



Yesler Terrace Redevelopment 2016 Annual Implementation Report

This report documents the activities, milestones and key accomplishments in 2016 to achieve housing production goals, enhance educational, health, and employment opportunities for people, and build amenities that foster a healthy and thriving neighborhood for Yesler Terrace.

Executive Summary

Yesler Terrace is 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, close to 80 years later, it is becoming a thriving, mixed-income community that is respectful of the neighborhood's rich history and cultural traditions, while also creating safe, healthy and sustainable affordable housing, new parks and open spaces, increased transportation options and enhanced economic opportunities.

The vision and success of the Yesler neighborhood transformation is rooted in many deep collaborative partnerships.

Community Engagement

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. Ongoing engagement of the Yesler, First Hill, Little Saigon residents and the Citizen Review Committee continues to shape the design, policies and programs of the evolving community.

Department of Housing and Urban Development (HUD)

HUD is a major partner in supporting the redevelopment through funding and technical assistance.

City of Seattle

Numerous departments in the City have worked collaboratively since 2006 to create and implement the Yesler transformation plan including the Office of Housing, Department of Construction and Inspections, Seattle Department of Transportation, Seattle Public Utilities, Department of Neighborhoods, and Human Services Department. Major outcomes include creating the Yesler Masterplan zone, increased public open space, additional low income housing, and upgrading streets, transit options and public infrastructure to serve a dense community

Seattle University

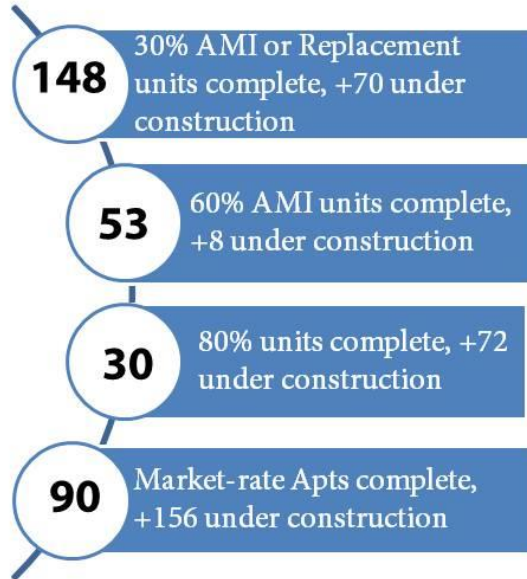
Seattle University is the lead education partner and works with Seattle Housing Authority, Neighborhood House and Therapeutic Health Services in collaboration with Catholic Community Services, the Parks Department, and Seattle Public Schools to provide supports and services for student-residents to improve their academic achievements. Together, these organizations provide education services are available for children 3 – 18 years-old and in their homes, schools and community locations.

Private Philanthropy

JP Morgan Chase Foundation, the Kresge Foundation, Seattle Foundation and Boeing Foundation have invested in Yesler transformation activities.

Highlights of major accomplishments include:

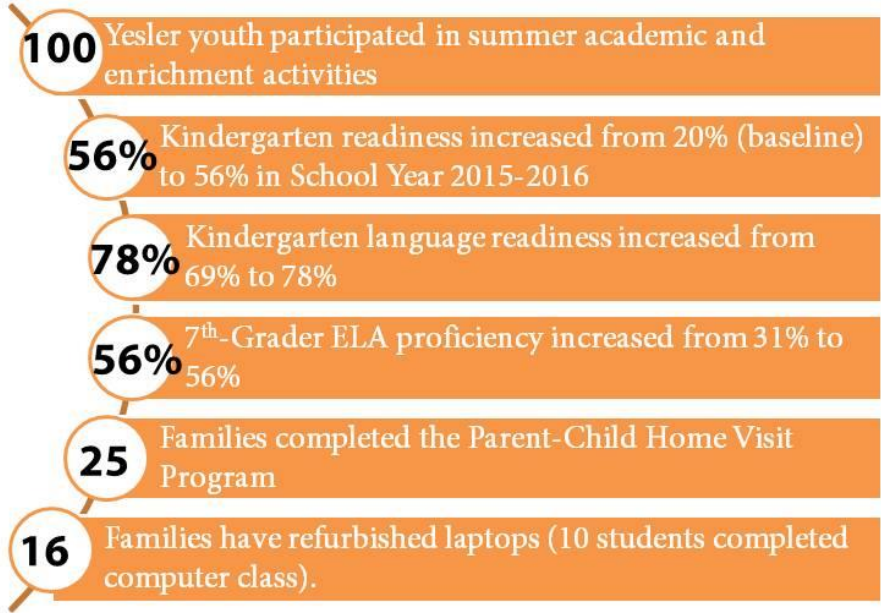
Housing for All Incomes



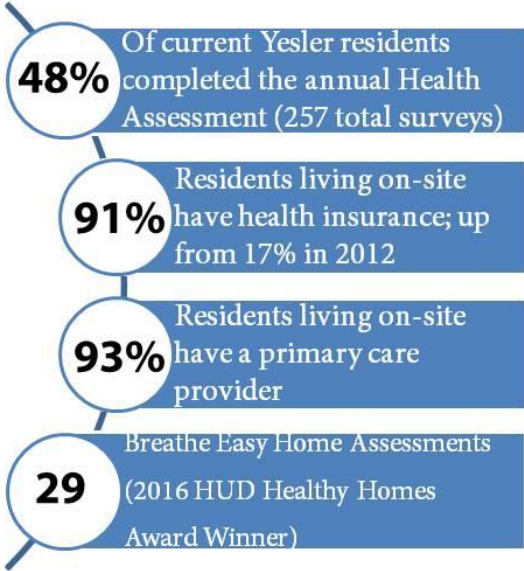
A Complete Neighborhood



Quality Education for All



Healthy Outcomes



Economic Opportunities



Original Yesler Residents



Investing in People, Neighborhood, and Housing

Seattle Housing and our partners are developing a holistic approach to a safe, healthy, and sustainable community that meets the needs of all people regardless of their income.

