track participation.

Long Term:

70% of low-income youth (7-18) participate in at least one extracurricular activity (e.g., recreation center activities including computer lab, after-school arts, sports leagues, tutoring, and community service).

Relevant Research and Lessons Learned

Including youth engagement opportunities in the redevelopment planning process ensures youth residents' needs are addressed and met in the redeveloped neighborhood

- At NewHolly, issues concerning youth were not fully planned for in the redevelopment planning process. Some stakeholders reported that incorporating youth programming into the planning process might have prevented some youth issues from developing.
- Issues surrounding youth behavior and lack of engagement opportunities have been a divisive issue among residents at the other Seattle Housing Authority redevelopments and in redevelopments in Chicago and England. Stakeholders in these redevelopments highlighted the importance of effective youth engagement to the maintenance of a peaceful community, development of future leaders, and the future self-sufficiency of youth.
- Issues related to youth remain a key concern at other redevelopments in Seattle, Tacoma, Chicago, and England.

Recommendations

Coordinate on-site Youth Services through one of the following options:

- A. Create a specific space on-site at Yesler Terrace with youth programming and youth-appropriate hours provided by a strong youth service agency:

Youth programming would include:

- Partnering with a strong youth agency that does not require funding from Seattle Housing Authority to provide the majority of high quality programming for youth.
- Teen programming should be separate from programs for 11 – 14 year olds because of concerns that gangs and drug dealers are recruiting youth between the ages of 11 and 14 from the Yesler Community

Center where there is mixed social interaction in the lobby and gym area. Structured programs should be available to teens until at least 9 p.m. Monday through Friday and on Friday and Saturday nights.

- Services such as:
 - Case management and mental health counseling for youth and teens on-site or through strengthening partnerships with service providers to offer these services on site.
 - Parent support and bicultural adaptation support. A large percentage of Yesler Terrace youth residents are from immigrant or refugee families with language and cultural barriers that cause role reversal and transition challenges.
 - Gang prevention programs - Youth and adults are concerned about gang presence, drugs, and graffiti at Yesler Terrace and the Community Center.
 - Economic opportunities, including paid jobs, internships, and jobs with stipends, including opportunities to contribute to community well-being, such as through volunteerism or work experience with community-based organizations.

MOUs and contracts with agencies should include requirements to serve a majority of Yesler Terrace youth:

- Seattle Housing Authority should not restrict agencies that they pay to provide youth services from serving any Yesler Terrace youth, regardless of youth behavior. Agency decisions to serve youth should be made based on their own agency policies and the youth's behavior specifically at the youth program, not the behavior within the larger Yesler Terrace campus.

Feasibility Issues:

- High rental rates for space – A youth service agency may not be able to afford the room rental rates that Seattle Parks and Recreation charges without significant subsidies from Seattle Housing Authority. Price negotiation with the Parks and Recreation Department will be necessary.
- Space limitations – Residents view the current space at the Community Center as not sufficient to serve their needs. Demand may increase after redevelopment with increased density so it may not be possible to dedicate part of the Community Center specifically to youth.

Alternative: Strengthen partnerships with neighborhood youth-centered agencies and provide transportation to partner sites:

Maintain current youth programming on-site, making sure that they are co-located or located close to each other to facilitate information sharing and coordination. Provide van or bus transportation for youth to and from youth programs in the surrounding neighborhood to compliment on-site activities. A list of potential partners is outlined below.

Potential Partners

Partner Name	Distance from Yesler Terrace	Youth Programs	Barriers to Access
Garfield Community Center <i>Central District</i>	1 mile	Late Night Teen Life Center available until midnight on Friday and Saturday nights	Distance
Rotary Boys and Girls Club <i>Central District</i>	0.7 miles	-Programming for youth ages six to 18 years of age -Teen Programming is free for youth from 6 th grade through high school with a \$20 annual membership	Distance Fees are \$70 a month for kids ages six through fifth grade
Union Gospel Mission's Youth Reach Out Center <i>Rainier Valley</i>	5.1 miles	-Drop-in Center is open from 2:30 pm – 7:00 pm Monday through Friday -Late Night programming is available from 8 pm – 12 am -Open for youth on Saturdays from 12 – 6 pm	Distance

D. Social Services Coordination

Yesler Terrace Core Values and Guiding Principles

Social Equity:

- Promote social equality by encouraging inclusion of complementary social, educational and health services.
- Create a neighborhood that promotes social equality, provides resources and recreational and educational opportunities and services.

Vision

- Every household will achieve financial and social stability (Choice Neighborhood strategy).
- Optimal self-sufficiency and leadership (Seattle Housing Authority Guiding Principle).

Need

- Limited data is currently available on services provided and accessed, residents served, and outcomes achieved, making it difficult to evaluate current service provision. For example, social service providers do not know the number of Yesler Terrace residents their programs serve.
- Residents are not currently involved in guiding social service provision on-site to ensure services are best meeting their needs.
- A variety of social services are currently provided at Yesler Terrace but not coordinated well. Providers are not aware of the other services provided on-site. No one is currently specifically responsible for overseeing social service implementation or coordination at Yesler Terrace, making it challenging to coordinate and ensure accountability and transparency.
- As more social service providers move on-site and are in different buildings across campus, coordination will become increasingly important to ensure opportunities and resources are maximized and that services are in line with the Yesler Terrace vision, outcomes and goals.

Goal

Social stability (Choice Neighborhood strategy)

Outcomes

- Yesler Terrace residents achieve greater social stability through opportunities to develop and connect with a support system.
- Social services are coordinated, accountable, transparent, and efficient leading to improved social stability of residents.

