



YCC Board

Sue Taoka, President
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Core Partners

Seattle Housing Authority
Seattle University

Community Partners

Black Community Impact Alliance
Capitol Hill Housing
Catholic Community Services
Centerstone
Craft3
Enterprise Community Partners
Evergreen Center for Sustainable Infrastructure
Friends of Little Saigon
Futurewise
InterIm Community Development Association
International Community Health Services
International Living Future Institute
Neighborcare Health
Odessa Brown Children's Clinic
Public Health | Seattle and King County
Seattle Chinatown International District PDA
Seattle Goodwill
Swedish Medical Center
UW Medicine, Harborview Medical Center
YMCA, Meredith Mathews Branch

YCC Funding Partners

JPMorgan Chase & Co.
The Seattle Foundation
The Boeing Company
The Bullitt Foundation

Laying the Foundation for Collaboration and Collective Impact

In June of 2014, leaders from The Seattle Foundation and the Seattle Housing Authority, joined by community and philanthropic partners, envisioned a new organization to support the redevelopment of Yesler Terrace and catalyze equitable community development in the surrounding neighborhoods. Yesler Community Collaborative thus took shape as a means to take advantage of the rare opportunity afforded by Seattle Housing Authority's comprehensive transformation of Yesler Terrace.



By establishing a genuine collaborative among organizations and institutions in and around Yesler Terrace, these leaders hoped to extend the impetus for positive change to First Hill, Capitol Hill, the Central District, Little Saigon, the International District and Pioneer Square.

A nonprofit board came together under the sponsorship of The Seattle Foundation; the board looked to Doris Koo to guide the new organization and assemble a small consultant team. Over the past 18 months, we have brought more than 40 organizations together to pursue a shared vision of equitable community development. Our partners have told us they value our efforts to break down silos across issues and neighborhoods, improve communication among organizations and connect the community and local institutions.

Clearly, our work is just beginning, and the challenges are great. Yet, we are proud to share our progress with you in this report. We look forward to seeing the seeds we have planted over the past 18 months blossom into impactful change leading to social and economic equity and a more sustainable future in these historic neighborhoods in the heart of Seattle.

Sue Taoka,
Board President

GOALS AND ACCOMPLISHMENTS

Our mission is to bring together people and resources to support equitable and sustainable community development at Yesler Terrace and in surrounding neighborhoods.

For the past 18 months, we have focused on laying the foundation to accomplish this mission. We



have achieved this by coordinating, connecting and convening groups within YCC's neighborhoods to develop a shared vision and commitment to action. We have worked with leaders across our YCC neighborhoods – from core partners Seattle Housing Authority and Seattle University to emerging groups like the new Central Area Collaborative. Our partners also include respected community development agencies such as Capitol Hill Housing and the Seattle Chinatown International District PDA, and local technical experts such as Futurewise and the International Living Future Institute.

Our partners have contributed their staff time, creativity and commitment.

Issue-area cohorts are actively working across neighborhoods to address housing, environment and economic opportunity. Together we are illuminating critical issues and developing ways to address gentrification, environment, poverty and social equity.

With a shared vision and effective collective action bolstered by YCC, the redevelopment of Yesler Terrace has the potential to transform one of the most economically challenged areas of Seattle into a vibrant, equitable and sustainable group of neighborhoods. Ultimately our success is defined by the successes of our partners, and the diversity and quality of life in YCC's neighborhoods for people of all incomes.

Accomplishments

- Provided collective voice and vision for equitable community development
- Convened 40+ organizations to work on shared issues
- Facilitated action plans for environment, health, housing, economic opportunity
- Provided assistance in significant fundraising efforts to further partner goals and collective

Housing Cohort addresses affordability, preservation

YCC's Housing Cohort has brought together leaders from the primary organizations that are developing and preserving affordable housing in our neighborhoods. In their first year this Cohort contributed to emerging city policy and launched an initiative to pilot strategies to preserve affordable housing.

Several Cohort members participated on Mayor Ed Murray's taskforce that drafted the Housing Affordability and Livability Agenda (HALA). These recommendations included several policy suggestions from the Cohort, including preservation strategies, innovative financing, and providing incentives to owners to maintain affordable rents.

The Housing Cohort then shifted into action. A \$100,000 grant from Enterprise Community Partners funded Capitol Hill Housing, InterIm and SCIDpda to research and identify candidate properties for preservation. The next step is to test innovative financing and development strategies to apply to these buildings.

We have been presented with the opportunity to work collaboratively with others who share values around the importance of place, of preserving neighborhoods that have special meaning for us because they speak to our hearts.

— Maiko Winkler-Chin, ED,
Seattle Chinatown International District PDA



Work of core partners supports larger vision

The efforts of Seattle Housing Authority and Seattle University to transform Yesler Terrace are at the heart of YCC's work. With the support of \$30 million in Choice Neighborhoods funding from the US Dept. of Housing and Urban Development, Seattle Housing Authority is redeveloping 30 acres in the heart of Seattle. Seattle University is the lead education partner in this effort with a commitment to improving the lives and educational outcomes of neighborhood children.

