



BACKGROUND

LAKE CITY

The Lake City neighborhood is located in northeast Seattle and is made up of seven King County, Washington census tracts. Lake City's boundaries are approximately NE 145th to the north and NE 95th to the south and Lake Washington to the east and 5th NE to the west.

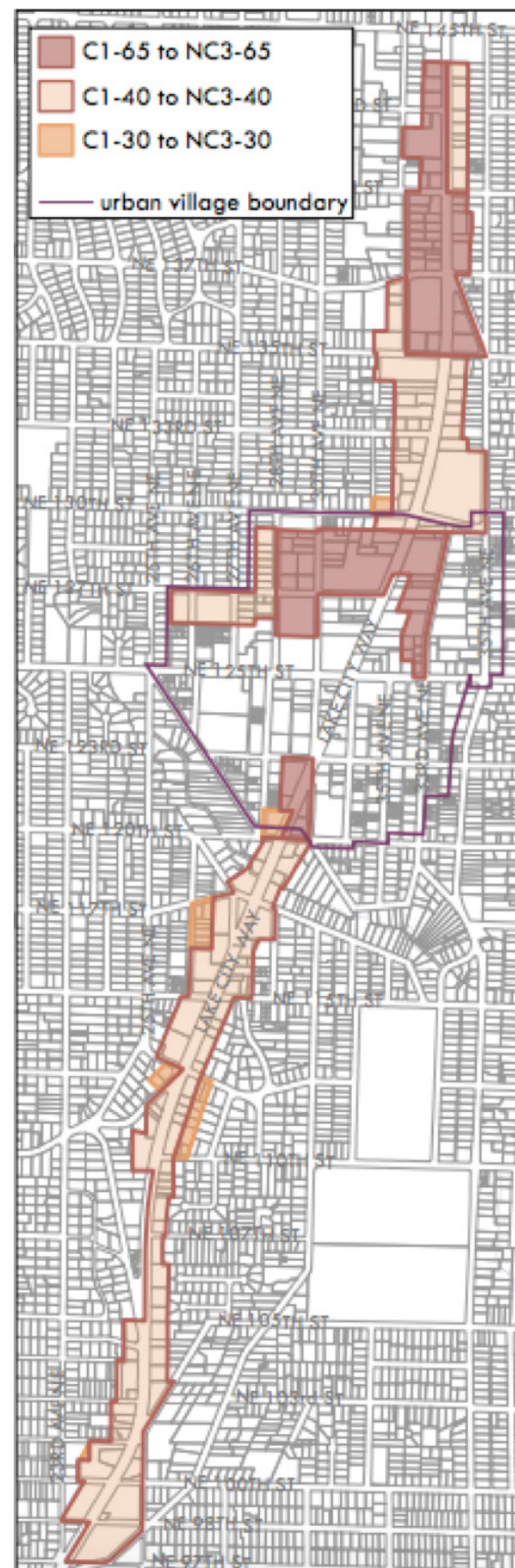
This vision plan focuses on the Lake City Hub Urban Village (HUV) and the neighboring Little Brook community. The Lake City HUV borders are NE 135th (north) to NE 117th (south) on both sides of Lake City Way NE, extending east to 35th Ave NE and west to 25th Ave NE. The Little Brook community borders are NE 145th St to NE 135th St, and Lake City Way NE to 30th Ave NE. This target neighborhood focuses on Lake City Way as the commercial core and the link to the two very dense, low-income and diverse communities of the HUV and Little Brook. Lake City Way is a state highway, SR522, that bisects the Lake City neighborhood.

There is substantial variation in use, form and demographics across the Lake City area, and major physical divisions that accentuate differences. Lake City Way acts as both a spine and a barrier that prevents the area from feeling like a single, unified neighborhood. Residential uses are concentrated in the north and the south. Between these two primarily residential areas is a significant commercial hub centered on 125th Street. This area is designated as an "urban village" by the City of Seattle, and is currently undergoing a zoning revision through an urban design framework process (which was one of the catalysts for Imagine Lake City Together).

As noted by the City of Seattle's Department of Planning & Community Development:

Lake City is a neighborhood that is diverse and energetic, facing its own real challenges. Residents talk about walkability, public safety, access to recreation, and neighborhood character as important priorities. Bisected by a state highway, the neighborhood has struggled to support local, walkable businesses and services, and to create a community sense of place. Residents hope to see growth and investment, but they also worry about displacing current residents and businesses.

Note: Much of the information in the following sections is drawn from "Children's Home Society Pre-Planning Memo," prepared for this project by Reinvestment Fund and funded by Wells Fargo Bank, October 3, 2016. These findings were reviewed by the project Steering Committee, and a summary of their feedback follows.



Lake City Urban Village with currently proposed zoning changes

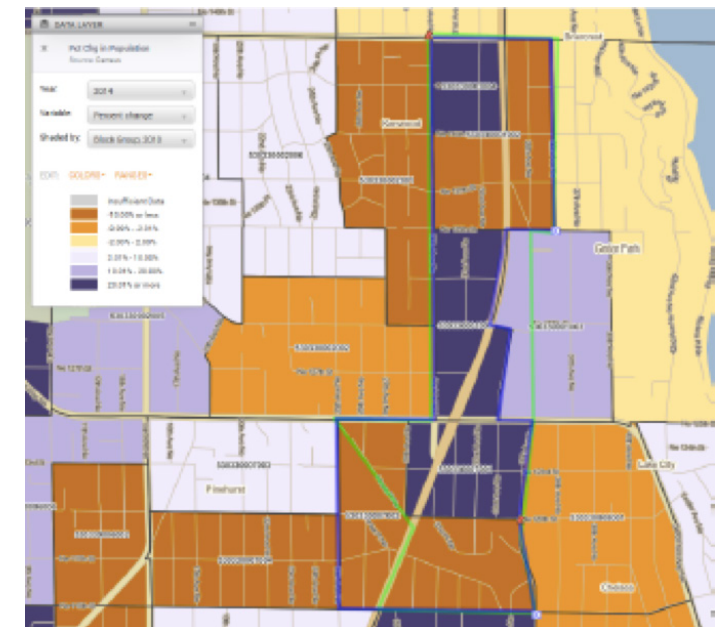
DEMOGRAPHICS

POPULATION GAIN

Overall, the number of residents living in the focus area increased substantially from 2000 to 2010 and appears to have continued growing. The focus area grew by 18.5% since 2000 (nearly 1,000 residents), a notably higher growth rate than Seattle as a whole, which grew 8% between 2000 and 2010.

However, this headline figure hides variation within the focus area. Block groups in the center and in the far north of the focus area (deep purple) experienced population growth of more than 20%, while other block groups experienced small declines or no change.

The most recent estimates from the 2010-2014 American Community Survey (ACS) reinforced this pattern of growth at the center and northern end of the focus area and losses elsewhere.



Percent change in number of people, 2000-2014

ECONOMIC CHARACTERISTICS

CHANGING DEMOGRAPHIC

Although Caucasian residents still made up the largest group in the focus area, the neighborhood became slightly more diverse over time. In 2010, Caucasian residents made up just under half (47.7%) of the neighborhood, down 6.7 percentage points since 2000, and the percentage of Hispanic/Latino residents and Asian-American residents also increased (up 1.3 percentage points and 1.4 percentage points, respectively). The African American and African population share also increased. Over a quarter of the neighborhood was foreign-born, a higher percentage than in the city at large. (Table 1)

	2000 Estimate	2005-2009 Estimate	Change 2000 to 2005-09	2010-2014 Estimate	Change 2005-09 to 2010-14
Focus Area	22.4%	29.0%	+6.5%	26.3%	-2.6%
Seattle Overall	16.9%	16.8%	-0.0%	18.0%	+1.1%
Washington	10.4%	11.7%	+1.2%	13.3%	+1.7%

Table 1: Residents born outside the United States. Sources: U.S. Census Bureau 2000 Decennial Census, 2005-2009 American Community Survey 5-Year Estimates, 2010-2014 American Community Survey 5-Year Estimates Note: 2000 figures are estimates based on the population, household, and housing unit distribution in 2010.

CHILDREN AND FAMILIES

Between 2000 and 2010, family households increased in the neighborhood at a slower rate than non-family households: overall, the number of households in the neighborhood increased by 25.6%, while the number of family households increased by 16.2%. The 2010-2014 ACS showed this trend continuing with non-family households on the rise while family households remained steady or declined slightly. There were more young adults in the neighborhood than in Seattle overall: almost 40% of residents were between the ages of 18 and 34, compared to 33% citywide.

INCOME AND POVERTY

Lake City had a higher percentage of households making below \$50,000 a year than the city as a whole. According to ACS estimates, in 2009 63% of households made less than \$50,000 compared to 43% of Seattle households. Household incomes grew modestly in the northern part of the focus area, and by bigger margins in the southern end.

	Focus Area	Seattle Overall	Washington
% of Residents in Poverty	19.8%	14.0%	13.5%
% of Residents in Poverty Under 18	29.6%	16.6%	30.9%
% of Residents in Poverty 65 or Older	7.5%	10.5%	7.8%

Table 2: Poverty 2010-14 estimate – Source: US Census Bureau American Community Survey

JOBS

Available sources provide employment data about both focus area residents, wherever they work, and about focus area jobs, whether they are held by focus area residents or by others. In 2014 more than half of employed residents worked in one of four sectors, indicating that these sectors were relatively robust sources of employment for focus area residents: Health Care & Social Assistance (19.2%), Educational Services (13.7%), Accommodation & Food Services (11.3%), and Retail Trade (9.3%). Just two industries accounted for more than half jobs located in the neighborhood, retail (33.7%) and Health Care & Social Assistance (19.5%).