Relevant Research and Lessons Learned

Staff at both Tacoma Housing Authority and NewHolly expressed the importance of coordinating social services at redevelopments. By designating a specific staff person to lead this important social services coordination role, significant outcomes are achieved including the following:

- Social Service provision is tied to the Yesler Terrace redevelopment vision and goals and outcomes are met.
- Accountable and transparent social service provision meets residents' needs through regular review and analysis of data to guide programmatic design and change.
- Duplication of services is prevented.
- Resources and space are used effectively through sharing available space.
- Social Service providers identify and address challenges through sharing successes and lessons learned.
- Efficient social service provision is achieved when providers are positioned through coordination to capitalize on opportunities to better support residents (i.e. funding opportunities, creating support groups for parents whose children are at tutoring).

Recommendations

Coordinate social service delivery at Yesler Terrace to achieve the goals and outcomes using the redevelopment vision as a guide:

Social Services coordination might take the following forms:

- *Social Services Coordinator at Yesler Terrace:*

The Social Services Coordinator at Yesler Terrace would be hired and paid by Seattle Housing Authority. This person would be responsible for ensuring that the Yesler Terrace goals are met and are aligned with the vision through handling contracts and MOUs with service providers, convening and facilitating coordination meetings, and regularly reviewing and analyzing data submitted by service providers. This position would be separate from the Community Builder position.

- *Social Services Coordinating Committee:*

The Social Services Coordinating Committee would include representatives from each agency on-site, residents, the Social Service Coordinator (if hired), and the Community Builder. If a Social Service Coordinator was not hired to head this committee, a Social Service provider or resident could be selected for this role. This group would meet regularly to coordinate services and ensure services best address resident needs and promote social and financial stability. As suggested in the NewHolly Neighborhood Matching Fund Project report, another purpose of this committee could be to make recommendations about space allocation and program uses.

Collect data and measure outcomes:

Build requirements into agency MOUs and contracts to serve Yesler Terrace residents, collect data that is shared with Seattle Housing Authority and used collectively for continuous learning and course corrections. Seattle Housing Authority should assume the responsibility of ensuring regular data review, monitoring of progress toward goals and course corrections among its staff and service partners.

Continue to assess social service needs of residents and develop partnerships both on and off-site to address those needs:

In addition to current services provided on-site, stakeholders (including residents and service provider representatives), identified the following services as important:

- Case management for youth and seniors (tied to senior services & youth center)
- Mental health/counseling (including treatment for PTSD)
- Financial literacy/financial management (see EO section for more detail)
- Individual counseling on financial management & planning
- Bicultural adaptation services:
 - Interpretation/translation services
 - ESL
 - Citizenship classes
 - Cultural adaptation classes for youth
 - Cultural adaptation classes for parents to help them understand and feel empowered to access the education and police system

- Outreach to engage clients, especially women, who are not accessing ESL and citizenship classes

Ensure easy access to off-site services:

Identify the location of key services that will not be offered on-site and ensure that Yesler Terrace residents have information about transportation options to get to these off-site services.

E. Community Building

Yesler Terrace Core Values and Guiding Principles

Social Equity:

- Establish a community governance structure that promotes involvement in decision making by all residents living within the redeveloped community.

Vision

Assist diverse communities as they develop strategies for multicultural community identity, leadership and problem solving (Seattle Housing Authority Strategic Direction & Action).

Optimal self-sufficiency and leadership (Seattle Housing Authority Strategic Plan).

Resident leaders from all walks of life plan and lead meaningful actions that affect their own lives, their neighbors and their community.

Need

The redeveloped Yesler Terrace will be a dense community of residents who vary from each other in age, race, ethnicity, income, and power. Living together in a dense community with different behavioral norms and expectations that are associated with these differences can, and historically has in other redevelopments, lead to significant tension among residents. Social interaction that fosters mutual understanding and respect across income levels and ethnicities is needed to support individual, family and neighborhood level change.

Goal

Social stability (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Short Term:

Support residents to establish new or continue existing community organizing strategies, such as maintaining the Yesler Terrace Community Council structure and/or establishing affinity groups.

Long Term:

Community affinity groups successfully address community issues (e.g. traffic, safety) that result in community improvements and provide opportunity for social interaction.

Relevant Research and Lessons Learned

Resident-driven community building leads to greater resident ownership, participation, and to the ultimate success of the redevelopment at Seattle Housing Authority redevelopments:

- When Yesler Terrace residents organized and led neighborhood watch groups, they successfully reduced crime and drug use in their neighborhood during the late 1980's.
- NewHolly and Rainier Vista had high resident participation rates in block clubs and affinity groups, which were both community building structures that residents chose and led.
- Residents at NewHolly and Rainier Vista successfully addressed issues affecting their community, such as convincing the City of Seattle to install traffic safety lights at busy intersections.
- Most residents at NewHolly say they know their neighbors by sight and often say "hi" to them.

As residents and issues change and evolve, community building structures also must change to reflect residents' needs, community-wide issues and the nature of social interaction:

- At NewHolly, block groups evolved into affinity groups after residents started to feel like they knew their neighbors. As traffic, safety, and education issues emerged at the redevelopment, residents decided to start meeting about issues rather than meeting at a block level. Regular evaluations and stakeholder consultations are used to ensure that structures continue to meet resident and community needs.

