Ordinance No. 124192

Council Bill No. 117779

AN ORDINANCE related to the Yesler Terrace Project; lifting a budget proviso imposed on Finance General's Reserves Budget Control Level in 2013 for Yesler Terrace Project Support and amending Ordinance 124058, which adopted the 2013 budget.

Related Legislation File: _____

Date Introduced and Referred: 5.13.13	To: (committee): Economic Resiliency and Regional Relations
Date Re-referred:	To: (committee):
Date Re-referred:	To: (committee):
Date of Final Action: 5-28-13	Date Presented to Mayor: 5/29/13
Date Signed by Mayor: 06-07-13	Date Returned to City Clerk: 06-10-13
Published by Title Only ✓ Published in Full Text _____	Date Vetoed by Mayor:
Date Veto Published:	Date Passed Over Veto:
Date Veto Sustained:	Date Returned Without Signature:

The City of Seattle – Legislative Department

Council Bill/Ordinance sponsored by: Sally Clark

Committee Action:

Date	Recommendation	Vote
05213	APPROVE	2-0 SG RC

This file is complete and ready for presentation to Full Council. _____

Full Council Action:

Date	Decision	Vote
5/28/13	PASSED	7-0

Law Department

Jeanette Blankenship
CBO Lift Proviso on Yesler Terrace Project Support ORD
April 23, 2013
Version #1

CITY OF SEATTLE

ORDINANCE 124192

COUNCIL BILL 117779

AN ORDINANCE related to the Yesler Terrace Project; lifting a budget proviso imposed on Finance General's Reserves Budget Control Level in 2013 for Yesler Terrace Project Support and amending Ordinance 124058, which adopted the 2013 budget.

WHEREAS, the redevelopment of Yesler Terrace is the one of the city's most significant community redevelopment/revitalization projects, which provides new opportunities to address neighborhood challenges, including high rates of poverty, crime, and poor schools, relative to the rest of the city; and

WHEREAS, the Seattle Housing Authority (SHA) has worked collaboratively with local residents, community organizations, and businesses to develop a $2 billion, 15-year plan to fully transform the Yesler Terrace neighborhood using public and private funds aimed at improving the housing stock and educational and economic outcomes for neighborhood families, yet needed investments in Yesler Terrace extend beyond the scope of SHA and the investments of the U.S. Department of Housing and Urban Development (HUD); and

WHEREAS, Yesler Terrace provides an opportunity for a collective action approach to equitable development, which includes philanthropic and public sector funders who view Yesler Terrace and its surrounding communities as an opportunity to leverage HUD's investment; and

WHEREAS, a neutral convener of the public, private and philanthropic stakeholders is needed to create the space for cross-sector collaboration and develop strategies necessary for the type of community change envisioned at Yesler Terrace and the surrounding neighborhoods; and

WHEREAS, The Seattle Foundation has been one of the region's most respected philanthropic organizations for more than 65 years and has maintained an unparalleled understanding of local needs and issues in partnerships with King County nonprofit organizations and other institutional partners to gain a first-hand understanding of the most effective programs and strategies that build a healthy community; and

WHEREAS, The Seattle Foundation's Center for Community Leadership facilitates opportunities for cross-sector problem solving while engaging and building local leadership in communities most impacted by poverty and racial disparities to achieve greater community impact through systemic change efforts, which places it in a strong

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position to be the convener of public, private and philanthropic partners with an interest in supporting Yesler Terrace; and

WHEREAS, the City Council placed a proviso on $150,000 in the 2013 Adopted Budget for Yesler Terrace Project Support until authorized by future ordinance and following City Council review of a specific plan and timeline, including outcomes, for the use of the City funding from Finance General allocated to The Seattle Foundation for the Yesler Terrace Project; and

WHEREAS, the Executive has presented to the Council a detailed response to Green Sheet #126-1-A-1 described in the proviso imposed by Ordinance 124058 regarding the plan, timeline and outcomes for the Yesler Terrace Project Support to The Seattle Foundation, and, through this response and legislation, has satisfied the terms of the budget proviso; NOW, THEREFORE,

BE IT ORDAINED BY THE CITY OF SEATTLE AS FOLLOWS:

Section 1. The restrictions imposed by the following budget proviso are removed and they are no longer restrictions for any purpose of Ordinance 124058.