	Focus Area	Seattle Overall	Washington
Health Care & Social Assistance	19.2%	14.2%	14.7%
Educational Services	13.7%	10.0%	8.9%
Accommodation & Food Services	11.3%	9.2%	8.1%
Retail Trade	9.3%	10.2%	11.2%
Professional, Scientific & Technical Services	8.4%	11.1%	6.1%
Administrative, Support & Waste Management and Remediation Services	5.3%	5.0%	5.0%
Other Services	4.9%	3.9%	3.1%
Manufacturing	4.4%	6.0%	9.6%
Information	4.3%	7.2%	4.1%
Finance & Insurance	3.1%	4.2%	3.2%
Wholesale Trade	3.1%	3.7%	4.4%
Transportation & Warehousing	2.4%	3.1%	3.6%
Arts, Entertainment & Recreation	2.4%	2.1%	2.2%
Public Administration	2.0%	2.4%	4.5%
Real Estate & Rental and Leasing	1.9%	2.2%	1.6%
Management of Companies and Enterprises	1.8%	2.3%	1.5%

Table 3: Employment of Area Residents by Industry (Share of Jobs) in 2014. Source: U.S. Census Bureau 2014 Longitudinal Employer-Household Dynamics.

HOUSING AND REAL ESTATE MARKET CHARACTERISTICS

The vast majority of residents (79.6%) rented their homes (Table 4). Three quarters of housing units are in apartment buildings rather than single-family homes compared to just under half of units citywide (Table 5). Although there are apartment buildings scattered along the length of Lake City Way, the majority are surrounded by large parking areas and disconnected from one another.

	Focus Area	Seattle Overall	Washington
% Households that Rent Their Homes	79.6%	53.8%	37.3%
% Renters Cost-Burdened	50.2%	44.6%	47.7%
% Renters Extremely Cost-Burdened	26.8%	20.6%	22.9%
% Households that Own Their Homes	20.4%	46.2%	62.7%
% Owners Cost-Burdened	43.5%	29.9%	29.6%
% Owners Extremely Cost-Burdened	21.7%	11.1%	10.9%

Table 4: Renters and Homeowners (2010-2014 Estimates) Source: U.S. Census Bureau 2010-2014 American Community Survey 5-Year Estimates

	Focus Area	Seattle Overall
Single-Family Detached	16.9%	44.2%
Single-Family Attached	5.0%	4.4%
2-Units/Duplexes	1.9%	3.1%
Small Apartment Buildings	29.2%	18.9%
Large Apartment Buildings	46.1%	29.0%

Table 5: Housing Stock (2010-2014 Estimate). Source: U.S. Census Bureau 2010-2014 American Community Survey 5-Year Estimates

RENTERS

Half (50.2%) of the neighborhood’s renter households are burdened by housing costs that consume more than one third of their incomes; about a quarter (26.8%) pay more than half of their incomes in rent. The northern tract had relatively large presence of subsidized housing units (16%). In all 316 households were reported to be in subsidized housing (173 using housing choice vouchers and the rest in location based projects). HUD reported 51 households using housing choice vouchers in the focus area’s southern tract. As housing values and rents increase, these voucher holders may have a difficult time remaining.

PHYSICAL CHARACTERISTICS



BARRIERS

Lake City Way is a wide and busy thoroughfare that is full of car dealerships and other automobile-related uses. As such, it makes the area highly accessible by car, but difficult to navigate as a pedestrian. Making the area more “pedestrian friendly” is the focus of much community process in Lake City, including this effort. The area is also short of parks and public open space.

IMAGINE LAKE CITY TOGETHER "GROUND TRUTHING"

The Steering Committee reviewed and discussed the data-rich Wells Fargo Reinvestment Fund memo at length. The group agreed with many of the findings, and learned a few things about their own neighborhood. They also had a lot to say about local characteristics that don't show up from these national data sources. Their comments are summarized in this graphic recording of their discussion below and in the paragraphs that follow.

DEMOGRAPHICS

Steering Committee members agreed with many of the memo's findings in this section, in particular they affirmed that the community has experienced: rapid population growth, an increase in diversity of its residents, a wealth of foreign-born community-members.

Steering Committee members also had concerns with the data presented, which fell into three areas issue groups pertaining to the data collection and analysis: the geographic boundary used, the time frame captured, and the need for additional data points. Steering Committee members felt that the geographic boundary used skews the data toward a younger demographic. Many Steering Committee members worried about the inability of

decennial census data to cover trends in Lake City since 2010, such as a perceived increase in family-oriented households, which directly contradicts trends identified by the memo. Lastly, a need for additional data and detail — such as how the foreign-born population breaks out along racial and ethnic lines, and any information about homeless in Lake City — was a primary concern to Steering Committee members.

ECONOMICS

Steering Committee members affirmed several important issues identified in the memo: firstly, that income and poverty are unevenly distributed throughout Lake City and that children living in poverty is a major concern. Furthermore, with respect to employment, Steering Committee members concurred that job opportunities are concentrated in only a few sectors (Retail and Social/Health Services), that the number of businesses appear to be declining, and that Lake City is still a place where the vast majority of residents leave the community to work.

Steering Committee members' concerns with the memo had primarily to do with missing data. The biggest concern is a lack of information about un-

der- and unemployment in Lake City, with Steering Committee members especially interested in the number of dual-worker households and individuals working two or even three jobs. Other concerns for Steering Committee members not included in the data are the characteristics and quantity of new commercial development — specifically, the glut of new, large, and expensive retail space that is unaffordable to local businesses, the kinds of employment opportunities offered by chain businesses, and the impact of zoning changes.

Additionally, Steering Committee members noted the importance of data from the schools on free and reduced lunch participation. A follow-up with Seattle Public Schools revealed dramatic differences within Lake City. At 36%, Seattle Schools have a lower participation in free or reduced-price meals than the statewide rate of 44%, but Lake City's elementary schools vary greatly. John Rogers Elementary is to the south and east of Lake City, and has 40.2% free or reduced-price meals participation, while Olympic Hills is to the north and west of Lake City and has 74.6% participation. (Current Cedar Park data is unavailable, as the school is closed for remodel this year.) Lake City's upper-level schools are both below the City and State participation rates, with Jane Addams Middle School at 28.5% and Nathan Hale High School at 31%. (2017 Data from State of Washington Office of Superintendent of Public Instruction).

HOUSING

Steering Committee members validated the memo's findings that Lake City: is a community primarily composed of renters, contains a high proportion of cost-burdened and government-assisted households, and exhibits a very low vacancy rate. Steering Committee members hope to augment the housing data from the pre-planning memo with information about the rapid-increases in housing costs for homeowners, the location and

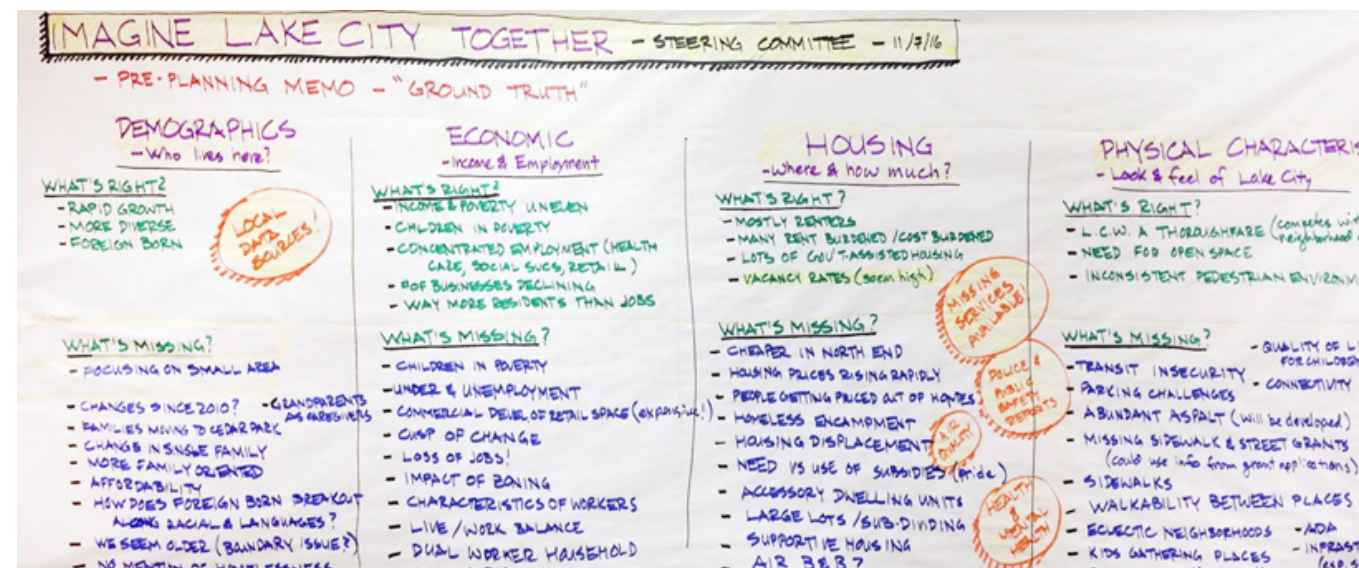


displacement of homeless encampments, and the demand for supportive housing units in Lake City. Steering Committee members suggested that attention should be directed toward the possibility of large lot subdivision and accessory dwelling unit regulation as possible avenues toward alleviating the growing housing demand. Lastly, many Steering Committee members agreed that there seems to be a widening gulf between the growing number of residents who qualify for housing assistance and the number who actual utilize available subsidies.

PHYSICAL CHARACTERISTICS

Steering Committee members found this section of the pre-planning memo least informative, though they agreed with the baselines conditions identified by the analysis: Lake City Way is a thoroughfare that often competes with neighborhood character; there is a critical need for open space; and the pedestrian experience is inconsistent.

Steering Committee members are interested in augmenting these findings with richer information about missing or incomplete sidewalks, the future of surface parking that is destined for new development, and more local input about what kinds of physical connections are needed between social gathering places and spaces in Lake City. A variety of environmental conditions were also important to Steering Committee members, such as how Lake City protects its watershed and air quality, and deals with flooding and storm water infrastructure needs in the community. These missing data issues were addressed through the Parcel Survey.