Resident participation in community related activities rises and falls depending on:

- *Issue relevancy:* Resident participation in the affinity groups at both NewHolly and Rainier Vista has been high when residents perceive low levels of safety in their neighborhood and low when residents feel the neighborhood is generally safe.
- *Competing time demands:* According to an evaluation at NewHolly, busy schedules was one of the most frequent barriers to meeting and getting to know people in the community (46%). As people's lives change, they will have more or less time to devote to community related activities.
- *Language barriers:* Language was the second most frequent barrier to meeting and getting to know people in the NewHolly community (36%).

Recommendations

Implement a campus wide resident-driven community building approach:

As noted above, resident-driven community building leads to more resident participation and ownership, resulting in empowered residents who successfully address issues that affect their community. Given the diversity of residents at Yesler Terrace, a cross-section of residents, including market rate renters and homeowners, seniors, and youth should be engaged to plan the community building activities at Yesler Terrace. Seniors should be involved in this decision because they can often feel isolated and left out of decisions affecting the community. Both youth and adults at Yesler Terrace have expressed concern about the lack of youth engagement opportunities. Involving youth from the beginning would ensure their voice is heard and that the redevelopment meets their needs too.

Ensure support from the Seattle Housing Authority Community Builder for resident-led community building:

In order for residents to successfully lead community building structures and activities, they need support from the Seattle Housing Authority Community Builder in the following areas:

- Capacity building for needed skills.
- Guidance by surfacing issues and posing questions for consideration.
- Interpreters and translation as needed.
- Help for residents to access needed information.

Support from the Seattle Housing Authority Community Builder is distinct from social service coordination and involves wearing many different hats - resident advocate, liaison between the community and the Housing Authority, and capacity builder.

Adapt community building structures to reflect residents and issues changing and evolving over time:

Although Seattle Housing Authority Choice Neighborhood outcomes specify a resident council and affinity groups, lessons learned in various redevelopment projects (including Seattle Housing Authority communities) suggest the importance of an adaptive approach to the dynamic nature of community building efforts. For the Yesler Terrace redevelopment, Yesler Terrace Residents and Seattle Housing Authority might consider a menu of community building options:

- *Yesler Terrace Community Council*
 - Some residents feel strongly that it is an effective way for residents to organize and express their opinion.
 - Like NewHolly's experience, some residents may feel that a council is a carryover from the old Yesler Terrace and be eager to form a new organizing entity at the new redevelopment.
 - Others might feel that it does not provide enough opportunities for interaction in a larger density neighborhood of 3,000 – 5,000 residents.
- *A Campus Coordinating Committee*

A committee composed of residents, the Community Builder, and Social Service provider representatives could help guide community building structures and activities on campus to ensure that they meet resident needs and that they promote and maintain the collective vision of Yesler Terrace. Coordinating

surveys and data collection to evaluate community building activities could also fall under this group's responsibilities.

- *Community-wide events*

Events like barbeques or fairs promote interaction, relationship building, and resident leadership. They are less effective in getting people to know one another personally or foster cross-income interaction, based on recent experiences at a Seattle Housing Authority redeveloped community.

- *Programs that attract residents across income levels*

- Neighborhood House "Play and Learn" network of parents engaged in supporting their child's early learning and development.
- Exercise classes – requested by residents across incomes at the other Seattle Housing Authority redevelopments.
- Financial literacy and management assistance.
- Community safety meetings facilitated by the Community Police Team Officer.

- *Forums for renters and homeowners to discuss community-wide issues*

Adhere to the Yesler Terrace Guiding Principle of "avoiding segregation by income, race or other differences" by being cognizant of decisions and structures that might further segregate residents based on income or race. For example, residents at some redevelopments have felt that creating a Homeowner's Association and a separate Tenant Association segregates residents by income and does not provide a forum where homeowners and renters can come together in one room to discuss issues that affect the entire community.

- *Small groups promote personal relationships that lead to whole community building*

Small social networks based on proximity, e.g. building associations/groups help residents get to know their neighbors and create a foundation to address neighborhood issues that can change and evolve over time.

Engage in continuous learning through data collection and review:

Community building activities should be regularly evaluated to ensure that they are meeting residents' needs and are in line with the Yesler Terrace vision. As noted above, community building structures and activities change as issues and residents change. Regular check-ins with community members via surveys and focus groups provide helpful information for residents and community builders about changes that should be made to maximize resident participation, leadership, and ownership.

Start on a small scale, but be open to changing scale and focus to best fit resident needs:

Community building works best when it starts on a small scale so that neighbors get to know and interact with each other. It should be flexible to change and evolve with issues and residents.

II. Services to Continue Exploring

A. Elders: Aging in Place

Yesler Terrace Core Values and Guiding Principles

Environmental Stewardship & Sustainability:

- Ensure that low-income families, the elderly and those with disabilities are served and provide housing types, sizes and amenities that fully meet their needs while meeting the goals and intent of this guiding principle.

Vision

Provide additional services and increase the stock of housing for low-income seniors (Seattle Housing Authority Strategic Plan).

Need

The elder population is projected to double in the next 20 years but the housing supply in general is insufficient, especially for low income seniors. Currently seniors make up 14% of Yesler Terrace residents and given general population demographics, will likely grow in number at Yesler Terrace post redevelopment. Trends seen now, such as the increasing number of seniors living at home with serious health conditions and demanding greater health care and supportive services for varying levels of need, will likely be mirrored among future Yesler Terrace senior residents.

Goals

Social Stability (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Yesler Terrace seniors have easy access to services to accommodate varying levels of independence in order to successfully age in place.