Department	2013 Green Sheet	Proviso	Budget Control Level
Finance General	#126-1-A-1	None of the money appropriated in the 2013 budget for Finance General's Reserves Budget Control Level may be spent on Yesler Terrace Project Support, until authorized by future ordinance. The Council anticipates that such authority will not be granted until the Executive provides a specific plan and timeline, including outcomes, for the use of the $150,000 in City funding that would be allocated to The Seattle Foundation for the Yesler Terrace project.	Reserves (2QD00)

Section 2. Any act pursuant to the authority of this ordinance taken after the passage of this ordinance is ratified and confirmed. If any provision of this ordinance is determined to be invalid or unenforceable the remainder shall nonetheless remain in full force and effort.

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Section 3. This ordinance shall take effect and be in force 30 days after its approval by the Mayor, but if not approved and returned by the Mayor within ten days after presentation, it shall take effect as provided by Seattle Municipal Code Section 1.04.020.

Passed by the City Council the 28th day of May, 2013, and signed by me in open session in authentication of its passage this 28th day of May, 2013.

President Pro Tem of the City Council

Approved by me this 7th day of June, 2013.

Michael McGinn, Mayor

Filed by me this 10th day of June, 2013.

Monica Martinez Simmons, City Clerk

(Seal)

DNS CITY CLERK

Jeanette Blankenship
CBO Lift Proviso on Yesler Terrace Project Support FISC
April 23, 2013
Version #1

Form revised: December 12, 2012

FISCAL NOTE FOR NON-CAPITAL PROJECTS

Department:	Contact Person/Phone:	CBO Analyst/Phone:
City Budget Office	Jeanette Blankenship/615-0087	Jeanette Blankenship/615-0087

Legislation Title:
AN ORDINANCE related to the Yesler Terrace Project; lifting a budget proviso imposed on Finance General's Reserves Budget Control Level in 2013 for Yesler Terrace Project Support and amending Ordinance 124058, which adopted the 2013 budget.

Summary of the Legislation:
This legislation lifts a budget proviso and authorizes the expenditure of $150,000 from Finance General's Reserve Budget Control Level in the 2013 Adopted Budget. This funding will be used to leverage community partnerships for the redevelopment and revitalization of Yesler Terrace and the surrounding neighborhood through support of the Center for Community Leadership. The legislation includes an attachment to the Fiscal Note with expected outcomes, a plan, and two-year timeline for how the City's funding will be used to provide support to The Seattle Foundation for the Yesler Terrace Project, as requested in the budget proviso.

Background:
The 2013-2014 Proposed Budget included $150,000 to support The Seattle Foundation to convene key institutional stakeholders, philanthropic organizations, businesses, government, nonprofits, community development financial intermediaries and the community to develop a common vision and scope of work that supports the priorities of the Yesler Terrace redevelopment projects and the surrounding neighborhoods. In adopting the 2013 budget, the Council placed a proviso on the $150,000 in funding for The Seattle Foundation with the intent that, prior to releasing the funding, the Executive submit to Council a plan, specific outcomes, and a timeline related to the Yesler Terrace project support.

X **This legislation has financial implications.**
Note: The 2013 Adopted Budget includes the funds that were held by proviso. No additional appropriations are required.

Anticipated Revenue/Reimbursement Resulting from this Legislation: *N/A*

Revenue/Reimbursement Notes:
Total Regular Positions Created, Modified, or Abrogated through this Legislation, Including FTE Impact:
N/A

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Spending/Cash Flow:
N/A

Other Implications:

a) **Does the legislation have indirect financial implications, or long-term implications?**
The legislation will improve long-term leverage of City funding in the Yesler Terrace Project.

b) **What is the financial cost of not implementing the legislation?**
No direct financial cost loss, though may result in indirect loss through lack of coordination and loss of leverage.

c) **Does this legislation affect any departments besides the originating department?**
No.