OTHER ISSUES

Steering Committee members also identified a variety of issues that cannot be incorporated into the four categories used by the pre-planning memo. There was agreement that the most critical of these is the physical and mental health of Lake City residents, and that this characteristic of the community should be tracked in parallel with the other four categories. On a related note, Steering Committee members felt more information is needed about the wealth of human services that are available within the community, which was in interesting contrast to the Resident Survey finding that most residents don't know very much about the services available.

URBAN DESIGN FRAMEWORK & REZONING

Beginning before and continuing through the Imagine Lake City Together effort, the City of Seattle developed an Urban Design Framework for the area, and is currently considering several zoning changes. The City did extensive outreach, and heard from many Lake City residents who dream

of a more pedestrian-friendly neighborhood. The City is proposing new zoning changes and design elements to reflect their feedback. In many areas, Commercial (C) zoning allows very auto-oriented development with large parking lots in front of buildings. OPCD proposes rezones to Neighborhood Commercial (NC) zones and development standards that will support the community's vision for the future of Lake City. These changes are proposed in coordination with other planning efforts and projects underway.

The proposed zoning changes would:

- » Rezone all C1 to NC3 from NE 97th Street to NE 145th Street;
- » Rezone multifamily to NC2 for a small area within the urban village;
- » Expand the Pedestrian designation in the urban village;
- » Allow more flexibility for uses at the street outside of Pedestrian designations in the urban village; and
- » Establish new development standards for large lots.

The proposed zoning changes will not increase height limits or development capacity or change the amount of required parking.

LESSONS FROM PREVIOUS PLANNING EFFORTS

Several individuals on the Imagine Lake City Together Steering Committee are also highly involved in the Urban Design Framework effort. This reinforced the importance of the Urban Village area as a focus for the Vision, Values, Strategic Directions, and Transformative Project described in this report.

Lake City has a rich history of community planning efforts stretching over the last 25 years. These plans have responded to their contemporary issues, but some broad themes are still priorities in Lake City today. These include:

- » Pedestrian scale (sidewalks, mid-blocks, cross-walks, setbacks, beautification)
- » Massing buildings for increased height and density (infill, setbacks, mixed use)
- » Connectivity (parks & trails, residential access to commercial/business, TOD, bikeability)
- » Reduce auto-centrism (reduce surface parking, decongestion, Pierre properties)
- » Protect natural features (reduce impermeable surfaces, storm water features, vegetation planning, highlighting Lake Washington & Thornton Creek)





WHAT WE LEARNED

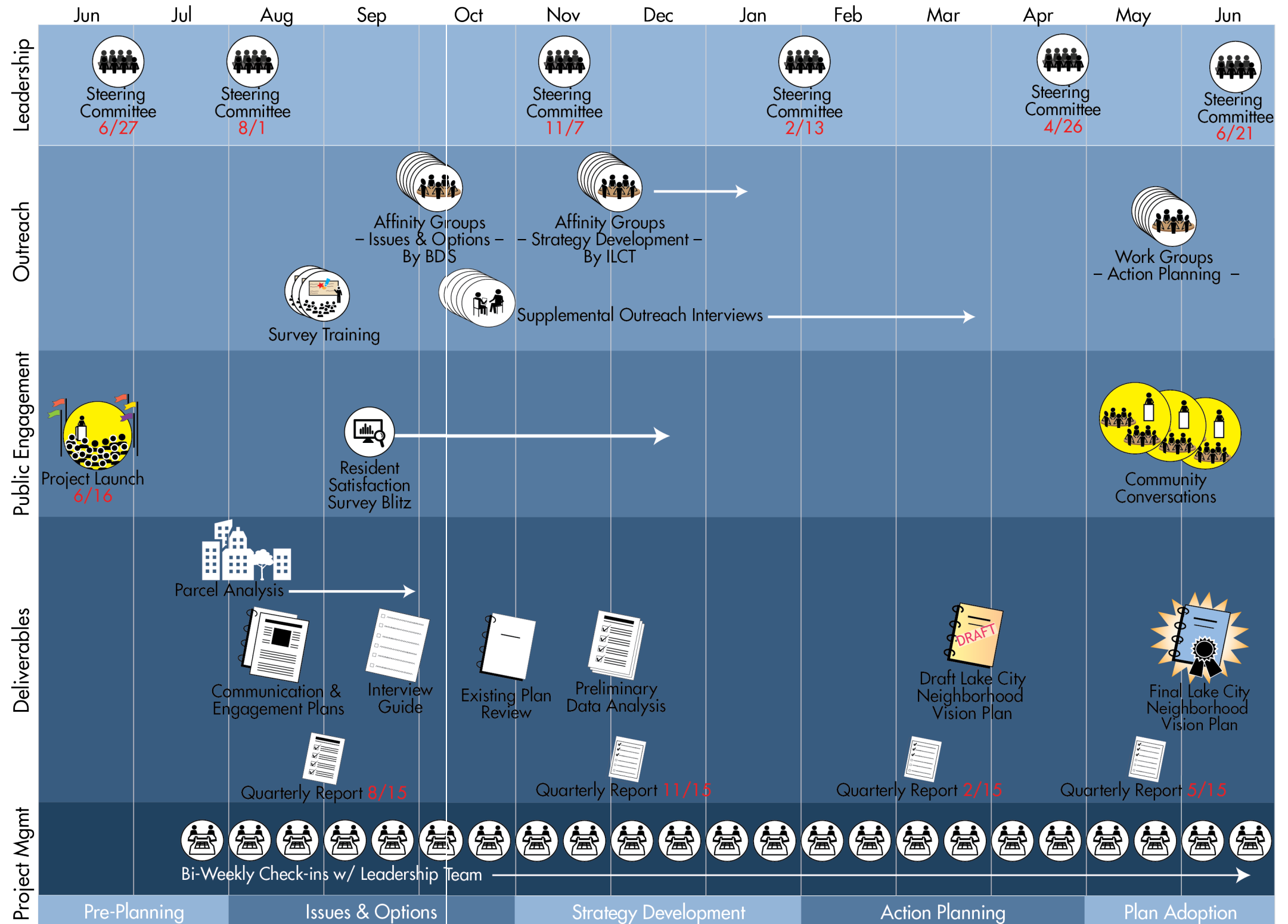
The Leadership Team composed of Children's Home Society of Washington, Lake City Neighborhood Alliance, and Lake City Future First convened a 29-member Steering Committee representing residents, key Lake City neighborhood groups, local institutions, businesses, City and Council representatives, park advocates, educators, faith leaders, and service providers. The committee provided critical oversight to this process and served as a sounding board for preliminary analysis of data, findings from engagement, and drafts of the plan.

Imagine Lake City Together is the product of a broad, inclusive, and representative collection of community voices. In addition to the Steering Committee, a randomly selected resident survey helped to reach deeper into the community and find new planning ideas held by very different cross-sections of the community. A parcel survey conducted by volunteers analyzed the physical condition of Lake City, block-by-block.

Analysis of all of this engagement helped to inform the Steering Committee in the creation of a clear, community-held vision for Lake City, as well as a set of commonly held values. After reaching group consensus on four overarching strategic directions to support the achievement of this vision, the Steering Committee formed work groups to develop actions and activities for each. Finally, the Leadership Team conducted a series of Community Conversations to review the draft plan with Lake City residents.

PROJECT PROCESS

The Steering Committee met six times between June 2016 and June 2017. This group guided each phase of the project, from pre-planning, through issues & options, strategy development, action planning, and plan adoption. Targeted Outreach activities included eleven affinity group discussions, and additional interviews with individuals with keen insight into the neighborhood, and its economic and political issues. Public engagement included a resident satisfaction survey that was completed by 190 community residents, as well as several community events. Many behind-the-scenes activities included the parcel-by-parcel analysis of the state of Lake City properties, and demographic and socio-economic analysis discussed in Chapter 1, as well as background work by the project's organizers and consultants.



ENGAGEMENT PROCESS



STEERING COMMITTEE + LEADERSHIP

The Steering Committee had a number of robust conversations as a group. Key themes of agreement that developed across steering committee meetings, project brainstorming, and Leadership Team workshops included:

- » Human Services are available; but not universally known throughout Lake City
- » Issue of perceived public safety versus actual crime
- » Desire for community gathering space accessible to all
- » Need for better walkability between places and spaces
- » Need for a focus on health and mental health issues in Lake City
- » Desire for strong organizational partnerships
- » Action plan should use a strengths-based approach (leverage what we have)
- » Build on existing planning work
- » Seek tangible success to build momentum



RESIDENT SURVEY

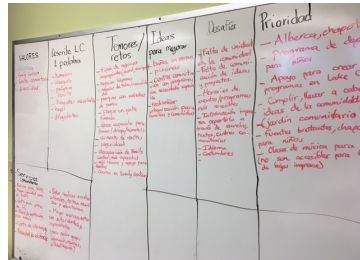
During the Imagine Lake City Together process, 174 randomly selected residents completed a 40-question, in-person and mail-in survey. The survey gathered baseline information about the respondent (such as their race or ethnicity, tenure in the community, etc.) and asked them to evaluate Lake City in a variety of ways.

The analysis of the survey data highlighted some of the following key findings:

- » **Community Satisfaction.** 83% were “Satisfied” or “Very Satisfied” with Lake City; 69% would move there today if given the choice.
- » **Public Awareness of Services.** For 14 out of 18 specific community services or programs (e.g. early learning, child care, senior activities), more than half of respondents were not aware of them in Lake City.
- » **Accessible.** Lake City’s accessibility to freeways and public transportation got the highest marks among community attributes
- » **Perceived Safety.** One in three survey respondents described the safety of the community as “Poor” or “Very Poor;” especially at night: 57% described it as “Somewhat” or “Very” unsafe.
- » **Affordability.** The affordability of housing was the overwhelming reason for respondents choosing to move to Lake City (47%), and the most common reason given for possible decline in the next three years (loss of affordability).
- » **Pedestrian Experience.** Lack of and condition of sidewalks and dangerous crossings/fast traffic were a common complaint.
- » **Trash.** Litter and other garbage were cited as a common occurrence on the street.