Throughout the Yesler Terrace neighborhood transformation, Seattle Housing Authority engages 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, adjacent neighborhoods, anchor institutions, city agencies and service providers. The Committee defined the core values and goals within the Guiding Principles document. SHA staff and partners regularly attend a wide variety of community meetings to get input and feedback on housing and neighborhood design and on program activities.

PEOPLE

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

Partnerships have important home bases in many parts of the Yesler Neighborhood. The renovated Epstein Opportunity Center houses Neighborhood House's Early Childhood Assistance and Education Program, Catholic Community Services Youth tutoring program, community rooms and an economic opportunities center. Raven Terrace has space for community gatherings and is home to Neighborhood House



family support workers and NeighborCare Health **A group of residents at the grand opening for Raven Terrace**

community health workers. The Yesler Community Center has many valuable programs for the community. All Seattle housing apartment buildings have Little Free Libraries in the lobbies and are visited by Seattle Public Library programs.

Education Initiatives

Seattle University leads a collaborative of several organizations providing education support for low-income youth and in the Yesler neighborhood with the goal of all youth graduating

from high school ready for college or careers. Some of the key outcomes and activities in 2016 are:

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- Seattle University conducted the annual education data analysis of 2015-2016 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. Following are some of the key findings:
 - **In attendance**, the class of 2026 (2nd Grade) and the class of 2023 (5th Grade) experienced significant improvement from the baseline.
 - The percent of students **meeting Kindergarten Readiness Indicators** increased from the baseline in all areas except physical readiness. In addition, the percent of students ready in all six domains of Kindergarten Readiness Indicators improved from 20% at baseline to 56% in 2015-2016.
 - In **English Language Arts**, students in the class of 2021 (7th grade) and class of 2020 (8th grade) made large gains.
 - In **Math**, students in the class of 2021 (7th Grade) made the largest gains.
 - Most Yesler Terrace students attend their neighborhood school;
- In partnership with Seattle University, and social services providers, SHA continues to implement several partnerships that provides education interventions to help children succeed in school including the following:
 - Early learning programs
 - After-school tutoring
 - Classroom teaching support
 - College preparation, mentoring, and scholarships
 - Summer academic enrichment programs
 - Social/emotional support for Garfield high-school students
 - Family engagement support
- During summer 2016, approximately 100 Yesler children and youth participated in academic and enrichment activities led by several organizations.
- SHA has launched the Home from School pilot at Bailey Gatzert Elementary School for the 2016-17 school year in order to provide stable housing for homeless students and their families in the Gatzert school



Children playing in the Kebero Courtyard during one of three block parties in summer 2016.

attendance area. At the start of the 20-16-17 school year, approximately 50 Gatzert students qualified under McKinney-Vento. To date, three formerly homeless families have been housed in an SHA owned unit or through a Housing Choice (Section 8) Voucher.

Health Initiatives

- The Community Health Workers (CHWs), all of which are Yesler Terrace Residents, continue work to engage Yesler residents in discussions about health-related topics.
- In 2016, the Yesler CHWs completed the annual Health Assessment survey—the fourth of the six annual surveys to be implemented by NeighborCare Health as part of the Choice Neighborhoods Grant. The results have indicated the following:
 - 93% of the respondents indicated they have a primary healthcare provider.
 - 57% of the heads of households living on-site reported they exercise regularly at least three times per week.
 - 79% of the heads of households reported they had a physical in the last two years.
 - 80% of the on-site heads of households indicated they consider their health fair, good or excellent.
 - There is a strong indication that people feel safe. 87% of the heads of household living on-site indicated Yesler is a safe place to live, up from 67% in 2014.
 - 91% of the heads of households currently residing at Yesler indicated they have health insurance.
- The CHWs have been integral in fostering and sustaining the “trustworthy” relationships current residents and have utilized building orientation meetings to build relationships.
- Additionally, during the in-home visits, the CHWs incorporated goal setting and action plans with residents to improve health related behaviors. The topics included improving primary care appointment adherence, nutrition and exercise goals, and increasing attendance at community activities.
- Launched in 2015, the Yesler Breathe Easy Program creates healthy homes and vibrancy. Through a series of one-on-one visits from trained community health workers. The program is a product of multiple interventions from the SHA staff and has proven to be effective over a decade of redevelopment. The program uses evidence based practices to make gains in improving resident health, especially to those suffering from asthma and other respiratory illnesses.
 - All Seattle Housing built apartments contain Breathe Easy features, such as, an energy recovery ventilator to filter incoming air inside each individual apartment,



Yesler Community Health Workers facilitating a class on healthy cooking

- 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 received free resources such as green clean toolkits, mattress cover and pillow case sets distributed to households with a respiratory illness present in the home; a HEPA filtered vacuum cleaner to households with a respiratory illness, and walk-off mats. Community health workers completed 29 home visits in 2016.
- Yesler Terrace was awarded the HUD Secretary's Healthy Homes Award in June 2016 for the Breathe Easy program.

Assessing the Impact of Redevelopment Activities at Yesler

In partnership with SHA, Public Health – Seattle & King County, started the implementation of a Robert Wood Johnson Foundation research grant entitled “Seattle's Yesler Terrace Redevelopment: Assessing the Impact of Multi-Sector Strategies on Redevelopment Plans and Community Health” The purpose of the grant is to examine whether the redevelopment strategies improve health and well-being among a cohort of low-income and diverse Yesler residents.