d) **What are the possible alternatives to the legislation that could achieve the same or similar objectives?**
It is necessary to lift the budget proviso imposed on the Finance General's Reserve Budget Control Level for Yesler Terrace Project Support via ordinance so that public, private and philanthropic investments in the neighborhood are coordinated. Without this funding, stakeholders may not convene regularly and may miss opportunities to increase the impact of activities and investments.

e) **Is a public hearing required for this legislation?**
No.

f) **Is publication of notice with *The Daily Journal of Commerce* and/or *The Seattle Times* required for this legislation?**
No.

g) **Does this legislation affect a piece of property?**
No.

h) **Other Issues:**

List attachments to the fiscal note below:
Attachment 1: April 23, 2013, Memo to Budget Committee members, "Response to Green Sheet 126-1-A-1: Impose Proviso on $150,000 in funding in 2013 in Finance General for Yesler Terrace Project Support"

Attachment 2: April 23, 2013, Background on The Seattle Foundation, Yesler Terrace Project Support

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City of Seattle
City Budget Office

Attachment1: April 23, 2013, Memo to Budget Committee Members

Memorandum

Date: April 23, 2013

To: Economic Resiliency and Regional Relations Committee
Chair, Councilmember Sally Clark
Councilmember Tom Rasmussen
Councilmember Richard Conlin

From: Jeanette Blankenship, City Budget Office

Subject: Response to Green Sheet 126-1-A-1: Impose Proviso on $150,000 in funding in 2013 in Finance General for Yesler Terrace Project Support

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The Mayor's 2013-2014 Proposed Budget included $150,000 in funding for "Yesler Terrace Project Support." The Executive proposed that this funding be used to leverage community partnerships for the redevelopment and revitalization of Yesler Terrace and the surrounding neighborhood through support of The Seattle Foundation's Center for Community Leadership.

The Council desired more specifics about this proposal including outcomes and a specific plan and timeline for the work that would be undertaken as part of this initiative. The Council adopted Green Sheet 126-1-A-1, which imposed a proviso on The Seattle Foundation's funding until this additional information was provided.

This memo provides a response to the Council's request for additional information.

Building upon its history as a community convener, The Seattle Foundation will convene key institutional stakeholders, philanthropic organizations, businesses, government, nonprofits, community development financial intermediaries and the community to develop a common vision and scope of work that supports the priorities of the Yesler Terrace Redevelopment Project and the surrounding neighborhoods. Because of the facilitated collaboration among a diverse range of stakeholders, philanthropic and public investments in the neighborhood will be aligned and more responsive to the community's needs.

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Outcomes

The City's $150,000 investment will support Seattle Foundation staff who will lead a collaborative effort to coordinate funders, public entities and other stakeholders.

With substantial federal and City investments for direct services and development in the neighborhood, the Foundation will develop an overarching action plan to leverage Seattle Housing Authority's Choice Neighborhood grant and other funding around educational attainment, economic opportunity, and related issues (health, food access, transit oriented development, etc.). This effort builds upon the work of the Citizen Review Committee, which will be a key involved stakeholder. As a result, funding for projects, programs, services and organizational capacity building will be better aligned to have greater impact. Organizational capacity building is critical to ensure that the community-based organizations have the staffing, fundraising capacity and infrastructure necessary to effectively meet the needs of the community.

While funders are sharing their interest in supporting various elements of the Yesler redevelopment, public, private and philanthropic funders have not all come together in one room to discuss their collective agenda and ensure resources are applied in complementary ways to fully realize the community's vision for Yesler Terrace. The Foundation's leadership will ensure better coordination, collaboration and leverage of funders; help jump-start new projects; and scale existing efforts that address educational, economic, health and other related community priorities to eventually catalyze a more healthy and equitable neighborhood.

The City's investment in this effort is expected to accomplish the following outcomes:

- Public, private, and philanthropic entities with an interest in Yesler Terrace will convene and develop an action plan to assist in developing a new urban neighborhood at Yesler Terrace.