A summary of the findings from the resident survey is included in the appendices.

ENGAGEMENT PROCESS



AFFINITY GROUPS

The Leadership Team and consultants conducted eleven affinity groups with different cross-sections of Lake City to delve deeper into the issues raised by the resident survey. These included groups of: residents, seniors, Spanish-speakers, youth, young families, English language learners, businesses, and people experiencing homelessness. These groups were facilitated to elicit participants' specific values, fears, and priorities for Lake City today and in the future.



Eleven affinity groups engaged more than 100 people over several months. Considering areas of agreement held by each group, revealed the following across groups:

» Areas of agreement across all affinity groups:

- Sense of fear about crime and personal safety is an issue
- Need targeted help for people experiencing homelessness

» Priorities for most affinity groups (mentioned by at least 8 out of 11)

- More (affordable) activities for children and teens
- Improving pedestrian experience
- Community gathering space
- Housing Affordability



A matrix summary of the findings from all affinity groups is included in the appendices.

PARCEL SURVEY

During this planning process over 1,400 individual Lake City land parcels were surveyed by dozens of volunteers. The Parcel Survey asks the survey-taker to assess the physical and land use characteristics of various elements of a parcel of land, recording things like occupancy type, property condition, and sale status. We customized this survey for Lake City by adding a question about the presence of a sidewalk for each parcel.

The Imagine Lake City Together parcel survey documented that properties in Lake City may or may not be in good repair, but few if any of them pose a significant threat to surrounding properties or exhibit overt signs of blight. Additionally, the parcel survey reinforced the long-held opinions about challenges with pedestrian connectivity in the Lake City neighborhood. In short, Lake City is not a blighted neighborhood by most definitions, but it does have a number of issues with pedestrian circulation, the quality of the public realm, and connectivity between various parts of the neighborhood.

Specifically:

- » Investment in the Civic Core: Of the 33 properties classified as "New Construction / Improvements in Progress," 20 or (60%) are located in the civic core of Lake City (within a 2.5 block square of the intersection of 125th and Lake City Way)
- » Sidewalk Infrastructure: The parcel survey validates Lake City's well-documented need for pedestrian infrastructure. 59% of parcels surveyed in the study area did not have a sidewalk.

A synopsis of the parcel survey is included in the appendices.



COMMUNITY CONVERSATIONS

In addition to affinity groups and randomized surveys, three Community Conversations were hosted and facilitated in the Spring of 2017 to collect more ideas from the community and to vet the draft plan. The Conversations were hosted and facilitated by Lake City Future First, Lake City Neighborhood Alliance, Children's Home Society of Washington and the consultants. Each conversation drew more than 50 participants and allowed us to engage the broader community in discussion. Interpreters were also available as needed. In addition to the Community Conversations, public feedback was gathered in July at the Lake City Farmer's Market and at a "Live in D5" City Council outdoor neighborhood event. Many of the ideas collected were incorporated into the revised plan and shared through enjoylakecity.org.

ENGAGEMENT PROCESS

SUMMARY

Together, the inputs from the steering committee, leadership team, resident survey, affinity groups, parcel survey, and community conversations guided development of the vision & values, strategic directions, proposed actions, and transformative project described in this plan. This evolution in thinking is described in the following diagram:



OUR VISION



Imagine Lake City Together grew out of many years of individual and collective work toward Lake City's future.

OUR VISION

Each of the organizations comprising the Leadership Team had its own mission and goals. The Children’s Home Society of Washington moved its headquarters to Lake City in 2014, and its strategic plan calls for creating one of its statewide holistic service hubs in Lake City to focus on supporting all phases of a child’s life from birth to age 12. Lake City Future First’s strategic plan envisions a dynamic and safe Lake City business district, with Lake City Future First as an accessible and sustainably funded nonprofit organization that delivers engagement opportunities and resources for businesses and residents within the Lake City community. Lake City Neighborhood Alliance priorities include: envisioning a future Lake City; advocating for a new, full-service Community Center; ensuring pedestrian safety; and updating the Seattle Sign Code.

Many earlier efforts in the neighborhood also provided a foundation for this effort as described in Chapter 1. Especially important among these are the City of Seattle’s work on an Urban Design Framework and rezoning for many Lake City areas, as well as the City’s Office of Economic Development’s support for organizational development and targeted actions by Lake City Future First, and ongoing support for various projects from the City’s Department of Neighborhoods.

All of these efforts coalesced into the application for funding for Imaging Lake City Together from Wells Fargo Bank. With Wells Fargo’s generous support, the Leadership Group recruited a Steering Committee to guide the process. Over the course of its first two meetings, the Steering Committee reviewed background material from Reinvestment Fund and earlier efforts in Lake City. They also shaped the process for and reviewed the results of the Parcel Survey, Resident Survey, and Affinity Groups. The third Steering Committee meeting, in February 2017, was dedicated to Vision and Values for Imagine Lake City Together.

As adopted by the Steering Committee, these are:

VISION

We imagine Lake City energized by the strength of its increasingly diverse and committed residents, businesses, community groups, and institutions—together we are becoming an ever safer, more beautiful, healthy, and connected community.

Steering Committee members agree that Lake City’s diversity is its strength. The neighborhood is among the most diverse in Seattle, and already supports many ethnic businesses. It also enjoys proximity to major employers like the University

of Washington and Children’s Hospital so it is a convenient and affordable residential choice for many people with stable employment. Capitalizing on the neighborhood’s diversity as a differentiator, as well as addressing perception challenges with safety and aesthetics, become key strategies in Lake City’s future.

VALUES

EQUITY:

We value a more welcoming place for all to live, work, learn, and play—this means staying community-driven and advocating for new comers and existing residents who are at greatest risk of displacement such as low- and moderate-income children and families, people of color, older adults, immigrants, and others.

With Seattle’s booming economy and population growth, Lake City’s Steering Committee members can easily see that even with current issues related to poverty, public health, and community services, Lake City’s accessibility and affordability could quickly make it into a “hot” new destination. This could bring on economic displacement, which would undermine the very qualities that the current residents love.

CONTINUITY & CHANGE:

We value embracing change that builds on our community’s strengths and resources, including the wealth of past planning efforts.

Steering committee members do worry about displacement, but they do not resist change. Everyone agrees that recent planning efforts and zoning changes that are underway are good for the community. The group agrees that opportunities for mixed-uses, greater density, and a diversity of businesses will strengthen the neighborhood if these changes respect neighborhood traditions as expressed in previous planning efforts.

ENVIRONMENTAL CARE:

We value our natural environment and believe that efforts to restore and care for it can improve any strategy.

Lake City residents are passionate about the environment, and believe it needs help in their neighborhood. Efforts to restore the health of Thornton Creek and to increase green space are priorities. Opportunities for more landscaping along the area’s thoroughfares and side streets are also important, as are more parks and open space.

PARTNERSHIP:

We value strong partnerships for implementation—both between local groups and with City and State, and County government—and seek to be active champions for any efforts in support of the Vision.

Everyone agrees that Lake City needs to work together internally and with many external stakeholders to make this plan a reality. Partnerships are the key to the exciting Lake City Civic Hub described in this plan as a transformative project.



Steering Committee brainstorm on Vision & Values. February 13, 2017.

4 STRATEGIC DIRECTIONS

Assemble
Connect
Promote
Serve

ASSEMBLE

LAKE CITY

ACTION PLAN

1 NEW COMMUNITY CENTER

Organizational Lead: Lake City Neighborhood Alliance; Seattle Parks Foundation

Justification from Engagement: More Gathering Spaces; More Community Classes and Activities; Racial and Social Equity, Build Neighborhood Assets and Cohesion

Action Description

Obtain support, commitment, and funding for a new, full-service, Parks-operated and maintained Lake City Community Center, with across-the-life-span programming within the Civic Hub. Community stakeholders would collaborate with Parks on community center design, program planning, and programming.

Areas of focus will be:

- » Obtain support for a new, full-service, Seattle Parks & Recreation-operated and maintained community center
- » Build a new community center that will welcome all residents within Lake City.
- » Identify across-the-lifespan programming that address a variety of needs for residents.
- » Community stakeholders will collaborate with Parks on Community center design, program planning and program delivery.

Having a community gathering place accessible to all was a key theme that emerged from resident surveys, affinity groups and the Steering Committee. Built in 1957, the Lake City Community Center was expanded in 1965

and 1975, but across-the-lifespan programming has not been provided due to building issues. Seattle Parks and Recreation's "2016 Community Center Strategic Plan" recommended that the current Lake City Community Center be replaced rather than renovated, but this project was not funded. At the end of 2017, the contract for the current center operator will end, allowing for community and Seattle Parks & Recreation to collaborate on program planning and design.

An urban village in Seattle's North End mosaic of neighborhoods, Lake City is comprised of under-served groups—immigrants, refugees, low income, people of color, people with disabilities, seniors, and socially isolated individuals and families—and long-time residents who are homeowners. As a growing and diverse community, Lake City would benefit from having a community center that is the focal point of the neighborhood and serves as the place where people can connect, build relationships, engage in their community and enhance their well-being.

Across-the-life-span programming will be an important factor for everyone by providing spaces for physical activities and exercise, helping students stay in school, promoting lifetime learning for seniors, and offering cultural programming venues.