Community Building Initiatives

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 plan. The plan in this white paper will be evaluated and adapted as community members continue to take on leadership roles and develop the community building processes for the Yesler neighborhood.

Through working with community members to launch the Yesler Terrace Community Building Network framework (Appendix D), the Community Builder at Yesler had great impact on the resident leadership opportunities, social affinity groups, community engagement, and community building, including the following results:

- Over 100 neighbors came together to celebrate the first Yesler Eid Celebration during the summer, which in turns builds community and contributes towards cross-cultural understanding of the community;
- Community leaders hosted three Summer Ice Cream Socials designed to encourage neighbors to share casual discussion, enjoy frozen treats, exchange summer resource information, and talk about life at Yesler. The volunteers also hosted brainstorming and

planning discussions to form the leadership groups that will host the Yesler Block Parties at Raven Terrace, Kebero Court, and South Yesler Terrace in Summer 2017.

- Yesler residents participated in social knitting and sewing groups,
- The Yesler Terrace Community Council worked with the Park's Yesler Community Center to engage in conversations about programming and activities the residents would like to see take place at the Community Center. Over 60 Yesler residents attended.
- Over 80 community members, parents, staff, and fellow artists engaged in discussion with the Yesler Youth Media Project students. Several of the teen film makers have been involved in the project for multiple years. Their 2016 film showcased the changes at Yesler Terrace in addition to other redevelopments and changes occurring throughout Seattle's centrally located neighborhoods.

Employment Initiatives

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 2016, the TRAC Associates on-site Job Placement Specialist made 41 placements with an average hourly wage was \$12.14.
- Over 100 Yesler residents received case management services from SHA Economic Opportunities Specialists.
- In partnership with several employers (City of Seattle, Harborview, Northwest School, Horizon House, Seattle U, Keiro Northwest, Skyline, and Seattle Colleges), SHA facilitated our second Workplace Communication / Job Shadowing Cohort Program. The program involved Seattle Central College teaching a class at Yesler starting in September, coupled with paid job shadowing for SHA adult students.
 - All fourteen residents who started the program completed the program. At graduation each participant received a laptop computer to support and help them with their job search.
 - The Workplace Communication / Job Shadowing program is hugely successful and in high demand by the residents of Yesler Terrace. The program contributes it's success to the ESL component, that includes a strong job readiness curriculum, as well as the actual job shadowing; the combination of exposure to an actual work environment and job-related ESL instruction is very effective, and; the program is working to help participants find jobs, though not necessarily where they participated in job-shadowing.
 - As of January 30, 2017, seven of the 14 Workplace Communication / Job Shadowing participants are currently working. The other seven are working with the Job Placement Specialist to help them secure employment.
- Ten Yesler Terrace youth were offered paid internships in 2016 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 throughout the year attended by Yesler Terrace residents.
- In In 2016 SHA formed a new partnership with Seattle Vocational Institute for pre-apprenticeship in construction training.
 - 14 SHA tenants graduated from the Seattle Vocational Institute Pre—Apprenticeship in the Construction and Trades (PACT) program.
 - Eight of the 14 graduates are currently working in construction.
 - Of the eight who are working in construction, three of these are members of the electricians union.
- Since construction started in 2013, there have been 238 Section 3 individuals placed on these Yesler projects to date, with 45 of the 238 placed in 2016. 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 (8% in 2016).
 - 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, with another \$4.4M in infrastructure contracts for 2016.
 - 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 seven projects completed to date, the contractors' actual participation rates are generally exceeding their commitment amounts, with a total WMBE utilization percentage of 17.15%.
 - The contractors' Section 3 business participation rate was 6.3%.
- In response to the needs of Yesler residents. SHA continues to partner with Seattle Colleges to offer the Industrial Sewing Class with 17 participating in 2016. 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.



Staff from Muses of Seattle teaches an SHA resident industrial sewing techniques.

- Several local employer partnerships to hire Yesler residents have emerged, including JoviPak, United Textiles, and Filson Industries. 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 Outdoor Research 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 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.

Employment Success Stories

- **Huyen Dang, Yesler Terrace Resident**

Began the Workplace Communication / Job Shadow Program at Yesler Terrace in September 2016 While in class, she engaged in activities, learned new professional skills, assisted her peers in class, and gained insight into the lifestyle required to be in the workforce. For her job shadowing, Huyen worked at Keiro Northwest, a residential program providing care to the Asian elderly community, along side her supervisor as a Unit Clerk.

A combination of the skills learned in the Workplace Communication / Job Shadow Program and Huyen's natural energetic personality helped her obtain a full-time position with benefits at Keiro Northwest as a Unit Clerk paying \$18 per hour. After completing the required 150 hours of job shadowing experience, Huyen started her new full-time position on Monday November 26.

- **Mberwa Sadik, Yesler Terrace Resident**

Yesler resident Mberwa Sadik applied and was hired for an SHA Maintenance tech position at Yesler Terrace. With the support of Economic Opportunities Coordinator Ron Jenkins the TRAC Associate job placement staff member Leila Abdikarim based at Yesler worked closely with Mberwa to support him through the hiring process, including helping him to update his resume and prep for the interview by giving him sample questions. Mberwa is earning \$22.00 an hour.

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

On July 2, 2012, all 493 households residing at Yesler Terrace received a certificate guaranteeing their "Return Rights" when an appropriate Replacement Housing unit is available. As of the end of 2016, 261 households were given an 18 month advanced notice to relocate, and had a choice to move within Yesler Terrace or move off-site. Residents who wished to move off-site were given a choice to at locations throughout SHA's housing

portfolio, or of using a Housing Choice Voucher. Residents were provided the relocation assistance services detailed below. Every resident whose choice was to stay at Yesler Terrace during the redevelopment has been able to remain on-site. Residents who relocated off-site are offered first priority to return each time a new Replacement Housing building is completed. Of the 493 original households at Yesler at the start of redevelopment, 284 currently still live at Yesler Terrace. Of these, 27 opted to relocate off-site temporarily and then later decided to return to live in Replacement Housing, while 257 never left the site throughout the redevelopment.