Both partners have achieved stunning successes in the last 18 months. The Housing Authority celebrated the opening of Kebero Court in June, adding 103 new low-income apartments in the first new housing built at Yesler. Anthem on 12th, the first privately-built new housing, also came on line. More housing and community amenities will be completed in 2016.

Seattle University is making a difference, student by student, in the



success of neighborhood children. Reading scores at Bailey Gatzert Elementary School have improved dramatically, and nearly 200 youth participated in academic activities this past the summer. A \$400,000 grant from the Bill and Melinda Gates Foundation is making it possible for SU's Center for Community Engagement to expand its efforts beyond education, bringing the expertise and energy of students and faculty into the community to support collective impact.

Our goal is to unite local residents and other community leaders from many sectors in pursuit of a common vision of a livable and equitable greater Yesler neighborhood.

— Kent Koth, ED, Center for Community Engagement, SU

Environmental Cohort promotes eco-district concept, looks to further goals across issue areas

The Environmental Cohort focused on identifying shared goals and priority issues common to the YCC neighborhoods. The Eco-District concept, in place on Capitol Hill since 2011, emerged as a way to organize work going forward. In 2016, the Cohort will look at what each YCC neighborhood needs in order to move toward becoming its own unique Eco-District, leading the way to a greener, more equitable future for Seattle as a whole.

Cohort members realized that by working together with City

departments they were each already engaged with, they could more effectively advocate for systems and policy changes on a range of City policies including environmental issues, the Comprehensive Plan and implementation of HALA recommendations.

The Cohort is also researching the concept of a climate-neutral financing district, which would provide incentives to bring more up-front capital for adding green features to development projects in targeted areas.

BUILD Health Challenge boosts collaboration

The BUILD Health Challenge, a grant-funded project led by InterIm Community Development Association, exemplifies YCC's goals of bringing community organizations together to achieve collective impact. InterIm CDA was awarded this \$75,000 grant to create a plan to address the upstream social determinants of health for the Chinatown/International District and the Asian-Pacific Islander community.

YCC assisted in the grant process by helping to formulate a program, write the application and recruit partners. The project has led to a new partnership among InterIm CDA, Public Health Seattle and King County, Swedish Medical Center and others. The plan, including community engagement, is well underway, and will lead to specific actions in late 2016 and beyond.



We welcome being a partner with others from the larger Yesler neighborhood. Together, we are expanding the connections that make Yesler a truly great place to live.

— Andrew Lofton, ED,
Seattle Housing Authority

Working on behalf of our partners, supported by philanthropy

Yesler Community Collaborative came into being because our supporting partners believed in our vision of equitable community development and were willing to invest in us. We are very grateful for their support.

The Seattle Foundation became our founding sponsor in mid-2014, with a \$100,000 seed grant followed by \$50,000 from the Bullitt Foundation and \$50,000 from The Boeing Company. In December 2014 we received a four-year grant from JPMorgan Chase Global Philanthropy. This \$500,000 grant allows us to focus most of our fundraising going forward on supporting our partners' efforts. Both The Boeing Company and The Seattle Foundation renewed their support for YCC in 2015.

Since our founding, we have assisted our partners' fundraising efforts in significant ways. A few hours of YCC technical assistance on a grant proposal, or a conversation with a funder on behalf of a good idea has made a tangible difference.



Our work with Yesler Community

Collaborative excites me. There is power in advocacy – and it is more effective – when we add other dimensions like health and housing. YCC also brings people to the table from different sectors.

We appreciate working with Yesler Community Collaborative for all they bring to the table – capable people, new partnerships and new results.

— Neelima Shah, Program Officer, The Bullitt Foundation

Our partners' fundraising successes in 2015

- \$25,000 pass-through grant from The Boeing Company to support Seattle Housing Authority's Green Healthy Living program
- \$400,000 grant from The Gates Foundation to Seattle University to expand their community outreach in YCC neighborhoods
- \$75,000 BUILD Health Challenge grant to InterIm Community Development Association
- \$100,000 grant from Enterprise Community Partners to support our Housing Cohort's affordable housing preservation efforts
- \$1.130 million in grants and appropriations to support the Central Park at Yesler Terrace (\$500,000 from the WA State RCO recreation grant funds, \$500,000 from the RAVE Foundation, \$130,000 from the Seattle Parks Foundation)
- \$4,000 grant from Vulcan to support an Industrial Sewing Project for Yesler Terrace residents

Looking Ahead to 2016

Now that we have laid the foundation for collaboration and collective impact, we expect to see concrete results in the year ahead.

We plan to work with partners to set policy priorities for the Yesler neighborhoods, thereby bridging community-based partners with systems and policy work. We look forward to working with the City on specific community pilots, such as the YCC affordable housing preservation effort, multi-neighborhood Eco-Districts, and the climate neutral financing district concept. We anticipate sharing successful approaches to workforce and small business development.

We also expect to identify and begin monitoring qualitative and quantitative outcomes as a result of our work. For example, how do we think about our communities five years from now regarding equity indicators such as education outcomes, health outcomes, and the reduction of adult unemployment? How do we measure the benefits of networks and collaboration?

Yesler Community Collaborative

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