STRATEGIC DIRECTION:

ASSEMBLE

ASSEMBLE LAKE CITY ACTION PLAN

2 MAKE IMPROVEMENTS TO EXISTING PUBLIC OPEN & PARKS SPACE & PUBLIC RIGHTS-OF-WAY

Organizational Lead: Lake City Neighborhood Alliance; Seattle Parks Foundation; Lake City Future First; Lake City Greenways; Thornton Creek Alliance

Justification from Engagement: Park and Street Safety; Improve Pedestrian Experience

Action Description

Lake City will focus on improving its existing open space assets in the following ways:

- » New programming at Virgil Flaim, Little Brook, Albert Davis, Mini-Park, 33rd Ave NE, and NE 130th Street Beach Parks (LCNA + LCFF)
- » Visioning for environmentally responsible improvements to Little Brook Creek (Seattle Parks Foundation + LCNA + Thornton Creek Alliance + LCFF)
- » Identify unused public right-of-way for neighborhood pocket parks (alleys, unfinished street ends) for neighborhood grant and community building opportunities. (Greenways)
- » Develop a pedestrian grid in and around the Lake City Core consisting of Safe Routes to School, Greenways, sidewalks, alternative sidewalks, Festival Streets, crosswalks, and pedestrian amenities for urban walkability for people of all ages. (LCFF Planning and Development, Greenways)

Areas of focus will be:

- » Identify new programming for parks within Lake City
- » Invest in protecting the natural features of Little Brook Creek.
- » Create pocket parks from unused public right-of-way such as alleys and unfinished street ends
- » Focus on creating a pedestrian grid around Lake City core

In the resident surveys, affinity groups and the Steering Committee, pedestrian experience and perceived viewpoints on safety in the neighborhood were significant areas of concerns. We plan to address this issue by focusing on the walkability between places and spaces as well as providing safe public open and parks spaces that increase the feeling of safety and security of the neighborhood. Lake City has a small number of parks, green spaces, and open spaces for the number of people who live in the community. In addition, many have few amenities such as children's play areas, basketball courts and skate areas.



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2 MAKE IMPROVEMENTS TO EXISTING PUBLIC OPEN & PARKS SPACE & PUBLIC RIGHTS-OF-WAY

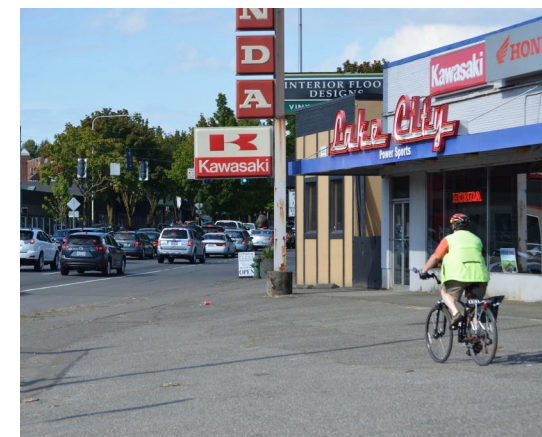
Lake City Neighborhood Alliance and Lake City Future First will work to engage our residents in local Lake City parks by identifying new or continuing programming. Examples of programming include music events planned around age groups, cultures, or holidays; art; world dances; movie nights; and potlucks.

- » Previous community planning efforts have highlighted the need to protect Lake City's natural features. Little Brook Creek is a Thornton Creek tributary that flows through Lake City, partly through pipes and culverts behind apartment buildings, under parking lots, and under Lake City Way Northeast. Little Brook has significant amounts of trash and its eroded banks need extensive restoration and management. Seattle Parks Foundation has recently invested in an environmental assessment of Little Brook Creek to identify opportunities for restoration and creation of beautiful green spaces to serve the surrounding park-poor neighborhood. In addition, the Little Brook Youth Corps pilot project is underway with recruitment of Lake City youth who will learn and apply



restoration techniques to the deteriorated habitat surrounding Little Brook Creek in Little Brook Park.

- » Lake City Greenways, in partnership with Seattle Parks Foundation, transformed a City-owned street end at Northeast 133rd Street between 27th and 28th Avenues Northeast into the Olympic Hills Pocket Park. Lake City Greenways will use this model in identifying other unused street ends and creating more pocket parks in Lake City.
- » With resident surveys, affinity groups and parcel surveys, the lack of walkable areas and condition of sidewalks was a significant issue. For pedestrian safety and walkability, a pedestrian grid is needed to connect gathering places with residential and business areas. Lake City Future First Planning and Development along with Seattle Greenways will collaborate to develop a pedestrian grid in and around the Lake City core consisting of safe routes to schools, sidewalks, alternative sidewalks, festival streets, crosswalks and pedestrian amenities for urban walkability for people of all ages and people using wheelchairs or other mobility aids.



ASSEMBLE LAKE CITY ACTION PLAN

3 SYNTHESIZE AND BUILD ON EXISTING PUBLIC AND PRIVATE URBAN DESIGN PLANS AND PLANNING PROPOSALS

Organizational Lead: Lake City Neighborhood Alliance, Lake City Future First

Justification from Engagement: Build on the work and value of current and previous neighborhood plans which still address the priorities of today. Build neighborhood assets and cohesion.

Action Description

Create a sense of place that reflects this community's diverse socio-cultural, economic, and geographic attributes.

Areas of focus will be:

» Utilize and build upon previous planning and visioning projects where data and information is still valid.

The Lake City community has participated in five recent public urban design efforts since the mid-1990s. There are community members who have been participants in, and in some cases consultants for, planning and visioning projects who are still actively involved today. We plan to utilize and building from these previous plans that will be made for public access. In addition, we will support ongoing community conversation meetings with Lake City Future First that will involve public review of these previous plans and participation in planning, proposed development proposal review, and establishing a community resource network.

The five most recent public urban design efforts include:

» **Seattle 1994 Comprehensive Growth Management Plan:** The plan was inclusive of land-use, transportation, housing, capital facilities, utilities, economic development, neighborhood planning, human development, cultural resources, and the environment.



- » **North District Seattle Comprehensive Neighborhood Plan:** Adopted by the City of Seattle, the plan received financial and staff support for professional planning and engaging neighborhoods. ISD, a local design firm, was selected.
- » **Pierre Visioning Project – Lake City:** Pierre Enterprises funded a design charrette facilitated by the University of Washington Urban Planning department and its students with participation by Lake City residents and organizations
- » **Urban Design Framework – Lake City:** The plan included a vision for Lake City as well as the establishment of key urban design concepts, implementation strategies, and identification of key public and private partnerships.
- » **Mayors Shared Vision for Lake City initiative:** In February of 2016, Mayor Ed Murray selected the Lake City neighborhood as its partner in creating a new paradigm of planning which would:
 - Support a vibrant neighborhood center with healthy businesses
 - Respond to the need for community services that promote public health
 - Advance public safety through safe streets and community policing
 - Connect parks, transit and schools through a network of sidewalks
 - Create affordable homes, child care and services for families
 - Create great community places for recreation and community events
 - This collaboration has been ongoing since its inception.

4 STRENGTHEN CURRENT AND DEVELOP NEW ORGANIZATIONAL PARTNERSHIPS THAT ARE INCLUSIVE TO ALL

Organizational Lead: Seattle Parks Foundation; Children's Home Society of Washington; Lake City Neighborhood Alliance; Lake City Future First

Justification from Engagement: Public Safety, Affordable Housing, Pedestrian and Traffic Safety, Children and Families

Action Description

Focus on new and existing partnerships with governmental agencies, funders and community organizations engaged in preventing crime and enhancing public safety; providing housing for the previously homeless and developing affordable housing; providing needed services to children and families, and planning and implementing strategies to enhance pedestrian and traffic safety; and ensuring racial and social equity and inclusive of our entire community.

Public-private partnerships will be critical in meeting Imagine Lake City Together's goal of improving the quality of life of children and families in low income neighborhoods, and our aims to develop a plan to a) Improve housing quality and affordability; b) Strengthen local business economies and access to employment; c) Build neighborhood assets and cohesion; and d) Provide needed services to children, families, and seniors. Having consultations and developing partnerships with agencies such as Capitol Hill Housing are already underway.



CONNECT LAKE CITY ACTION PLAN

1 STRENGTHEN ENJOYLAKECITY.ORG AS A CENTRAL ON-LINE COMMUNITY SPACE

Organizational Lead: Lake City Future First

Justification from Engagement: Awareness and Utilization of Services

Action Description

Use EnjoyLakeCity.org as a central community website with a robust schedule of updates and information in multiple languages. Using LCFF's mission to provide the site as a community asset and work with partner organizations to ensure that content is included.

Three focus areas will be:

- » A comprehensive set of community services and local events maintained in coordination with the Lake City Branch of the Seattle Public Library, community organizations and service providers.
- » A new original content series featuring local Lake City voices.
- » Local business promotion and opportunities to connect businesses to each other and the community.

The goal of a comprehensive community website was identified as a primary need to connect, inform and share issues across our broad Lake City community several years ago. Thanks to a City of Seattle Department of Neighborhoods grant, EnjoyLakeCity.org was created to provide an on-line community space reflective of Lake City. This work needs to expand to include more events and opportunities open to Lake City residents to create awareness about their community.

Lake City has a multitude of events, opportunities and "need to share" information so that a comprehensive site will require coordination across the community with public agencies, community groups and service providers. The EnjoyLakeCity.org website can serve this purpose with the intent of keeping the calendar comprehensive and consistently up to date and to dedicate areas of the site to main interest areas for our diverse community. Relationships with organizations like the Children's Home Society of Washington and Literacy Source serving English language learners, along with support from City of Seattle departments, will provide content in major languages represented in Lake City.

To connect our community and share our experiences both unique and collective, we would dedicate a section of EnjoyLakeCity.org to contributors across the broad spectrum of our increasingly economic and culturally diverse neighborhood. Providing content on our experiences as individuals in Lake City will help to bring more understanding, identification of commonalities and educate each other on what it means to live in and be part of this community. This series can include multiple types of content using photography, writing and video and writing to communicate to the neighborhood.