Relevant Research and Lessons Learned

Seniors are looking to define their own care/make choices and preferences and aging baby boomers will likely want other options besides stand alone age segregated housing with services. Service models that are able to provide varied types of services, intensity and frequency will be better able to respond to the episodic nature of senior care needs.

Some provider agencies offer a continuum of services for flexible care, whether in or outside of the home. Universal design and technology is evolving to more sophisticated applications to support seniors of varying needs and abilities to remain living at home, e.g., health condition information monitored and automatically sent electronically to a health care provider or visual cueing for safety via automatic porch light sensors triggered when someone leaves a unit.

The funding climate and sustainability for programs like state reimbursed day health and/or assisted living (supportive services for low income seniors) are challenging. Models designed for economies of scale may have better likelihood of viability.

Recommendations

Consider possible model(s) to support Yesler Terrace residents safely aging in place provided by a service partner agency:

- Senior housing with building-based services for frail/nursing home eligible Yesler Terrace seniors – e.g. assisted living facilities for low income elders run by local nonprofits.
- Supportive services offered to Yesler Terrace senior residents via an adult day health outpatient program either on or off site that offers health, personal care, socialization, and other services.
- Continuum of services offered on or off site geared to varying levels and types of care needs - e.g., family caregiver support, home health/home care, nursing home/Alzheimer/dementia care.
- Managed care program to provide all necessary care for an enrolled Yesler Terrace senior to maintain a maximum level of independence possible - e.g. Providence Elder Care's PACE program for very low income nursing home eligible seniors.

Service Location to Consider:

- On site - By definition, assisted living would require on site services for seniors living in the housing facility.
- On or off site - While having a program like day health located within a senior building would be ideal for access, currently day health programs serving Medicaid eligible seniors provide transportation to participants (although limited by public funding) to the program.
- On or off site - The PACE model manages all services, including transportation, within its managed care approach for its enrolled Medicaid eligible seniors.

Identify lessons learned from senior services at NewHolly and Rainier Vista:

Lessons learned from the other redevelopments combined with assessing the level and type of need among current Yesler Terrace senior residents will inform design of senior housing/services for the redevelopment.

- Look to service provider(s) that can provide an array of service options to meet varying levels of senior care needs.
- Explore service agency interest in providing assisted living/dementia care services for Yesler Terrace residents and/or development of a dementia care facility on Seattle Housing Authority property (e.g., Leschi site where parking and traffic issues may be less problematic for a dementia care facility designed as a secured and self-contained unit.)

Design for overall Yesler Terrace neighborhood walkability:

Neighborhood walkability would encourage physical activity and social connections as two critical determinants for good health. Ensure easy access to community services/healthcare, e.g., locate within close walking distance, circulator to perimeter and/or transport for services off site.

Assess feasible use of technology and explore examples of universal design application in housing (beyond ADA standards) to accommodate aging in place.

B. Safety

Yesler Terrace Core Values and Guiding Principles

Environmental stewardship & sustainability:

- Incorporate urban design and architectural techniques that promote pedestrian interaction and positive relations with surrounding communities while maintaining a high level of public safety.

Vision

Work with the Seattle Police Department, community organizations and individuals to prevent crime and address public safety issues (Seattle Housing Authority Strategic Plan).

Need

- According to the Yesler Terrace Resident workshop in October 2008, residents reported public safety as a top priority and requested more police patrols.
- In 2009, Seattle Housing Authority hired Hebert Research to conduct a resident satisfaction survey in all of its housing portfolios, including Section 8. Yesler Terrace residents had the lowest mean response (4.67) of all regarding how satisfied residents were with the safety and security of their neighborhood.
- Yesler Terrace: medium to medium high density in property and violent crimes (Yesler Terrace Background Report).
- Reported gang or young resident-related problems and crime prevention corridor designation because of car prowling incidents (Yesler Terrace Background Report).

Goals

Social Stability (Choice Neighborhood strategy)

Outcomes

(Choice Neighborhood strategy)

Long Term:

Community affinity groups successfully address community issues (e.g. traffic, safety) that result in community improvements and provide opportunity for social interaction (Choice Neighborhood strategy).

Relevant Research and Lessons Learned

Broken Window Theory:

According to the Broken Window Theory (Wilson & Kelling, 1982), both residents and perpetrators act on their perceptions of safety. Crime increases in areas where perpetrators see indications that people do not care, e.g., if one building window is broken, the rest will soon be broken. Neighborhood residents will adapt their behavior to fit the level of safety they feel is present in their community, e.g., community members, especially seniors, will start spending more time indoors because they are scared. This leads to a breakdown of informal social control because there are less people on the street to watch what's happening.

Recommendations

Partner with and support residents to address safety issues:

As stated in the community building section, Seattle Housing Authority should support strategies that are resident-driven and led for full engagement and ongoing ownership. An affinity group may be one of multiple options that residents choose as the most appropriate structure to pursue action including the following:

- *Safety Steering Committee:* Convene a steering committee with residents, Seattle Housing Authority, and the Seattle Police Department to guide and address safety at Yesler Terrace. Given current residents' significant safety concerns, this could begin immediately.
- *Block Watch Organizations:* Residents could partner with Seattle Housing Authority and the Seattle Police Department to sponsor block-by-block outreach to create Block Watch organizations.
- *Beat Walk:* Residents might organize a Beat Walk like they did in the 1980s and similar to what residents recently did in Columbia City.
- *Safety Affinity Group:* Safety affinity groups have been active and successful at Rainier Vista and NewHolly during times when residents have perceived low levels of safety. Residents might consider talking to residents at NewHolly and Rainier Vista to build on their lessons learned.