- Public, private and philanthropic entities with an interest in Yesler Terrace will collaborate on investments in the neighborhood to:
  1) eliminate duplicative or cross-purpose investments;
  2) leverage philanthropic and public investments, including the City's investments, as well SHA's supportive services investments;
  3) provide opportunities for leveraging other resources with increased communication around efforts; and
  4) ensure investments are addressing an identified community need.

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Plan

Action Plan Development

The outcomes will be achieved through regular communication, collaboration and a clear plan for investments to identify opportunities and eliminate redundancies. The group will be guided by an action plan that identifies 1) all known community needs, 2) the inventory of planned investment, 3) areas still in need of investment, and 4) opportunities for leverage among planned and potential investments.

The Foundation will convene 13 meetings in 2013 and 2014 to facilitate a collaborative public-private-philanthropic effort to build a new urban neighborhood at Yesler Terrace. In the first year, the group will convene to develop a common action plan, which will build upon the great work already done by the Seattle Housing Authority and partners to identify needs and opportunities. The emphasis of the finished product will be on opportunities for leverage among planned and potential investments. With corporate and philanthropic partners at the table with public entities, it is essential that those with an interest in contributing to the neighborhood vitality are working together to ensure investments leverage existing work and do not duplicate efforts.

The action plan is a "living" document, which will be refined as progress is made in responding to community needs through investment areas. While the work is expected to continue beyond 2014, it is critical to have sufficient funding to staff the launch of the collaborative effort, including the development of the action plan. Future meetings will be held in 2015 and beyond to refine the action plan based on changing conditions and to continue to share updates about progress at Yesler Terrace and about opportunities for leveraging investments.

Investments will be tracked by the group through the refinement and achievement of the action plan, which will allow for ongoing evaluation of the effectiveness of the collaboration.

The action plan will be complementary to and build upon the work already done by organizations such as the Seattle Housing Authority, the Yesler Terrace Citizens Review Committee (CRC), and Seattle University. The Choice Neighborhoods application and set of investments detailed within the plan provides an excellent starting point for additional funders to join in assisting the Yesler Neighborhood. The Yesler Terrace CRC is currently informing the Seattle Housing Authority, and their work will help lay the foundation for the action plan.

Leveraging the $30 million awarded by HUD in two Choice Neighborhood funding rounds, the Yesler Terrace transformation has received more than $207 million in funding commitments from the City, Neighborcare Health, Neighborhood House, Seattle University,

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Year Up, the Seattle Parks Department, Retail Lock Box and the U.S. Department of Justice. Other key partners include King County, Harborview Medical Center, Yesler Terrace Citizens Review Committee, Seattle Public Schools, the Seattle Department of Transportation, the Workforce Development Council, and the Bill & Melinda Gates Foundation.

In addition to the public and private organizations already involved in the Choice Neighborhoods grant efforts, The Seattle Foundation will convene private and philanthropic organizations, which include the Medina Foundation, Starbucks, JP Morgan Chase, Northwest Area Foundation, and other potential donors.

Scope of Investments

The scope of investments is similar, but not limited to, the scope outlined in the Choice Neighborhoods grant application. The emphasis will be on education, economic opportunity and health, but may also include access to food, youth development and equitable transit-oriented development.

The Seattle Foundation recognizes and values the immense amount of effort already being invested in the Yesler Neighborhood and seeks to build on the current work. By convening a broader range of public, private and philanthropic stakeholders at one table, the initiatives of the Seattle Housing Authority, Seattle University, City of Seattle and others will leverage additional community resources to strengthen the outcomes of all initiatives in response to identified community needs.

Geographic Target Area

The primary target area for the Yesler Terrace collaborative group investments will be the Yesler neighborhood, as outlined in the map below from the Choice Neighborhoods grant. Investments may extend beyond the immediate neighborhood if they are linked with the neighborhood outcomes and are in close proximity, such as Little Saigon, First Hill, and the Central District.

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Yesler Neighborhood Map

Staffing

Convening a broad group of stakeholders to improve communication, collaboration and leverage takes time and money. Funding will support The Seattle Foundation staff time, including project management, grant development, and coordination work to facilitate opportunities for cross-sector, multi-issue problem solving through the support of multiple partners as described above. A consultant may also be hired if staff capacity is insufficient to facilitate meeting coordination and action plan development. Foundation personnel who will work on this effort include: Norman Rice, Michael Brown and Jeannifer Martin.