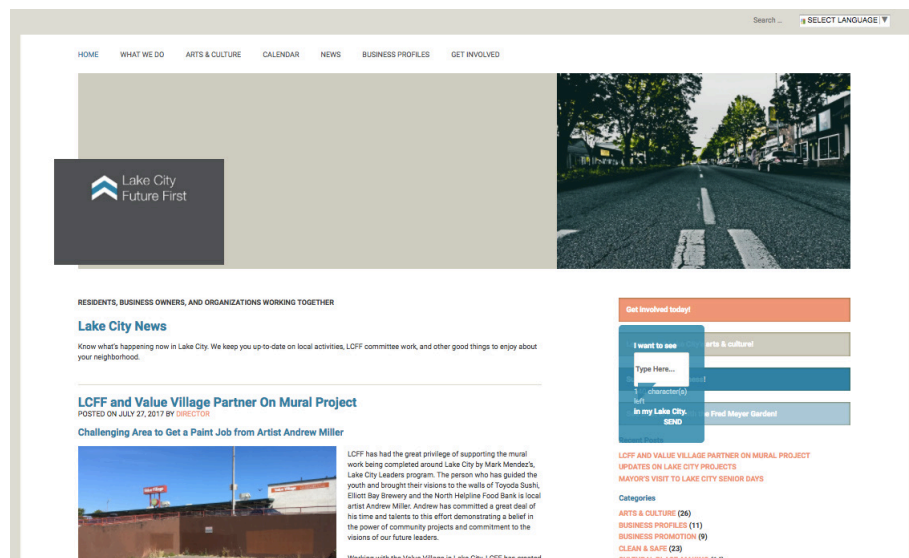
STRATEGIC DIRECTION:
CONNECT

CONNECT LAKE CITY ACTION PLAN

... CONTINUED

1 STRENGTHEN ENJOYLAKECITY.ORG AS A CENTRAL ON-LINE COMMUNITY SPACE

In addition to information and community sharing, EnjoyLakeCity.org provides an opportunity to promote and re-brand the community through positive happenings in a community that currently suffers from perception issues. We also see EnjoyLakeCity.org acquainting potential visitors and people from other parts of the City of Seattle to experience our business, parks and other offerings. Many of our local businesses identify marketing as an issue that prevents them from increasing clientele and EnjoyLakeCity.org will use its visibility to promote small business, through on-line coupons, business profiles and opportunities for sponsorships. We see EnjoyLakeCity.org as serving the need for positive messaging within and beyond the neighborhood. The website will be a crucial component of our overall plan especially in terms of our "Neighborhood Branding" effort within the "Promote" section of our action plan.



2 ESTABLISH YOUTH ADVISORY BOARD

Organizational Lead: Mark Mendez, Diana Quintero, Children's Home Society of Washington

Justification from Engagement: Affordable Activities for Youth

Action Description

Establish an ongoing advisory board to empower Lake City Youth and bring their voices to future community planning work in an organized way.

- » Work with professional video services to create a series of short videos that highlight and promote the neighborhood. Concentration would be on both businesses and residents that are building community and "making a difference."
- » Create a Lake City Pop-up Theater through use of available spaces in Lake City, including the original Lake City Theater, to create "pop-up" theatrical performances and movie showings.

Throughout our planning process, we learned from affinity groups and surveys that community residents need more affordable activities for youth. To meet this need and create activities that are designed by and with input from youth, a Lake City youth advisory board is needed to empower under-served youth in the Lake City neighborhood with leadership and civic participation skills and 21st century soft skills. Many



under-served youth do not feel that they can make a difference or have much power over their lives.

A high proportion of youth in the Lake City neighborhood come from very diverse backgrounds and speak multiple languages. For example, the Lake City neighborhood has one of the highest proportions of East African youth and families in the City. These youth are the translators for their family members and friends who do not speak English. By supporting and empowering these teens with leadership and civic participation skills and 21st century soft skills, youth can support activities and programs that can reach their families and friends, building a stronger and diverse community in Lake City.

In addition, youth have innovative ideas and solutions for their local neighborhood challenges that have not been identified by adults and seniors in the community. By including the youth in multiple service learning projects and asking their opinions on multiple neighborhood challenges, we can help better solve our neighborhood challenges while building the next generation of leadership in the neighborhood.

Examples of service learning projects that address community challenges are *creating community murals*, providing support at North Helpline's Lake City Food Bank, helping to plan multiple community building events like the Lake City World Dance Party and the Taste of Lake City, and creating a relaunched Lake City theater at its current location. Teens will be given support as needed from adult mentors as they learn to plan, design and implement a variety of community events in their neighborhood.

PROMOTE LAKE CITY ACTION PLAN

1 NEW NEIGHBORHOOD BRANDING

Organizational Lead: Lake City Future First

Justification from Engagement: Raise Community Profile Citywide

Action Description:

Working with Community and a professional graphic designer to include a tag-line and image to positively brand the neighborhood and celebrate its diversity. The branding can be used by neighborhood organizations and businesses to bring Lake City closer together as well as advertise.

Areas of focus will be:

- » Launch branding effort that highlights changing neighborhood and encourages commuters to enjoy what Lake City offers
- » Tell Lake City's new story through a cohesive message that is inclusive of all residents, business and organizations

Through our responses from the resident survey, Lake City suffered from perception issues around cleanliness, crime and safety. The effort to brand the neighborhood has been set in motion to some degree by launching Imagine Lake City Together. Additional neighborhood branding will help to communicate the collective goals of Lake City and provide imagery and a sense of place that will help to build community among our diverse residents, organizations and business. A branding effort helping to communicate our changing neighborhood will be extremely valuable as we try and encourage

the thousands of commuters who pass along our business corridor and through our civic core each day to stop and enjoy what our community offers.

The telling of Lake City's new story is needed to foster our collective sense of place and work toward a cohesive message that is inclusive of all those who make up our unique neighborhood. Our community's diversity is an asset and primary reason for neighborhood pride. We have also found that people are becoming more increasingly aware of the existence and importance of our Thornton Creek Watershed that works its way throughout our community. Lake City will benefit from a solid branding identity where we can create efficiency and cohesion within our launching efforts around wayfinding, information signs, community events and social media tools.

Creating a cohesive neighborhood brand will require 10-12 months to hold a robust and inclusive community process, work with volunteers and a graphic design consultant, produce materials and update web and social media sites. This includes conducting a robust outreach process with residents and business to have a palette of ideas and use the work of Imagine Lake City Together and passed planning efforts to inform the process. This branding will be utilized on the EnjoyLakeCity.org website.

STRATEGIC DIRECTION:
PROMOTE

PROMOTE LAKE CITY ACTION PLAN

2 LAKE CITY WAY BEAUTIFICATION

Organizational Lead: Greenways, Lions Club, Lake City Future First

Justification from Engagement: Build Local Pride of Place

Action Description:

Conduct simple facade improvements to storefronts, maintain and increase the amount of planters, work with SDOT on a maintenance plan for medians along the Lake City Way corridor, murals and clean ups.

Areas of focus will be:

- » Explore partnerships along with Seattle Department of Transportation to improve maintenance median and public right-of-ways
- » Continue efforts to improve storefronts along Lake City Way to make area more inviting to commuters and residents
- » Explore private capital as an opportunity for reinvestment in the neighborhood

Lake City Way is State Route 522 and serves as a four-lane primary connector for more 35,000 vehicles daily. It links northeast Seattle neighborhoods to downtown Seattle via Interstate 5 and is a historic connector to towns northward into the Cascade Mountains. It serves as the Lake City Neighborhood's "Main Street" with a reduced speed limit for the urban hub village shopping district where pedestrians and vehicles share the street at intersections and mid-block pedestrian crossings.

While the Lake City neighborhood is strongly identified as a commuter corridor, it is a budding, vibrant economic and cultural center surrounded by family neighborhoods in Seattle's largest creek watershed. As the main through-way struggles with empty storefronts, beautifi-

cation is ongoing with family-owned restaurants and small businesses currently operating along Lake City Way. By taking small, incremental steps to beautifying the neighborhood and incubating new businesses, Lake City can invite commuters to explore the business district and create interest in the growing cultural, craft brewing and food scene of the corridor. To support this effort, identifying private funders will be key as well as support from the City of Seattle Office of Economic Development and local business owners.

Part of this beautification effort also includes completing ongoing maintenance of the median and public right-of-ways along Lake City Way. Rapid city-wide development is competing with maintenance man-hours for routine weeding and cleanup. With the Seattle Department of Transportation, Lake City Future First is exploring possible partnerships or private investments to augment the labor not fully funded by the city. Other efforts include painting neglected facades at no cost to businesses through Lake City Future First project funds and plantings and the addition of planters along the Lake City Way corridor.



3 EMPTY STOREFRONT ACTIVATION

Organizational Lead: Lake City Future First

Justification from Engagement: Affordable Activities for Youth; Community Events

Action Description:

Work with leasing agents and property owners to occupy empty storefronts with business incubators, makers-spaces, temporary art installations and one off events. This would create opportunities for startup efforts, give youth an opportunity to learn business related skills and increase the likelihood of more permanent occupation of the space.

Areas of focus will be:

- » Launching of a retail attraction strategy that focuses on the businesses that residents would like to visit in Lake City
- » Build relationships with leasing agents and property owners through demonstration of the public and private partnerships
- » Conduct a robust store front activation strategy that includes art installations and low-income retail spaces

Lake City has a great deal of unleased and neglected storefronts along our commercial corri-

dor. Creating working relationships with leasing companies and property owners will allow us the opportunity to demonstrate the potential value of public and private partnerships that can meet the goals of both the community and the property owners.

Lake City Future First has been encouraged by the handful of property owners and management companies that have a willingness to work with community and see value in being responsive to neighborhood needs. In addition, Lake City Future First has already begun outreach to identify the types of businesses residents would like to see in the neighborhood that are not currently here. Through resources and partnerships with the City of Seattle Office of Economic Development, we are working on retail attraction efforts based on our findings. Our ability to work across the broad community for these efforts will increase opportunities for youth, artists, home-based businesses looking to expand and start up efforts.