Partner with the Seattle Police Department and other community organizations to address safety issues by considering the following options:

- Organize a Yesler Terrace Community Policing Approach that includes *regular community/neighborhood meetings facilitated by CPT officers*. In Chicago, meetings like these have promoted social interaction among renters and homeowners.
- *Consistent CPT Officers* should be available and on-site conducting frequent foot patrols.
- *Increased security presence* near the Community Center will help prevent gang and drug activity in that area.
- *Increased patrols* and surveillance of bus stop areas.
- *CPTED Design*: Ensure playgrounds are not isolated and that residents can see them from their houses.

III. Services to Research Further

The following services are promising and could align with the Community of Opportunity vision for Yesler Terrace. However, they require further research and analysis.

- A. Foster the development of a mixed-use retail-commercial zone to serve both Yesler Terrace residents and neighboring areas.
 - Consider building affordable spaces for small businesses: This would be part of a retail-commercial mix that provides needed goods and services to the community that supports them, e.g., services that appeal to Harborview staff and interns such as little groceries, shoe repair, pharmacy, dry cleaning drop off and pick up.
 - Identify the right retail-commercial mix that provides a boost to the entire area and attracts adjacent users/institutions: Retail, such as a mid-size grocery store that provides healthy food options at reasonable prices and access to entry-level jobs for Yesler Terrace youth and residents, would serve both residents and others in the adjacent community. It would also lend itself to promoting a porous neighborhood that attracts residents in the surrounding neighborhood. Also, a campus of ethnic food carts offering delicious and authentic options could be a strong draw for a much wider customer base – downtown lunch eaters, Harborview workers, patients and families, etc., seeking quick and affordable food.
 - In conjunction with the small business development center, consider an on-site commercial kitchen that would serve as a commercial grade business incubator. It could provide storage and food prep space to meet licensing requirements and production needs of food-related businesses. Individual lockers/storage units could support multiple users and generate an operating revenue stream from fees, with use maximized by tapping into city-wide demand for commercial kitchen space.
- B. Consider building a pocket health clinic and/or a teen health center.
- C. Post office mail drop should be included in the neighborhood design and layout.

IV. Services to Encourage and Support Mixed-income Social Interaction

Type of Service	Program
Economic Opportunities	Computer lab, Financial Literacy and financial management classes, Grocery Store, Retail Mix, Small business services, Asset building services
Education & Career Attainment	Tutoring
Youth Services Coordination	Summer Camps, exercise classes and open gym at the Community Center; Leadership Opportunities; Ground Up; Computer lab
Social Services	Neighborhood House “play and learn” network, Parenting Support opportunities
Community Building	Community-wide events, Community building structures (i.e. affinity groups, Campus Coordinating Committee, Yesler Community Council, Tenant Association, Building Groups), Parks, open spaces, community gardens
Elderly – Aging in Place	Exercise Classes for Seniors, Computer lab
Safety	Community safety meetings facilitated by the Community Police Team Officer, Safety Steering Committee, Block Watch Organizations, Beat Walks, Safety Affinity Groups
Health	Pocket health clinic, teen health center, parks, open spaces, community gardens

V. Space Considerations

It is still too early to specify square footage needs for each type of service that will be provided on campus since social infrastructure components and agency partnerships are still being defined. However, some information is available and is summarized here. For example, Neighborhood House, who is a long time service partner that will continue to play a key role in the future, has provided some estimates of their space requirements. We also know the type of space that service providers will need at the redeveloped Yesler Terrace. These are indicated in the table below. This is a working table and can be filled in as partnerships are finalized.

In order to maximize the available space on campus, Seattle Housing Authority might consider the following options:

Service providers could share space on-site:

Space affordability is a challenging issue for nonprofit partners and a barrier to recruiting and sustaining the on-site presence of agencies providing services to Yesler Terrace residents. Hoteling use of space among multiple providers may make on-site presence more feasible. For example, the space at the community center might be programmed for youth focused services in the evening and late at night, but offer space during the day for other service providers to share. Rent could be divided among the providers, with each portion calculated according to hours and amount of space used to reduce individual agency costs while still collectively meeting the building’s revenue targets.

Strengthen partnerships to share space with Seattle Public Schools and the Seattle Parks and Recreation Department:

With limited space available and space affordability challenges for nonprofit partners, consider sharing classroom and meeting space available at nearby schools and Parks and Recreation buildings.

Categories of Recommendations	Services	Space Needs	Provider/service	Current Square Footage	Future Square Footage Needs
65,000 Total Square Feet Available for Social Services					
Recommended Services	Economic Opportunities	Office Space	Seattle Housing Authority Economic Opportunity Staff	Unknown	Unknown

Categories of Recommendations	Services	Space Needs	Provider/service	Current Square Footage	Future Square Footage Needs
Recommended Services	Economic Opportunities	Computer lab	Employment Opportunities	Not currently available at Yesler Terrace	Unknown
Recommended Services	Economic Opportunities	Small business services center	Employment Opportunities	Not currently available at Yesler Terrace	Unknown
Recommended Services	Economic Opportunities, Education (Multi-use program space – could also be used for Community Building)	Classroom Space	Space for 75 – 100 people (Asset building classes, financial literacy, social services trainings, college prep courses, tutoring, staff training)	Not currently available	Unknown Space for 75 – 100 students
Recommended Services	Education & Career Attainment	Classroom Space	Neighborhood House HeadStart	2,000 (2 classrooms x 1,000)	2,200 (2 classrooms x 1,100)
Recommended Services	Education & Career Attainment	Office Space	Neighborhood House HeadStart	350	240 (2 enclosed offices x 120)
Recommended Services	Education & Career Attainment	Commercial Kitchen	Neighborhood House HeadStart	1,300	1,250
Recommended Services	Education & Career Attainment	Play Area	Neighborhood House HeadStart	0	1,000 Indoor Play Area (could share with others)
Recommended Services	Youth Services Coordination	Multi-use Program Space & Office space	Youth Center	Not currently available	Unknown - a youth center at one of the other redevelopments is 40,000 sq feet