Timeline

2013 - 9 meetings, develop action plan	
January	Convene an initial meeting of philanthropic funders, and SHA to discuss shared interests and identify opportunities to coordinate with each other and the community to address the community's priorities.

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April	Convene Yesler Terrace stakeholders – public, private, philanthropic, and community partners, and Yesler Terrace CRC – to tour Yesler Terrace, learn about the community's priorities and needs, share knowledge of the various efforts underway and identify opportunities to coordinate with each other.
May	Review intended outcomes from the facilitated meetings. Discuss and develop goals with public and private funders for action plan: to lay out all known community needs, planned investments, identify areas still in need of investment, and identify opportunities for leverage among planned and potential investments.
June	Identify all known current or planned investments by public, private and philanthropic partners with an interest in Yesler Terrace.
July	Review investment list and identify opportunities for investment.
August	Identify opportunities for new investment and/or leverage in both planned and potential investments. Compile items into draft action plan. Discuss, review with stakeholders, including Yesler Terrace CRC.
September	Review draft of action plan, submit feedback for revisions. Initiate funding investments.
October	Review final draft of action plan, submit feedback.
November	Finalize action plan. Review 2014 timeline and revise as needed.
2014 – 4 meetings, implement action plan, revise action plan as needed	
February	Progress update on Yesler Terrace investments and action plan goals. Discuss opportunities for partnership and leveraging with public and private funders.
May	Progress update on Yesler Terrace investments and action plan goals. Discuss opportunities for partnership and leveraging.
August	Progress update on Yesler Terrace investments and action plan goals. Discuss opportunities for partnership and leveraging.
November	Progress update on Yesler Terrace investments and action plan goals. Discuss opportunities for partnership and leveraging.

Reporting

The Seattle Foundation will provide an annual report to the City Council and Mayor that provides the following information:

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1) Action plan and update to the plan that includes programs, projects, services funded during the last year (including cash and in-kind support);
2) Additions or deletions or other updates of note to the action plan;
3) Number of meetings held and list of participants at such meetings.

Cc: Beth Goldberg, City Budget Office
Hall Walker, City Budget Office
Jaline Quinto, Mayor's Office
Councilmember Tim Burgess
Councilmember Nick Licata
Ben Noble, Council Central Staff
Susana Serna, Council Central Staff
Traci Ratzliff, Council Central Staff
David Yeaworth, Office of Councilmember Clark

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Attachment 2: The Seattle Foundation, Yesler Terrace Project Background
April 23, 2013

The Seattle Foundation's Center for Community Leadership - Yesler Terrace

The Seattle Foundation is interested in facilitating a collaborative public-private-philanthropic effort to build a new urban neighborhood at Yesler Terrace.

Background
For more than 65 years, The Seattle Foundation has been one of the region's most respected philanthropic organizations. As one of the nation's strongest community foundations, The Seattle Foundation (TSF) has maintained an unparalleled understanding of local needs and issues in partnerships with King County nonprofit organizations and other institutional partners to gain a first-hand understanding of the most effective programs and strategies that build a healthy community. As a community foundation, TSF is in a unique position to see the bigger picture and how various elements and issues are connected.

To have more measurable impact, TSF sought to identify specific geographic areas or "low opportunity" neighborhoods where utilizing their community leadership, grantmaking and convening efforts could help communities actualize the goals that they identify and make a positive difference in creating places of opportunity for all residents.

While seen as an influential grantmaking institution, the Foundation has played a unique leadership role within the community as a convener—bringing together diverse stakeholders (philanthropic organizations, government, nonprofits and private entities) and bridging sectors to tackle complex community issues. This role has been important given that many resources are often not used to their full potential due to duplication, competing projects and uncoordinated efforts within the community. In using its institutional leadership, TSF has been able to leverage grant dollars, philanthropic leadership and other resources towards crafting and implementing solutions that are larger than just one foundation can produce.