PROMOTE LAKE CITY ACTION PLAN



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One of Lake City's biggest challenges is the lack of gathering space and the lack of spaces for artists to express themselves and for those interested in starting a business or learning economic development skills to make a move forward. A robust store front activation strategy will help Lake City to mitigate the effect of empty store fronts that line our commercial corridor while providing a myriad of opportunities for many looking for opportunities within Lake City.

We see this as an ongoing opportunity with the hope of filling the spaces with viable business models and other programs and partnerships. Working with local artists and leasing agents, art installations in windows will draw attention to the space, encouraging people to think about the possibilities within the space and increase pedestrian traffic around the location thereby within our business district. We will also engage the City of Seattle on around subsidies for developers and work with low-income housing developers to create low-income retail space within their new housing projects. We are also exploring "maker's spaces" and start-up opportunities as well as shared office space concepts with local entrepreneurs and resources through the Office of Economic Development, who can provide access to lenders and technical assistance.

STRATEGIC DIRECTION:
SERVE

SERVE LAKE CITY ACTION PLAN

1 COMMUNITY NAVIGATORS, PEER ADVOCATES & INTERPRETER PROGRAM

Organizational Lead: Children's Home Society of Washington, North Helpline
Justification from Engagement: Awareness and Utilization of Services

Action Description:

Develop an integrated system of access to community and social service programs to serve all residents. Using community navigators, peer advocates and interpreters, the program will assist people in navigating services in Lake City and beyond. Key elements include developing programs and systems using a racial and social equity lens, providing culturally appropriate service delivery and creation of a single intake form for use by multiple agencies.

Areas of focus will be:

- » Establish community navigator position that will work with families to connect them to services and resources
- » Recruit community members for community volunteer liaison position to support work of community navigator
- » Engage with peer advocates who have navigated complex social systems to act as support network

Information gathered in the planning process, showed that more than 50 percent of residents were not aware of the social and community services available to them in Lake City. In affinity groups, we learned that residents were also unaware or unable to access services that exist only outside of Lake City. To strengthening partnerships and support navigation of community and social services, community navigator positions will be a pivotal piece of the capacity building effort.

The community navigators will work one-on-one with families to help with various challenges. The community navigator will assess the needs of individuals when they come to the Civic Hub and connect them to services. He or she will work with individuals by offering culturally sensitive assessment and individualized coaching, connecting to resources and following up with the individual as well as their family. Assessments may include toxic stress assessment of children and determining the resiliency and strengths of the individuals and families. Once the assessment is complete, the navigator will connect families to services and follow-up to determine the services provided and effectiveness.

In addition to the community navigator, volunteers will be recruited from within the community, called community volunteer liaisons, that keep updated on community referrals, assist individuals with form completion, provide transportation to providers and other supports needed by individuals to receive services. These volunteer positions will also allow for community members to support and generate connections with those from various backgrounds, creating more robust and stronger community.

Peer advocates will also be a key element and the program will have an emphasis on recruiting advocates who have been through the child welfare, housing and mental health systems as well as individuals who have experienced the process of immigration and refugee resettlement. These advocates will act as coaches, mentors and navigators to individuals now facing the same challenges.

SERVE LAKE CITY ACTION PLAN

2 COMMUNITY ENGAGEMENT PROCESS FOR NEW AFFORDABLE INTERGENERATIONAL ACTIVITIES

Organizational Lead: Children's Home Society of Washington, Sound Generations
Justification from Engagement: Increase intergenerational programming including parent/child activities, multicultural events, early learning programs and senior/youth mentoring programs.

Action Description:

Create increased opportunities for residents of all ages to engage in meaningful activities that foster health and wellness, personal growth, creative expression and community connection. Ensure that activities are accessible to the community by developing and building on existing programming that is: free and/or low cost, culturally and linguistically inclusive, accessible for different ability levels, inclusive of different age groups and people experiencing homelessness. This will be done through coordinated partnership efforts of non-profit organizations, city agencies, local groups, businesses and individuals and will be informed by initial and ongoing community engagement.

Area of focus will be:

- » Provide meaningful activities that foster health and wellness, personal growth, creative expression and community connection

- » Address significant needs of families with young children and seniors who need specialized programming

The goal is to develop meaningful activities that foster health and wellness, personal growth, creative expression and community connection. We also want to ensure that activities are accessible to the community by developing and building on existing programming that is: free and/or low cost, culturally and linguistically inclusive, accessible for different ability levels, inclusive of different age groups and people experiencing homelessness. We plan to work closely with those developing the Civic Hub to incorporate accessible intergenerational programming.

A number of partners have come together to support intergenerational programming in Lake City: Sea Mar Community Health Centers; Chinese Information Service Center; Hunger Intervention Program, Literacy Source; Lifetime





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Learning Center; Two Dog Yoga; Children's Home Society of Washington; Lake City Library; Neighborcare Health – Lake City Clinic; Silver Kite Community Arts; Lifelong Recreation - Seattle Parks & Recreation 50+ Programming; Lake City House Resident Council; Pinehurst Court Resident Council; Seattle Housing Authority – Community Builders; Senior Housing Assistance Group; and Lake City Youth Leaders - Seattle Parks & Recreation.

One area of significant need has been among the seniors who comprised 19 percent of Lake City's population. With increasing ethnic and language diversity amongst seniors and many people being low or very low income, there is a need for free and low-cost meals, accessible services and programming for older adults and people with disabilities in the area. Lake City Seniors offers senior center programming, including social work, health and wellness services and opportunities for lifelong learning and recreation. Other programming has been offered through various partners, including Hunger Intervention Program and Sea Mar Community Health Centers. Many groups of seniors are still not connecting to the program and there are challenges around providing culturally and linguistically inclusive programming and meals. To determine the wellness of seniors in the community, we will be working alongside de Tornay

Center for Healthy Aging at the UW School of Nursing, which will be launching a data-driven approach focused on aging well. A pilot study will launch in fall 2017 that will identify wellness programs for older adults and inform communities, organizations and policy makers about the older individuals they serve.

Another area of concern that came up in affinity groups and surveys has been the limited options around affordable early learning in Lake City. Children's Home Society of Washington, an early learning provider for 25 years, has been serving families through home visiting programs in Lake City and family support services, such as parent/child activities and parenting education classes. Current home visiting programs include Early Head Start and Parent/Child Home Program (PCHP). Children's Home Society of Washington is exploring the option of offering more home-based services as well as providing child care services that are center-based. In addition, affinity groups stated that more affordable activities are needed for children and teens. Currently, Children's Home Society of Washington offers a variety of free play-and-learn groups, family fun nights, youth programming and cultural events and will collaborate alongside local families and other non-profits to identify and host more free or low-cost activities.

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Quality early childhood programs are needed in Lake City. To meet this need, we plan to develop a high quality early learning center, operated by CHSW, and serving 50 to 100 children. This center would complement the only other early learning center in Lake City, which is currently under construction. That preschool would accommodate 70 to 80 children and would be operated by the Refugee Women's Alliance (a partner of CHSW), while the apartments would be reserved for households earning no more than 60 percent of the area median income. The site is located at 30th Avenue Northeast and Northeast 127th Street, near the Lake City Branch library.

CHSW has a long history of offering high quality preschool and early learning services to children and families in King County. We were initially funded to provide center-based services in South King County by the Office of Head Start in 1989 and have provided those services ever since. In 2013, we received Head Start funding to open the Genesee Early Learning Center in southeast Seattle and that center recently was approved to participate in the Seattle Preschool Program.

Currently, 95% of the children CHSW currently serves in our Early Learning Centers come from poor families making less than the Federal Poverty Line. These low income families often have other unmet needs, such as mental health issues or lack of adequate nutrition. Homeless families receive priority in enrollment, as do children involved in the child welfare system. At least 10% of the children enrolled in our centers have diagnosed disabilities or delays. We are also committed to providing mixed income classrooms, shown through research to maximize development opportunities for all children, regardless of their socio-economic status.

Children and families enrolled in early learning programs in Lake City would easily access the host of supports and services offered through CHSW's North Seattle Family Center – co-located in the Civic Hub. Through the family center, we offer parenting classes, parent support groups, a computer lab and instruction, ESL classes, a WIC clinic and access to emergency food baskets, and other supports to ensure that families have the resources they need to provide for their children. Staff and volunteers assist families in



accessing health insurance coverage and health care services and other public assistance programs such as Maternity Support Services, child care subsidies, Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF.) During holiday times, many families receive food baskets and holiday gifts for their children and the Center also provides school supplies and weekend food backpacks for children from very low-income families.

3 CRISIS INTERVENTION

Organizational Lead: North Helpline

Justification from Engagement: Targeted Help for People Experiencing Homelessness

Action Description:

Help all of our community reach their full potential by connecting those in crisis to the resources they need to stabilize and achieve self-sufficiency. Provide assistance with housing applications, utility support, transportation assistance, etc. for vulnerable Lake City residents, including those at imminent risk of homelessness.

Areas of focus will be:

- » Connect individuals in crisis with Community Connector program that has professionals with knowledge in providing social and community connections.
- » Provide access and information to holistic service that help address a variety of challenges facing individuals in crisis.

The Community Connector program based at North Helpline builds upon the trust the food bank has with the diverse communities served in Lake City and addresses the multiple challenges individuals may face before reaching homelessness.

Food banks are uniquely aware of the barriers clients face in attempting to access resources that are not available in our neighborhood. With limited time and transportation costs, clients may have to choose one service and meeting food needs comes first. The Community Connector program based at the North Helpline addresses this issue by providing clients access to a holistic menu of services and provid-

ers, such as enrolling in Basic Food, applying for public housing, signing up for health insurance, and addressing a host of other client needs. The Community Connector will begin their work at North Helpline in August 2017. This will be an ongoing program that will work to meet the needs of the most vulnerable in our community.