Categories of Recommendations	Services	Space Needs	Provider/service	Current Square Footage	Future Square Footage Needs
Recommended Services	Social Services Coordination	Office Space	Neighborhood House Family & Social Services	1,000 (10 staff)	1,200 (9 enclosed offices)
Recommended Services	Social Services Coordination	Office Space	Neighborhood House Administrative Offices	5,500 sq ft (12 enclosed offices, 16 work desks in shared spaces, server room, IT room and workroom)	6,500
Recommended Services	Social Services Coordination	Office Space	Neighborhood House Project HANDLE	1,000	1,500 (4 enclosed offices, 1 clinical room, meeting space, 15 computer workstations)
Recommended Services	Social Services Coordination	Office Space	Seattle Housing Authority Social Services Coordinator	Not currently a position at Yesler Terrace	Unknown
Recommended Services	Social Services Coordination	Storage Space	Neighborhood House Administrative Offices	2,000	2,100 sq ft
Recommended Services	Social Services Coordination	Storage Space	Neighborhood House Family & Social Services	0	200
Recommended Services	Social Services Coordination	Storage Space	Neighborhood House Project HANDLE	0	200
Recommended Services	Community Building	Office Space	Seattle Housing Authority Community Building Staff	Unknown	Unknown
Recommended Services	Community Building	Meeting Space	Resident Gathering Space	Unknown	Unknown
Services to Continue Exploring	Elders Aging in Place	In addition to considering space at Yesler Terrace for	Agency that provides elder services	Unknown	Unknown

Categories of Recommendations	Services	Space Needs	Provider/service	Current Square Footage	Future Square Footage Needs
		senior housing, repurpose some of existing Seattle Housing Authority properties to senior facility (e.g., Leschi House property)			
Services to Continue Exploring	Safety	Office Space	Seattle Housing Authority Community Police Team Staff	Unknown	Unknown
Services to Continue Exploring	Safety	Office Space	Private Security Company Staff	Unknown	Unknown
Services to Research Further	Economic Opportunities	Commercial Kitchen	Kitchen in conjunction with small business development center	Not currently available at Yesler Terrace	Unknown

VI. Services to Co-locate

When and where possible, the services below should be co-located to maximize integration of services, ease of access and space usage¹. The exception is the Seattle Housing Authority Property Management office which should remain apart from Social Services or Economic Opportunities Services. Separate locations enable clear distinction between Seattle Housing Authority’s role and responsibilities as Landlord versus Service Provider.

Type of Service	Program to Co-locate With
Economic Opportunities (Case management)	Social Services Coordination Community Building
Elderly – Aging in Place	Pocket health clinic
Small business services	Classroom space, Asset building, Computer lab
Property Management	Community Police Officer’s Office Private Security Company Office (if hired)

¹ Physical development constraints may make it unfeasible to co-locate services according to these recommendations if available service space is spread out in buildings across the campus rather than concentrated in one building.

VII. Summary of Recommendations with Resource Implications

Service
<p>IA. Economic Opportunity Services</p> <ul style="list-style-type: none"> • Through Seattle Housing Authority and partner agency staff, provide wrap-around case management, including vocational assessment and self-sufficiency planning • Include job development and job placement, banking and financial literacy services as part of the wrap-around services brokered by Seattle Housing Authority economic opportunity case managers • Establish small business development services on-site
<p>IB. Education and Career Attainment</p> <ul style="list-style-type: none"> • Support youth from cradle to career to increase high school graduation, post secondary degree obtainment, or certificates through: <ul style="list-style-type: none"> ○ Implementing the Choice Neighborhood strategy with Seattle University and other partners ○ Site a Seattle Public Schools Skills Center on-site for teens
<p>IC. Youth Services Coordination</p> <ul style="list-style-type: none"> • Create a youth-specific space on-site at Yesler Terrace • Strengthen partnerships with neighborhood youth-centered agencies and provide transportation to partner sites
<p>ID. Social Services Coordination</p> <ul style="list-style-type: none"> • Coordinate social service delivery at Yesler Terrace to achieve the goals and outcomes using the redevelopment vision as a guide • Collect data and measure outcomes • Continue to assess social service needs of residents and develop partnerships both on and off-site to address those needs • Ensure easy access to off-site services
<p>IIA. Elders: Aging in Place</p> <ul style="list-style-type: none"> • Consider possible models to support Yesler Terrace residents safely aging in place provided by a service partner agency • Consider on and off-site service locations • Design for overall Yesler Terrace neighborhood walk-ability • Assess feasible use of technology and explore examples of universal design application in housing (beyond ADA standards) to accommodate aging in place

Service

IIB. Safety

- Partner with the Seattle Police Department and other community organizations to address safety issues by considering options such as:
 - Organizing regular community/neighborhood meetings facilitated by CPT officers
 - Ensuring consistent CPT officers are available and on-site conducting frequent foot patrols
 - Increased security presence near the Yesler Terrace Community Center
 - Increased patrols and surveillance of bus stop areas
 - Incorporating CPTED Design