Some recent examples of TSF convening efforts include:

- In launching the Community Center for Education Results (CCER) and SkillUp Washington, TSF convened key philanthropic and public sector funders, nonprofits, community colleges, school districts, etc. to align efforts to produce better educational and economic outcomes for low-income students and working adults.
- TSF convened other funders to provide planning funding in support of two cradle-to-career place-based efforts in High Point and White Center.
- TSF convened and incubated the Business Partnership for Early Learning, a coalition of King County business leaders stepping forward to invest in an innovative, research-based early learning strategy as a way to close the school preparedness gap. The United Way of King County is currently building on this model through the Parent Child Home Program.
- In partnership with JPMorgan Chase and the City of Seattle, TSF brought together community members in the South Park neighborhood to help engage residents and business owners in a community planning effort. Through a community outreach

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process, a steering committee of South Park community members has reprioritized the South Park Action Agenda for implementation.

- Partnering with the City of Renton, TSF convened a meeting of the key stakeholders in the Skyway community to identify key priorities and discuss how they can work together to implement a tangible action plan that makes their community vibrant.
- In response to the recession, The Seattle Foundation united individual donors, local foundations and corporations to create the Building Resilience Initiative in 2008 to help build the capacity of individuals, organizations and communities to prevent King County residents from falling further into crisis and enable them to emerge more resilient and better equipped to achieve future success.

Why Yesler?

The redevelopment of Yesler Terrace is the one of the City's most significant community redevelopment/revitalization projects. The challenges around Yesler are great, but provide opportunities to be addressed in new ways:

- The neighborhood suffers from high rates of poverty, crime, and poor schools, relative to the rest of the city.
- Nearly 90% of the residents of Yesler Terrace are members of racial-ethnic minority groups or mixed race and 40% of the residents of Yesler Terrace are youth under the age of 18 years.
- 74% of households within the Yesler Terrace public housing development are at or below the federal poverty line, and 38% of households in the Yesler Neighborhood are at or below poverty.
- The Yesler Neighborhood includes Bailey Gatzert Elementary School, which is a Title I school that has been determined to be "low performing".
- 94% of the children attending Bailey Gatzert receive free or reduced lunches.
- The rates of youth violence and juvenile incarceration in the neighborhood are among the highest in Seattle.
- Both adults and children in the Yesler Neighborhood suffer from a lack of ongoing care for chronic conditions, such as diabetes and pediatric asthma.

The Seattle Housing Authority (SHA) has worked collaboratively with local residents, community organizations, and businesses to develop a $2 billion, 15-year plan to fully transform the Yesler Terrace neighborhood using public and private funds aimed at improving the housing stock and educational and economic outcomes for neighborhood families. That plan has been funded by HUD in 2011 and 2012 through its Choice Neighborhoods Initiative, with SHA applying this year for additional federal support. Funding from HUD will aid in providing up to 6,000 units of mixed-income housing, as well as retail space, educational facilities, health clinics, community gardens, parks, transportation infrastructure and other amenities in the neighborhood.

The redevelopment of Yesler presents an opportunity to focus on people and the support services they need to be successful. People are deeply influenced by the places in which they live and work. To have better educational outcomes at the individual level, better schools in neighborhoods are needed. The potential to earn a good income requires access to viable economic opportunities relatively close to home.

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Yesler Terrace provides an opportunity for a collective action approach to equitable development, but that work does not happen on its own. The success of the Yesler redevelopment goes beyond SHA and the community; it requires partners who have a long term view beyond the physical redevelopment of the housing stock. Philanthropic and public sector funders have viewed Yesler Terrace and its surrounding communities as an opportunity to leverage HUD's investment through Choice Neighborhoods with additional investment and align with other community-wide initiatives that are currently being supported. However, a neutral convener is needed to create the space for cross-sector collaboration and develop strategies necessary for the type of community change envisioned at Yesler Terrace and the surrounding neighborhoods.

The Seattle Foundation's Role

TSF has been actively involved in supporting SHA's Yesler Terrace efforts due to strong alignment with our economic opportunity and educational attainment priorities.