2016 Relocation activity

- Phase 4 of relocation began April 2, 2016 and is expected to be complete by October 2017. There are 103 units, occupied by 76 households when the 18 month notice was issued to initiate this phase of relocation. During the beginning of Phase 4, four households chose to move directly to Replacement Housing at Raven Terrace. Thirty-nine indicated their intent to move directly to Replacement Housing at Hoa Mai Gardens upon its completion in June 2017. Eleven households have chosen to relocate off-site thus far.
- Phase 3b, which began in 2015, concluded in late 2016, with all five households relocating months before demolition was planned for the construction of Red Cedar, future Replacement Housing at Yesler Terrace planned to begin construction in 2017. Four of the households chose to move to the newly completed Replacement Housing at Raven Terrace and the remaining households chose to temporarily relocate onsite to the existing housing.
- Seattle Housing Authority provided the following relocation services for relocating residents in Phase 3b and Phase 4 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, 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 if needed.
 - 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.
- Thirteen (13) households who previously relocated away from Yesler Terrace made use of their "Right to Return" at Raven Terrace in 2016. Seattle Housing Authority paid for their moving costs to return.
- Fifteen (15) households located in original Yesler Terrace housing adjacent to the planned construction site of Red Cedar were offered relocation assistance to determine

if they would rather move away from the zone impacted by construction, although no deadline was set requiring them to relocate by any specific date. Three chose to relocate onsite to Replacement Housing at Raven Terrace and two chose to relocate temporarily off-site (one to New Holly, the other out-of-state with a Housing Choice Voucher).

- In 2016, SHA staff participated in six community meetings and a total of 152 counseling sessions with residents regarding relocation, with interpretation in eight 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

- 10th Ave S Hillclimb opened in April 2016, connecting Little Saigon and Yesler Terrace with safe, artful and inviting paths and stairs.
- The Yesler Neighborhood Park (Appendix C) and the Fir Street Pocket Park underwent a collaborative design with Yesler residents, the Design Commission, and other stakeholders. Both are under construction in 2017 and will open for public enjoyment in 2018.
- 20 temporary P-Patch plots installed on Block 4



A design rendering of the pocket park (facing east) on 10th Avenue S. and E. Fir Street.

in 2016, and 20 more plots are being constructed and will open with Hoa Mai Gardens in June 2017.

- The renovation of Washington Hall was completed by Historic Seattle, with Choice Neighborhoods funding in May 2016, and is now open for community activity.
- Washington Hall is home to several community organizations and arts programs including 206 Zulu, Hidmo, and Voices Rising. These organizations engage youth, low-income people, and people of color, and LGBTQ community members through arts, culture, media, music, coalition building, and leadership development.
- A series of art programs kicked off in spring 2016, funded by a three year Kresge Foundation grant. Artists Charles Parrish and George Lee were hired to create original public art works for permanent installation at Yesler Terrace. Parrish, a portrait sculptor,

will feature important founding figures in the history of Yesler Terrace. Lee will create an original sculpture, as well as a community table and chairs, for the Fir and Broadway pocket park

- Artists Pat Graney and D.K. Pan were also contracted for one and two year residency positions focusing on community engagement programs, including art workshops focused on stories and place, a hip hop dance program for youth, a community portrait project where residents sat for formal portraits and received copies, marking an important moment in their and their surrounding area's history, and community beautification projects, like the design and painting of the Yesler Terrace garden club's tool shed.
- Other art programs, including a full time, paid 6 week summer youth media program and an artisans sewing collective, managed by Muses, a nonprofit dedicated to providing immigrant populations with apparel training, were implemented and will continue in the coming years.
- During the summer of 2016, 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 (201 to date) developed by Seattle Housing Authority will be visit able by a person in a wheelchair. In addition, to date Seattle Housing Authority built a total of 42 fully-accessible units: 13 in Kebero Court, 1 in the Baldwin Apartments, 13 in Raven Terrace, and 15 at Hoa Mai Garden.
- 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).
- The master plan includes a system of well-lit, accessible pedestrian pathways extending from 9th Avenue and First St. to the 10th Avenue Hillclimb. Parts of this system are complete and other parts are under construction. When complete this system will provide accessible travel from First Hill down to 10th Avenue.



An advertisement for a block party at Yesler Terrace. Three block parties were held during summer 2016.

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



The lobby of Raven Terrace, Completed in 2016, 83 total units.

compared to any alternative development scenario.

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.

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. Our buildings are constructed solar ready so that photovoltaic systems can be installed 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.

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 as well as a system of parks and community gardens.

The First Hill Streetcar is providing access to adjacent neighborhoods and light rail stations. New bicycle facilities and pedestrian paths connect Yesler to Little Saigon and First Hill in new ways.