**Re-imagining the
SOCIAL INFRASTRUCTURE of
Yesler Terrace: Appendix**

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Appendix A: Information Sources

Section 1: Informational Interviews with Seattle Housing Authority Staff

Meeting Date	Name	Title
9/16	John Forsyth	Community Services Administrator
9/22	Tom Tierney & John Forsyth	Executive Director
11/5	Naomi Chang	Rainier Vista Community Builder
11/16	Judi Carter	Yesler Terrace Property Manager
11/17	Joy Bryngelson	NewHolly Community Builder
12/9	Brett Houghton	Yesler Terrace Community Builder

Section 2: Informational Interviews with Seattle Housing Authority Department Leaders

Date	Topic	Participant Name	Title
10/1/2010	Working Assumptions	Anne Fiske Zuniga	Senior Development Program Manager YT
		John Forsyth	Community Services Administrator
		Stephanie Van Dyke	Director of Development
		Anne-Marie Lindboe	Director of Housing Finance & Asset Management
		Maria Usua	Supportive Services Coordination Supervisor
11/2/2010	Joint meeting with Seattle Housing Authority staff about “lessons learned”	John Forsyth	Community Services Administrator
		Maria Usua	Supportive Services Coordination Supervisor
		Willard Brown	Property Mgmt. Administrator

Section 3: External Stakeholder Interviews

Microenterprise/small business development

Meeting Date	Name	Title	Agency
10/14	Sue Taoka	Vice President	Enterprise Cascadia
11/10	Cheryl Sesnon	Executive Director	Washington Cash
	Christine Vlasaty	Business Development Manager	City of Seattle Office of Economic Development
	Annie Laurie Armstrong	Consultant	Business Government Community Connections

Senior Services

Meeting Date	Name	Title	Agency
10/27	Pam Piering	Department Director	City of Seattle Aging & Adult Services
10/29	Maiko Chin Winkler, Paula Tomlinson	Executive Director, Legacy House Administrator	SCIDPDA

Employment

Meeting Date	Name	Agency
11/3	Dan Fey, Seanna Ruvkin, Fred Krug	Workforce Development Council of Seattle-King County
11/17	Jay Kang	Neighborhood House
11/17	Van Vo, Cherly Sabin, Sam Pierce	Seattle Housing Authority Job Connections, Section 3, Greenlight Project, and Family Self-Sufficiency
12/10	Annie Laurie Armstrong	Business Government Community Connections

Public Housing Authority Redevelopments

Meeting Date	Name	Agency
11/17	Nancy Vignec	Tacoma Housing Authority

Social Services

Meeting Date	Name	Agency
11/17	Case managers	IDHA & NH Case Managers

Youth Engagement

Meeting Date	Name	Agency
11/30	Discussions with youth at YT Comm. Ctr.	Youth & Nature Consortium staff

Section 4: Community Meetings

Meeting Date	Meeting
11/6/10	Yesler Terrace Community Council Meeting
1/6/11	Citizen Review Social Infrastructure Planning Meeting
1/11/11	Seattle Housing Authority Board of Commissioners Briefing Meeting
1/13/11	Citizen Review Committee Meeting

Section 5: Seattle Housing Authority Reference Documents

Document	Date
Family Self Sufficiency Program 2009 Performance Report through November	2009
Family Self Sufficiency Program Annual Report 2008	2008
Information available on Seattle Housing Authority website http://www.seattlehousing.org/news/strategic	2010
Information available on Seattle Housing Authority website http://www.seattlehousing.org/redevelopment	2010
Information available on Seattle Housing Authority website http://www.seattlehousing.org/news/mtw/2010	2010
Information available on Seattle Housing Authority website http://www.seattlehousing.org/redevelopment/yesler-terrace/overview	2010
Resident Satisfaction Survey	November 2009
Seattle Housing Authority Data <ul style="list-style-type: none"> • Work-likely Households at Yesler Terrace • Demographic data by age, race, income for RV, HP, NH, YT 	September 2010
Seattle Housing Authority Economic Opportunity Strategic Plan, Fiscal Years 2010-2015	July 2010
Seattle Housing Authority Strategic Plan Draft 2011-2015	9/23/10
The Job Connection 2008 Annual Report	2008

Section 6: Seattle Housing Authority - Yesler Terrace Reference Documents

Document Title	Date
Social Infrastructure Planning for Yesler Terrace Redevelopment RFP Addendum #1	July 2010
Yesler Terrace (Redevelopment) Concept Evaluations	May 2009
Yesler Terrace Background Report	September 2008
Yesler Terrace Choice Neighborhoods Grant Opportunity	November 2010
Yesler Community Center Final Design Program	March 1, 2002
Yesler Terrace Concept Variable & Planning Concepts	April 2009
Yesler Terrace CRC Evaluations Summary	June 2009
Yesler Terrace CRC Glossary of Urban Planning and Design Terms	2007-2008
Yesler Terrace CRC Guiding Principles	November 2007
Yesler Terrace Demographic Totals for Current Household Members	October 2010
Yesler Terrace EIS Supporting Information	March 2010
Yesler Terrace Explorations of Ideas	March 2009
Yesler Terrace Financial Modeling	February 2009
Yesler Terrace Neighborhood Studies	February 2009
Yesler Terrace Planning Elements Overview	January 2009
Yesler Terrace Redevelopment EIS: Chapter 1 Summary	October 2010
Yesler Terrace Redevelopment Feedback Summary Workshop 1: Living in an Urban Environment	August 2008
Yesler Terrace Redevelopment Feedback Summary Workshop 2: Future Housing in Yesler Terrace	August 2008
Yesler Terrace Redevelopment Feedback Summary Workshop 3: Jobs—Business Development	October 2008
Yesler Terrace Redevelopment Feedback Summary Workshop 4: Community Health in the Future Yesler Terrace	October 2008