- In 2011, TSF co-convened a meeting with the Seattle Housing Authority and education/social service providers to discuss the critical next steps toward improving education and economic opportunity for young people in the neighborhood surrounding Yesler Terrace.
- In 2012, TSF provided $25,000 to support a parent-school engagement program in coordination with the Seattle University Youth Initiative.
- TSF has brought together major institutions (Swedish, Harborview and Seattle University) to develop a training and employment pathway for residents of Yesler Terrace.
- TSF is working with JP Morgan Chase and the City of Seattle on a local food systems development project (food system enhancement in the economic development and food affordability areas) with Yesler Terrace as a pilot site for a program aimed at improving healthy food affordability at farmers markets.
- TSF is co-leading a philanthropic-public funder collaborative around equitable development, in particular, looking at communities that will be impacted by transit development (light rail, streetcar) and facing social, economic and environmental challenges. Yesler Terrace is a high priority community for many funders.
- The Foundation has leveraged its relationship with the Northwest Area Foundation to consider a multi-year grant investment to support economic opportunity activities in the Yesler neighborhood. The Foundation is also meeting with other donors who are also interested in investing in projects that support the Yesler neighborhood.

Serving as an anchor institution, TSF has taken the long view on complex social problems when few others could; it has evidence that progress can be made when the community sticks with large-scale initiatives. Supporting collective impact has been a natural evolution in TSF's community leadership.

TSF's **Center for Community Leadership** facilitates opportunities for cross-sector problem solving while engaging and building local leadership in communities most impacted by poverty

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and racial disparities. The Center's focus is to achieve greater community impact through systemic change efforts, building on its existing grantmaking and convening activities.

TSF proposes to approach the Yesler redevelopment as a real life application of its Healthy Community framework, addressing key components of a healthy community (economic opportunity, educational attainment, food access, health, community engagement) with the explicit goal of improving quality of life for low and moderate income residents by creating access to opportunity.

While stakeholders see the redevelopment of Yesler Terrace as a significant opportunity, what usually occurs in these efforts is "isolated impact". That is, numerous independent activities are initiated to address the problem faced by a community, often working at odds with each other and exponentially increasing the perceived resources required to make meaningful progress. Funders (public and private) are currently supporting some initial efforts—Seattle University/Seattle Housing Authority partnership on educational attainment; development of a training and career pathway program for residents of the neighborhoods; support to the Little Saigon business district—but these activities are not coordinated.

The problem with relying on the isolated impact of individual organizations is further compounded by the isolation of various sectors. Shifting from isolated impact to collective impact is not merely a matter of encouraging more collaboration or public-private partnerships. It requires a systemic approach to social impact that focuses on the relationships between organizations and the progress toward shared objectives.

What is lacking is an overarching vision that brings these broader efforts together to ensure that philanthropic, public, and private sector investments are coordinated and aligned in support of the community's needs. TSF and other institutions, such as the Gates Foundation, JP Morgan Chase, Starbucks, the Medina Foundation, the Bullitt Foundation, Seattle-King County Public Health, City of Seattle, Enterprise Community Partners, Craft 3, and many others have expressed interest in a collective action project that works in partnership with SHA and the Yesler community to develop strategies and coordinate activities to have much greater community impact together.

TSF, in partnership with SHA, is positioning itself as the catalytic backbone organization for the Yesler Terrace funder partnership. An example of a backbone organization is the Community Center for Education Results (CCER), which has convened school districts, community colleges, philanthropy, government, and the community around a multi-year educational attainment project for low income children in South Seattle and South King County. Providing backbone support for "collective impact" efforts is critically important in accelerating change.

To support the "aspirations of Yesler", TSF will convene key institutional stakeholders, philanthropic organizations, businesses, nonprofits, community development financial intermediaries and the community to develop a common vision and scope of work that supports the priorities of the Yesler redevelopment projects and the surrounding neighborhoods. Through these activities, the Foundation can ensure better coordination, collaboration and leverage of funders and help jump-start new projects and scale existing efforts that address

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educational, economic, health and other related community priorities and eventually help catalyze a more healthy and equitable neighborhood.