- 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.
- Seattle Housing Authority's WaterSmart Program, introduced at Kebero Court, fosters water conservation by billing households for water use only if the household's use is above a certain threshold (number of gallons per day) based on the household's size. For example, a family of four is billed for water use only if their consumption is above 96 gallons per day. Together with water-saving fixtures in the building, the household's behaviors thus conserve water. 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
- Water saving fixtures and the billing program has led to significant water conservation.
 - In 2016, average daily water usage for Kebero Court is 33 gallons per capita per day (GPCD), and Raven Terrace's daily usage is at 32 GPCD.
 - This far below the 2010 averages at the national level (89 GPCD) and Seattle household average 52 (GPCD).
- 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 still being considered for upcoming landscape installations in some form in the design of the various parks throughout the Yesler Redevelopment.
- A total of 26,363 tons (approximately 78%) 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

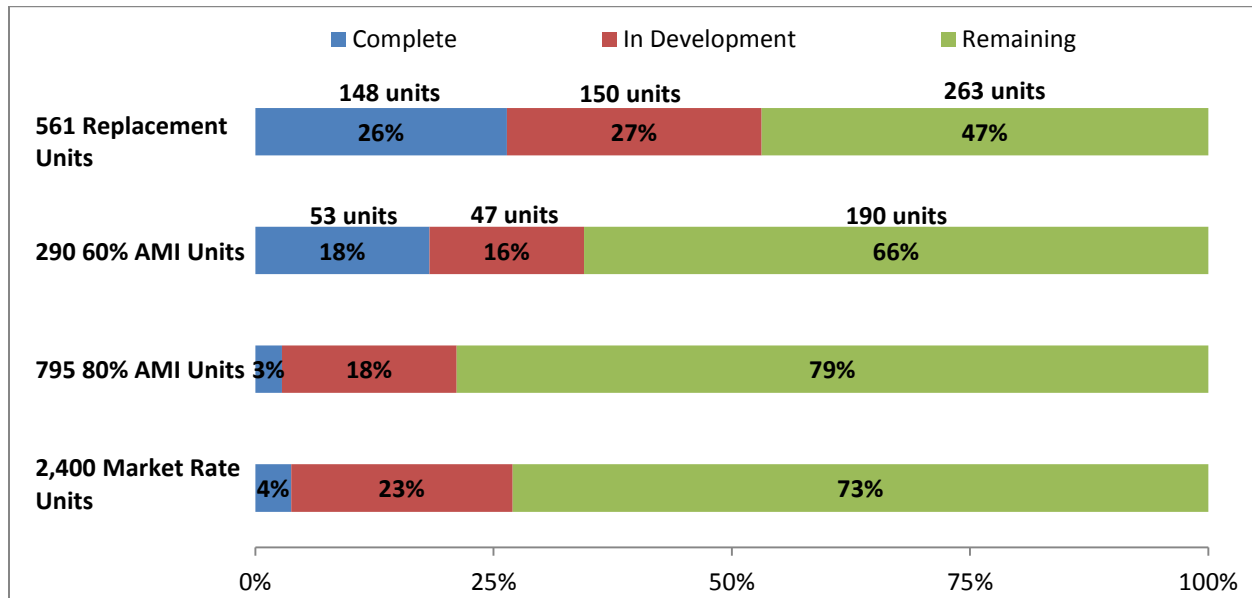
Sustainable Development Standards. Anthem on 12th, developed by Spectrum Development Solutions achieved LEED Silver certification.

- In 2014, Seattle Housing studied various energy and water efficient design features to create standards in future buildings starting with Hoa Mai Gardens, which will be completed in June 2017. The 111-unit building will include a rainwater-harvesting system and a proven solar system to pre-heat domestic hot water.
- In conjunction with the Initiative, Seattle Housing partnered with Seattle Parks and Recreation to create the Youth Environmental Leaders Program—now in its second year. Beginning in the fall of 2016, Eight Yesler Terrace youth are currently participating in the program (expected to be complete in Q1 2017), gaining important environmental education and leadership skills. The youth are working to form a shared vision and mission for a Green Yesler Team and help educate the community about waste reduction resources.

HOUSING

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

Yesler Housing Progress



All residential buildings at Yesler will welcome a wide range of people making Yesler their home through providing a range of sizes of units, high degree of accessibility, and a full range of affordability in a community of opportunity.

SHA Housing Development

- The renovated Baldwin Apartments continues to be home to 15 Yesler Terrace households who formerly lived in the older Yesler Terrace housing.
- Kebero Court, with 103 units low-income apartments was constructed and fully leased by September 2015.
- Raven Terrace, which includes 83 low-income apartments units, was completed in January 2016. The building is currently fully leased.
- Hoa Mai Gardens, with 111 low-income apartments, construction is currently underway with expected completion in late June 2017. Outreach to Yesler residents in underway.
- Red Cedar, 119 low-income apartments is in the final stages of permitting. Construction will begin in second quarter of 2017.

Private Sector Housing Development

- Anthem on 12th Apartments, completed in 2015 which include 120 apartments, 30 of which are available to households with incomes up to 80% of the Area Median Income.
- Batik (Vulcan Real Estate), which includes 195 apartments, 39 of which will be available to households with incomes up to 80% AMI will be completed in 2018.

- Vulcan Real Estate Block 3 housing will be under construction in third quarter of 2017 with 237 apartments, 48 of which will be available to households with incomes up to 80% of Area Median Income.
- Modera First Hill, 290 apartments, 77 of which will be available to households with incomes up to 80% of the Area Median Income is in the design and permitting phase.

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 Market-Rate	30 90	120	120
<i>PHASE 2</i>					
Raven Terrace	Q1 2016	Replacement Housing ¹ Up to 60% AMI	50 33	83	83
Hoa Mai Gardens	Q2 2017	Replacement Housing ¹ Up to 80% Up to 60% AMI	70 33 8	111	
Red Cedar	Q4 2018	Replacement Housing ¹ Up to 60% AMI	80 39	119	
Batik	Q2 2018	Up to 80% AMI Market Rate	39 156	195	
Vulcan Block 3	Q4 2018	Up to 80% AMI Market Rate	48 189	237	
Modera	Q1 2019	Up to 80% AMI Market Rate	77 213	290	
TOTAL UNITS				1273	321

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

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

- In 2016, Seattle Housing and our partners conducted outreach to engage Yesler residents for input on open space and housing design.
 - The design teams for the Hoa Mai Gardens, Red Cedar, and Vulcan Real Estates' buildings presented, sought, and incorporated community input from Yesler Terrace Community Council meetings and the housing subcommittee of the Citizen Review Committee.
 - Input was also sought and incorporated from Yesler residents on the designs and features for the new Neighborhood and Fir Street Pocket Park.
 - 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 pages 24 & 25 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 2016, 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 2016, 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.