Document Title	Date
Yesler Terrace Redevelopment Feedback Summary: Open House	July 2008
Yesler Terrace Redevelopment Open House: Community Priorities notes	July 2008
Yesler Terrace Social Infrastructure Planning	September, 2010
Yesler Terrace Urban Design Case Studies	Unknown
Somali and Oromo Cultural and Character Education Group Brochure	2010
Somali and Oromo Cultural and Character Education Group Project Proposal	2010

Section 7: Notes from Seattle Housing Authority-facilitated Meetings

Document Title	Date
CRC Meeting Notes	
Seattle Housing Authority- Yesler Terrace Phase III Citizen Review Committee Meeting Minutes	May 13, 2009 March 11 & June 10, 2010
Yesler Terrace CRC Meeting Handout	May 2009
CRC SIP Meeting Notes	
CRC SIP Sub-Committee Meeting Notes	May 26, 2010
Yesler Terrace Social Infrastructure subcommittee meeting notes	April, May & October 2010
Yesler Terrace Social Infrastructure subcommittee meeting handout	July 2010
Misc Meeting Notes	
Neighborhood House meeting notes	November 2009

Section 8: Additional Documents and Best Practice Research

Document Title	Author(s)	Date
A Community Under Construction	Ed Finkel	Spring 2009
A Framework for Considering the Social Value of Postal Services	Nancy Pindus, Rachel Brash, Kaitlin Franks, Elaine Morley	February 2, 2010
Broken Windows: The Police and Neighborhood Safety	James Wilson and George Kelling	March 1982
Building "Community" in Mixed Income Developments: Assumptions, Approaches, and Early Experiences	Robert Chaskin and Mark Joseph	January, 2010
Building Community in Mixed-Income Developments	Robert Chaskin and Mark Joseph	January, 2010
Building Community: The Tradition and Promise of Settlement Houses	Janice Hirota, Prudence Brown, and Nancy Martin	1996
Case Studies of Housing and Community Redevelopment in the United States and the United Kingdom	Diane Levy, Harris Beider, Susan Popkin, David Price and Aurélie Broeckerhoff	February, 2010
Combating Violence and Delinquency: The National Juvenile Justice Action Plan	US Department of Justice	1996
Communities: Mobilizing Against Crime, Making Partnerships Work	US Department of Justice	August, 1996
Diverse New Holly Still Struggling to Break Down the Cultural Divide	Ambreen Ali and Kathy Mulady	May 12, 2008
Early Resident Experiences at a New Mixed-Income Development in Chicago	Mark Joseph	2008
First Hill Neighborhood Plan	Seattle Department of Neighborhoods	November , 1998
High Point Community Assessment Report	Pyramid Communications	2009
Home for Life	Janice Blanchard and Jan Schwarz	2006

Document Title	Author(s)	Date
Hope VI for High Point Final Evaluation Report	Rachel Garshick Kleit and Anna Brandt	June, 2009
Inclusive Public Housing: Services for the Hard to House	Brett Theodos , Susan J. Popkin, Elizabeth Guernsey, and Liza Getsinger	February, 2010
Information available on Seattle Housing Authority website http://www.seattlehousing.org/CommunitySites/rainervistacommunity		October, 2010
Information available on Seattle Housing Authority website http://www.seattlehousing.org/CommunitySites/newhollycommunity/DirectoryofServices		November , 2010
The High Cost of Being Poor in Washington State: Community Voices & Proposed Solutions	Brenda Anibarro, Mina Yoo, Anjulie Gantie, Soya Jung, Bob Watrus	2009
Summary of Jordan Downs Redevelopment http://www.jordandowns.org/default.aspx	Unknown	Unknown
Living in Mixed-Income Development: Resident Perceptions of Benefits and Disadvantages of Two Developments in Chicago	Mark Joseph and Robert Chaskin	July, 2009
Neighborhoods of Choice and Connection: The Evolution of American Neighborhood Policy and What It Means for the United Kingdom	Bruce Katz	July, 2004
NewHolly Neighborhood Matching Fund Project Final Report	Marty Curry	March 2009
News on the Shelf: Teens in Libraries	Julie Spielberger, Carol Horton, Lisa Michels, and Robert Halpern	July 31, 2004
"Pushing Out the Poor"	Real Change	October 20, 2010, Vol. 17, No. 42
Quiet Crisis: Age Wave Maxes Out Affordable Housing, King County 2008-2025	Tom Byers, Rhonda Peterson, Kristi Buck, Trang Tu	February, 2009
Reinventing Public Housing	Howard Husock	November 8, 2010

Document Title	Author(s)	Date
The Role of Neighborhood Social Networks in Scattered-Site Public Housing Resident’s Search for Jobs	Rachel Garshick Kleit	2001
Sandtown-Winchester Neighborhood Transformation Initiative: Lessons Learned about Community Building and Implementation	Prudence Brown, Benjamin Butler, and Ralph Hamilton	2001
Seattle University Youth Initiative 2010 – 2013 Action Plan		November 2010
Seattle Department of Parks and Recreation Fee Schedule	Seattle Department of Parks and Recreation	November 13, 2009
Tackling Neighborhood Poverty: Developing Strategic Approaches to Community Development	Carolina Reid	Winter 2006

BUILDING CHANGES

END HOMELESSNESS
TOGETHER