Budget/Resources

For The Seattle Foundation (through the Center for Community Leadership) to effectively convene and provide community leadership, the Foundation is seeking partners to support their project manager role as the convener/backbone organization. TSF estimates that over the next three years, a budget of **$275,000** will be required to support TSF staff time, project management and coordination, and development of collaborative efforts. In addition to the funding in the 2013 Adopted Budget, TSF has committed some of its resources to this effort and will solicit additional financial support from other partners.

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City of Seattle
Office of the Mayor

April 23, 2013

Honorable Sally J. Clark
President
Seattle City Council
City Hall, 2nd Floor

Dear Council President Clark:

I am pleased to transmit the attached proposed Council Bill, which lifts a budget proviso and allows for providing for Yesler Terrace Project Support to The Seattle Foundation's Center for Community Leadership. In Green Sheet 126-1-A-1, the Council imposed a proviso on $150,000 in 2013 in Finance General for "Yesler Terrace Project Support". This funding will be used to leverage community partnerships for the redevelopment and revitalization of Yesler Terrace and the surrounding neighborhood through support of the Center for Community Leadership.

Building upon its history as a community convener, The Seattle Foundation will convene key institutional stakeholders, philanthropic organizations, businesses, government, nonprofits, community development financial intermediaries and the community to develop a common vision and scope of work that supports the priorities of the Yesler redevelopment projects and the surrounding neighborhoods. Because of the facilitated collaboration among a diverse range of stakeholders, philanthropic and public investments in the neighborhood will be aligned and more responsive to the community's needs.

The funding provided to The Seattle Foundation's Center for Community Leadership for Yesler Terrace Project Support will maximize the City's investment in the Yesler Terrace neighborhood through increased leveraging. The investment will also increase partnerships and decrease duplication among other investors and ensure that all investments are responsive to identified needs in the community. Thank you for your consideration of this legislation. Should you have questions, please contact Jeanette Blankenship at 615-0087.

Sincerely,

Michael McGinn
Mayor of Seattle

cc: Honorable Members of the Seattle City Council

Michael McGinn, Mayor
Office of the Mayor
600 Fourth Avenue, 7th Floor
PO Box 94749
Seattle, WA 98124-4749

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mike.mcginn@seattle.gov

CITY CLERK

STATE OF WASHINGTON -- KING COUNTY

--ss.

299177 No.

CITY OF SEATTLE,CLERKS OFFICE

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

CT:124190-193 TITLE ONLY

was published on

06/19/13

The amount of the fee charged for the foregoing publication is the sum of $66.00 which amount has been paid in full.

JENNIFER A. BORRERO NOTARY PUBLIC STATE OF WASHINGTON COMMISSION EXPIRES 10-24-15

Subscribed and sworn to before me on

06/19/2013

Notary public for the State of Washington,
residing in Seattle

State of Washington, King County

City of Seattle

The full text of the following legislation, passed by the City Council on May 28, 2013, and published below by title only, will be mailed upon request, or can be accessed at http://clerk.seattle.gov. For information on upcoming meetings of the Seattle City Council, please visit http://www.seattle.gov/council/calendar. Contact: Office of the City Clerk at (206) 684-8344.

ORDINANCE NO. 124190

AN ORDINANCE relating to historic preservation, imposing controls upon the Fashioncraft Building, a landmark designated by the Landmarks Preservation Board under Chapter 25.12 of the Seattle Municipal Code, and adding it to the Table of Historical Landmarks contained in Chapter 25.32 of the Seattle Municipal Code.

ORDINANCE NO. 124191

AN ORDINANCE relating to the Cedar River Municipal Watershed and amending the Secondary Use Policies, adopted by Ordinance 114632, to provide for the limited application of the herbicide Imazapyr to treat invasive knotweed species.

ORDINANCE NO. 124192

AN ORDINANCE related to the Yesler Terrace Project; lifting a budget proviso imposed on Finance General's Reserves Budget Control Level in 2013 for Yesler Terrace Project Support and amending Ordinance 124058, which adopted the 2013 budget.

ORDINANCE NO. 124193

AN ORDINANCE appropriating money to pay certain audited claims and ordering the payment thereof.

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