- January 13, 2016 (CRC Members, SHA Staff, and guests attended)

- November 30, 2016 (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 at minimum, in four different languages.

- January 12, 2016
- February 9, 2016
- March 8, 2016
- April 12, 2016
- May 10, 2016
- June 7, 2016
- July 12, 2016
- August 9, 2016
- September 13, 2016
- October 11, 2016
- November 9, 2016



A meeting of the Yesler Terrace Community Council in the Community Room of Raven Terrace. The YTCC meets every second Tuesday of the month.

P-Patch Community

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. In 2016, there was a temporary P-Patch (during construction period) for Yesler residents located on Block 4 and another P-Patch (20 plots) is under construction at Hoa Mai Gardens (expected completion in June 2017).

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 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 10, 2016 – Resident Relocation information meeting for residents in Phase 3c who are interested in relocating early.
- April 19, 2016 – Resident Relocation information meeting for Phase 4 with Amharic/Tigrinya/Spanish interpreters.
- April 21, 2016 – Resident Relocation information meeting for Phase 4 with Somali/Oromo interpreters.
- April 21, 2016 – Resident Relocation information meeting for Phase 4 with Vietnamese, Cantonese, and Khmer interpreters.
- April 28, 2016 – Childcare Providers Issues at Yesler Terrace.

- August 31, 2016 – Relocation Update at Vietnamese Community Tea Time
- Monthly relocation update at Yesler Terrace Community Council meetings (see schedule above).

Community Building Activities

The Community Building Network system developed in 2015 through a visioning process led by residents was implemented in 2016. Yesler community members engaged in social activities in the neighborhood to help them connect with current and new neighbors. The Community Builder provided logistics support for the monthly Yesler Terrace Community Council and coordinated with community members in the following events and activities:

- 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)
- Story Time for Adults and Cultural Exchange (Meets once a month)

Other Meetings in 2016

- January 19, 2016 – Yesler Park Design Presentation
- February 5, 2016 – Raven Terrace Grand Opening
- February 5, 2016 – WA Trust for Historic Preservation Tour of Epstein Opportunity Center
- February 13, 2016 – 10th Ave Hillclimb Grand Opening
- March 16, 2016 – Tour for Seattle Councilmember Lorena Gonzales
- April 28, 2016 – HUD Region IX and X Public Housing Directors Tour
- May 23, 2016 – CRC People Subcommittee Meeting
- July 11, 2016 – Seattle City Council Briefing
- July 20, 2016 – HUD Deputy Secretary and Staff Tour
- August 1, 2016 – 10th Ave Hillclimb Tour for Sound Transit Staff
- August 3, 2016 – National Mixed-Income Communities Research Consultants
- August 30, 2016 – HOPE San Francisco Visit
- November 14, 2016 – Seattle DOT Shared Mobility Hub Community Partners Workshop.
- November 17, 2016 – Yesler Community Collaborative Partners Meeting.
- November 28, 2016 – Meeting with Inter*Im CDA staff to discuss neighborhood integration and building identity strategies.
- December 1, 2016 – JP Morgan Chase Site Visit
- December 7, 2016 – First Hill Improvement Association – Urban Design and Public Space Committee
- December 12, 2016 – Enterprise Community Partners Tour
- December 15, 2016 – Seattle University Faculty Immersion Tour

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 – \$50,000

2013

- HUD Public safety enhancement grant – \$80,000
- JPMorgan Chase Foundation – \$60,000
- Bill and Melinda 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
- Bill and Melinda Gates Foundation – \$30,000
- The Seattle Foundation – \$70,000

2015

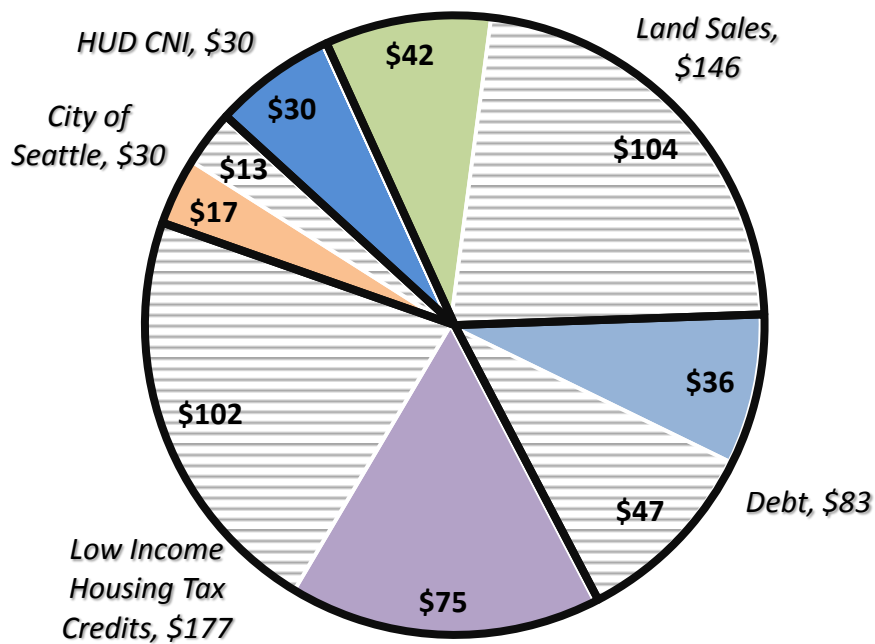
- Low Income Housing Tax Credit Equity - \$21,900,000
- Bill and Melinda Gates Foundation – \$30,000
- Vulcan Inc. – \$4,000
- The Kresge Foundation - \$678,000