Community Connectors will have extensive professional experience providing social and community connections to a diverse community, possess comprehensive knowledge and exercise culturally sensitive engagement skills. Specifically, Community Connectors will:

- » Assist clients who are unable to access referral and application processes for services or benefit programs such as Apple Health (also known as Medicaid), nutrition, child care, utility discount, housing and other programs by meeting them at the food bank.
- » Work with volunteers and staff to identify clients to enroll in the Community Connector program.
- » Assist clients in accessing job readiness, job search or volunteer opportunities.
- » Collect and track data on client service access and enrollment rates.
- » Receive ongoing training regarding social service programs and best practices.
- » Plan and coordinate training and resource fairs for food bank clients.
- » Foster partnerships and connections with other organizations to meet clients' needs.

4 EXPANDED DAY CENTER HOURS

Organizational Lead: Lake City Partners Ending Homelessness

Justification from Engagement: Targeted Help for People Experiencing Homelessness

Action Description: Explore opportunities and seek commitment for expanded hours at God's Li'l Acre Day Center, including linkages to coordinated entry for housing, mental health resources, wellness checks, primary care and access to move-in costs.

Areas of focus will be:

- » Expand hours to emphasize day-time shelter that provides safe space from the streets in Lake City and surrounding Seattle area.
- » Provide additional access to services that support successful transition into permanent housing for people experiencing homelessness.

Through our planning process, we learned that 100 percent of the participants in our affinity groups agreed that Lake City needs targeted help for people experiencing homelessness. With the significant economic growth in the Seattle area, more individuals are experiencing homelessness and need access to safe spaces and transitional housing to move toward permanent housing.

Lake City's homeless population receives support from God's Li'l Acre (GLA), a drop-in day center operated by the Seattle Mennonite Church and the Lake City Task Force on Homelessness. Currently, the center is open only for limited hours from 9 a.m. to noon Monday through Friday. We are exploring opportunities for increasing to eight hours of operation per day with an emphasis on day-time shelter from the streets and expanding access to services that support successful transition into permanent housing. This would be potentially be supported financially by the City of Seattle with a start

day of early 2018 if funding is received.

Typical persons who might use the services are chronically homeless adult men and women living in a vehicle or on the street. Staff and volunteers seek to create a place of welcome and hospitality, where people are known by name and experience community as relationships are built. Values of the program include self-restraint, self-respect, volunteerism, active participation in community, mutual assistance, care for property, and tolerance and respect for everyone.

In addition to providing clothing, hygiene supplies, showers, laundry, storage lockers, kitchen facilities and bus tickets for interviews and appointments, staff provide referrals to counseling, housing, case management and medical resources in the community as well as coordinating the services of providers who come to the center periodically to provide services on-site to guests. We would like to expand these services that address many challenges and barriers for individuals experiencing homelessness and support their path toward permanent housing.



**TRANSFORMATIVE
PROJECT**

TRANSFORMATIVE PROJECT: PURSUE DEVELOPMENT OF A LAKE CITY "CIVIC HUB"

The Lake City "Civic Hub" embodies the vision and values of this plan, and addresses all of the plan's Strategic Directions. It will enable residents from diverse communities and incomes to access gathering spaces, social services, early learning, multicultural activities, jobs programs, youth and senior programming, as well as city services. The services within this hub will meet the diverse needs of many residents, often struggling to find the basic necessities of life. The Hub will be open to all and residents, who will be met by volunteers and staff who will help them connect to the services and support they are seeking.



IDENTIFYING THE NEEDS OF THE COMMUNITY
Throughout the planning process, the need to develop a Lake City "Civic Hub" emerged as an over-arching, top priority from the resident surveys, community conversations, affinity groups and parcel surveys.

Community gathering space was named as a top priority by most of the affinity groups that were held. In addition, the Steering Committee identified as a key area of agreement the need for a community gathering space accessible to all with services developed and delivered through a racial equity lens. The Steering and sub-committees stressed the importance of creating community by providing Lake City residents and workers with places and forums to come together and affect positive change in their community. Gathering spaces, including a new community center, would address the need for programming across the life span.

We see the development of the Civic Hub as a significant opportunity to prioritize and help mitigate emerging quality of life issues that converge in Lake City as Seattle

experiences major metropolitan growth. As a place for all community members, our goal is to help prevent inequities from further devolving, stabilize the community with appropriate services to children, families and businesses, and address displacement of affordable housing and cultural resources.

BUILDING COMMUNITY THROUGH COMMON SPACE
Lake City—just 10 miles north of downtown Seattle—is one of the few remaining Seattle neighborhoods that has not yet been completely transformed in the wake of substantial economic growth. An urban village in Seattle's North End mosaic of neighborhoods, Lake City is comprised of under-served groups—immigrants, refugees, low income, people of color, people with disabilities, seniors, and socially isolated individuals and families—and long-time residents who are homeowners.

Social connections are pivotal to linking together under-served individuals and communities where they live. First, social connections create a bonding function that strengthens the values, cultures and homogeneity of the community, creating better opportunities for connections with

under-served populations. Second, social connections create a bridging function by providing individuals important links to services and supports outside their own community. Individuals who are immigrants, refugees, low income, people of color and people with disabilities oftentimes lack relationships with networks beyond their own community that can provide access to information and opportunities to improve their quality of life.

As an urban village, Lake City is home for individuals from various income levels. Discussions around mixed-income communities assume that social mix creates better social opportunities for all residents. However, this assumes that social interactions will occur in mixed-income neighborhoods and communities and that social interactions will directly lead to social and economic benefits for under-served residents. Research shows mixed-income residents do not even form relationships when they are neighbors in mixed-income buildings.

While proximity alone between mixed-income residents may not promote social interactions, a common facility, such as



a Civic Hub, that provides a space for repeated informal social interactions helps build relationships between residents of various backgrounds and a stronger and engaged community. The Civic Hub would provide space that would bring together all residents of diverse income levels and promote meaningful interactions that benefit the community as well as those in under-served populations.

CONNECTING RESIDENTS TO CRITICAL RESOURCES
The Civic Hub will also address another significant issue in the Lake City community: the struggle to access critical social and community services. Typically, human service and community providers specialize in one or two service areas or do not offer integrated care within their own programs. This is usually because the provider specializes in only one area of service or because of limitations set by private and public funders that support a specific service.

Most providers also lack strong partnerships to create an umbrella of services where individuals can go to meet all of their needs. Individuals consequently struggle to find supports among programs with different structures, regulations, and policies. This lack of an integrated and comprehensive system of services is compromising the ability of individuals to select the "best fit" services

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and receive appropriate referrals, while also hindering providers in making more significant progress for individuals who experiencing multiple challenges.

In addition to these challenges, Lake City residents also struggle with knowing the resources available to them in their



community. From the planning process, more than half of survey respondents were unaware of the majority of social and community services available to them within Lake City, including services such as early learning programs, child care facilities, behavioral health, adoption/foster care support, senior and youth activities, basic needs, and information and assistance with such areas as employment, housing and physical and dental health. Many of these services already exist in Lake City, but operate with limited capacity.

The creation of a Civic Hub will build collaborations among agencies and create a coordinated system of social and community services providing streamlined, integrated, culturally relevant and comprehensive services that will meet the needs of community residents. It will also minimize the duplication of services, allowing for less competition for limited resources.

To reduce the barriers that residents face when trying to access needed services, CHSW will collaborate with other agencies to provide access to services such as basic needs, emergency support, housing assistance, financial literacy, employment and assistance accessing physical, mental and dental health services. CHSW, as the anchor program of the human and social services element of the hub, will provide space for use by other partner organizations, including:

- » Hunger Intervention Program
- » Sound Generations
- » Lake City Taskforce on Homelessness
- » Consejo Counseling and Referral Service
- » Mother Africa
- » Seattle Housing Authority Lake City House Resident Council
- » Literacy Source
- » Lake City Neighborhood Alliance
- » Lake City Future First
- » Community Service Officers
- » Other interested organizations

In addition to these partner organizations supporting this effort, an advisory council of residents and providers will be established to provide overall guidance around the changing needs of the community. The advisory council will be responsible for listening to and understanding the community's voice and providing a consistent feedback loop between residents and providers, so new challenges are addressed appropriately and in a timely fashion. This will make residents feel empowered to share their concerns, challenges and successes and feel a greater sense of community.

CHSW leadership and program staff understand the importance of establishing and maintaining strong connections with other social service agencies, faith communities, local businesses, medical care providers, and public services such as libraries and recreational facilities to provide the most comprehensive and holistic service possible to the community being served. Through collaborative partnerships over the past 25 years in Lake City, CHSW will be able to successfully help lead efforts with this project and continue to form new partnerships with providers and partners to provide the best services to Lake City residents.

STRENGTHENING PARTNERSHIPS AND SUPPORTING NAVIGATION OF SERVICES

Strengthening of these partnerships and creating the hub will require continuous time and resources from all partners involved. To help with this process, a community navigator position will be a pivotal piece of the capacity building effort. The community navigator would build partnerships to bring agencies together to determine the most appropriate implementation of the Civic Hub for the community. This would be accomplished by supporting the evolution of the current Steering Committee into an implementation committee who would promote the development of the Civic Hub. Steering committee members could continue to be involved and help move the project forward.

The community navigator will also work one-on-one with families to help with various challenges. The community navigator will assess the needs of individuals when they come to CHSW and connect them to internal services as well as community resources. He or she will work

with individuals by offering culturally sensitive assessment and individualized coaching, connecting to resources and following up with the individual as well as their family. Assessments may include toxic stress assessment of children and determining the resiliency and strengths of the individuals and families. Once the assessment is complete, the navigator will connect families to services and follow-up to determine the services provided and effectiveness.

In addition to the community navigator, volunteers will be recruited from within the community, called community volunteer liaisons, that keep updated on community referrals, assist individuals with form completion, provide transportation to providers and other supports needed by individuals to receive services. These volunteer positions will also allow for community members to support and generate connections with those from various backgrounds, creating more robust and stronger community.

