



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

### OVERVIEW

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

### MISSION

The Community Building Network exists to:

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

### VALUES

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

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

## GUIDING PRINCIPLES

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

## MEMBERSHIP

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

## MEMBER BENEFITS

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

## MEMBER CONTRIBUTIONS

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

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

## COORDINATION AND STAFFING

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

## ORGANIZING STRATEGIES

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

- Affinity Groups or Committees.
  - Topic Related: Block Parties, Social Sewing Club, Tree Preservation Team, Walk & Talk Group, Safety Committee/Encampment Taskforce, Bicycle Club, Women's Fitness, P-Patch groups, etc.
  - Culturally Specific: Vietnamese Tea Time, East African Lunch and Learns, Youth Leadership Team, Senior Field Trip Group, etc.,
  - Geographically/Building Focused: Block/Area Clubs: Northeast Area (Kebero Court, Anthem, & Baldwin), Northwest Area (residential and offices by Harborview), Southwest Area (residential

and offices south of the central park), Southeast Area(Ho Mai Gardens, and area east of Yesler Community Center, and Central Area (Raven Court and Vulcan Buildings) These 5 projected regions will evolve over time as the residential units come online and natural groupings develop.

- Based on Housing Type/Ownership: Residents of a building or of a group of buildings with a common owner or management company may choose to form a committee or council to interact with one another and with that specific the owner or building manager. Examples include Yesler Terrace Community Council (members of SHA subsidized housing or possibly open to all residents of the Yesler Terrace footprint), Anthem/Spectrum Resident Committee, Baldwin Resident Committee, Vulcan Buildings Resident Council. Private management companies may provide staffing and support for these groups, or they may contribute resources towards the CBN to access support services. The CBN staff will prioritize capacity building, technical assistance, and resources for residents of subsidized units.
- Community-Wide Events. Annual Juneteenth Celebration, Back to School Night, Spring Fling, Cultural Potlucks, Talent Shows, Graduation Celebrations, etc.
- CBN Membership Meetings. Full membership gatherings, or subgroups, will be organized to discuss current community issues and responses, community-wide events, and promote and maintain the collective vision of Yesler Terrace. The frequency and structure of the CBN Membership Meetings will be initially designed by the existing groups with the intent to evaluate and alter the structure based on input from additional groups. The opportunity for all interested stakeholders to gather together to share ideas and support one another is highly valued.

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