2016

- Yesler Community Collaborative – \$15,000

- Bill and Melinda Gates Foundation – \$32,500
- City of Seattle-Home from School Pilot Program – \$193,000
- Robert Wood Johnson Foundation (Awarded Public Health Seattle King County in partnership with SHA) – \$451,000
- Yesler Land Sales Proceeds – \$5,920,000

Yesler Funding Progress (in Millions)



	Secured	Future	Total
Land Sales	42	104	146
Debt	36	47	83
Tax Credit Equity	75	102	177
City of Seattle	17	13	30
HUD CNI	30	-	30
Total	\$200	\$266	\$466

Next Steps for 2017

The funding secured to date will allow Seattle Housing Authority to progress 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 2017, will be significant in that relocated residents will be welcomed into the third 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 2017:

Education

- Completion of Yesler Environmental Youth Program serving eight young people from Yesler.
- Continuation of the Home from School pilot at Bailey Gatzert to support homeless families and students.
- Continuation of the SHA Education Engagement Specialist support for Yesler's students, providing them with education-related interventions.
- Continuation of on-site after-school tutoring for Yesler students
- Continuation of Therapeutic Health Services to provide social/emotional support, academic, and wrap around services for Yesler students attending Garfield High School.

Health

- Continuation of Community Health Workers supporting residents for health-related activities
- Continuation of Breathe Easy Program

Economic Opportunity

- Ten Yesler Terrace youth will have an opportunity to intern for the summer at our various contractor and partner offices to learn more about redevelopment and receive a paid stipend.
- Integrated planning for summer programming with area educational partners to serve over 100 youth.
- Continuation of on-site early learning instruction at Epstein Opportunity Center (ECAP classes).
- Yesler residents receive employment-building skills through the Industrial Sewing Class.
- Through partnership with WDC and TRAC Associates provide job placement services to Yesler residents.

Neighborhood

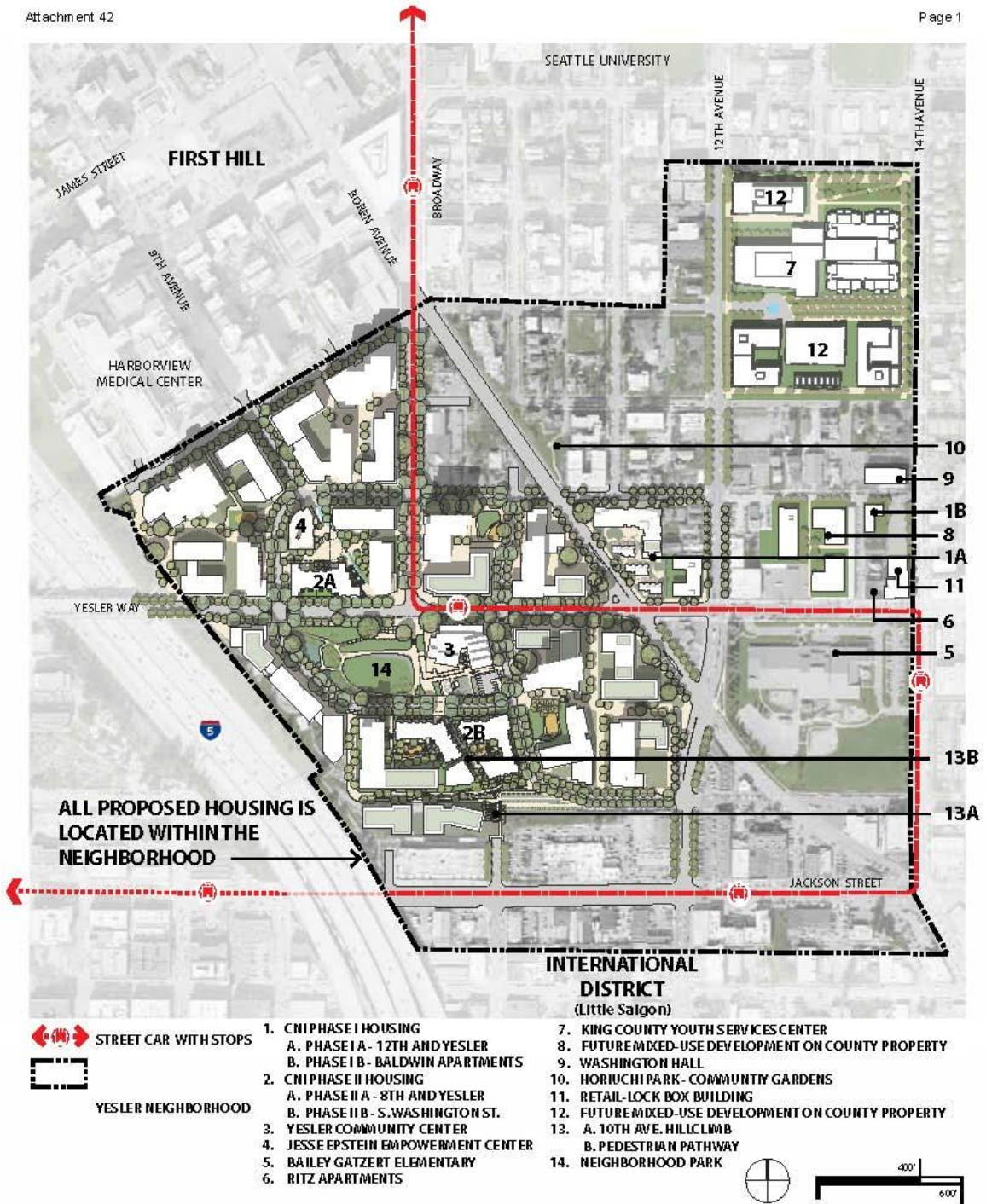
- Hoa Mai Garden P-Patch opens (20 total).
- Yesler Terrace Park construction begins.
- Completion of segments of the new green street loop (E Fir St, 10th Ave S, and S. Washington) and a section of the pedestrian path between Hillclimb and South Washington Street.
- Wayfinding system installation begins and will be completed over next few years.

- Development of new programs to engage community members of all ages in temporary and permanent art work to be created for the neighborhood.

Housing

- Completion of Hoa Mai Gardens (111 apartments).
- Construction by SHA of Red Cedar and by Vulcan Real Estate of Batik and Block 3 development.

Appendix A



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 2016.

Table 1. Status of Existing Public Housing Units as of December 31, 2016

	2013	2014	2015	2016
Total Original Public Housing Units taken out of service ¹	50	100	126	0
Total Original Public Housing Units still in service	511	421	295	295
Total Replacement Units completed or under construction	0	0	98	50
Total Replacement Units in service	0	0	98	148
Units with Federal Operating Subsidy in Service (Original Public Housing + Replacement) Housing	561	421	393	443

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).

Annual Housing Production Targets

In 2016, Seattle Housing completed the construction of Raven Terrace, with 50 units of replacement housing and 33 units at 60% or below AMI.

Table 2. Current Development Status of Housing

			Number of New Units in Development or In Service			Total Units
Building	Block	Type	Architecture & Engineering	Construction	In-Service	
Baldwin Apartments	10	Replacement			15	15
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 *		8		
		80%		33		
Anthem on 12th	4	80% AMI			30	120
		Market Rate			90	
Red Cedar	8	Replacement	80			119
		60% AMI *	39			
Batik	2	80% AMI		39		195
		Market Rate		156		
Vulcan Block 3	3	80% AMI	48			237
		Market Rate	189			
Modera	5a	80% AMI	77			290
		Market Rate	213			
Total Units			646	306	321	1273

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

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% AMI		15	83	50	70	218
Affordable Rental Housing	60% AMI			20	33	41	94
Affordable Rental Housing	80% AMI			30			30
Market Rate Rental	Above 80% AMI			90			90
Total new units to be available for lease-up			15	223	83	111	432

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		
	<i>R</i>	60%	<i>R</i>	60%	<i>R</i>	60%	<i>R</i>	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

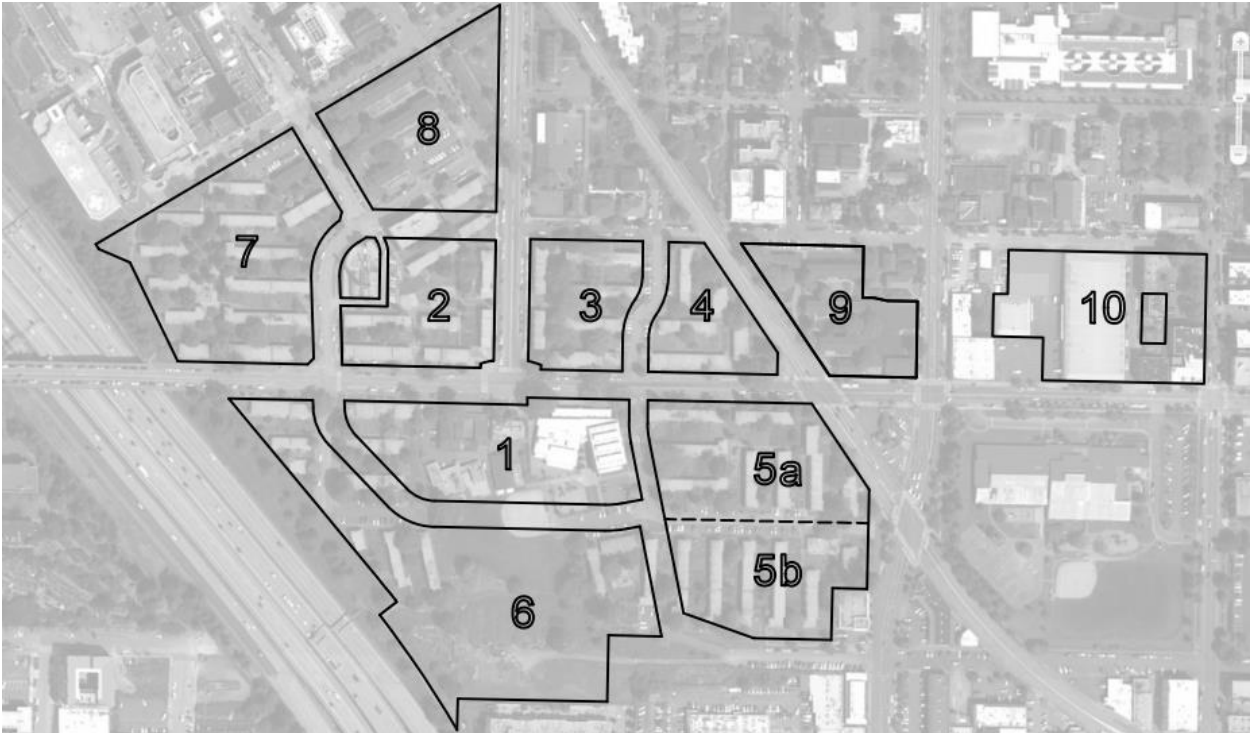
R = Replacement Housing

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									80		
Total Units by Block	0	50	0	0	0	0	70	0	80	83	15

Map of Yesler Terrace by Block Number



Appendix C – Yesler Terrace Park Concept Plan

JANUARY 2016 CONCEPT PLAN



Appendix D – Community Building Network

